

M U L T N O M A H C O U N T Y O R E G O N

PROPOSED BUDGET

2014

Volume 2

Program Information by Department



Multnomah County, Oregon
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About our 2014 Budget Cover

**Submitted by: Lisa Krzmarzick,
Department of Community Justice**

“This is a painting I did early last year in acrylics of a Great Blue Heron. These prehistoric-looking birds can be found everywhere in Multnomah County; such as along the Willamette River fishing for breakfast; in the fields between the runways at the Portland International Airport, seemingly greeting tourists and returning locals; and flying above the Columbia River in the gorge, gliding through the air for long stretches at a time. I painted this as a tribute to my late grandfather, whom I called 'Happy'. Whenever I see one, I think of him and smile.”



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Understanding Program Offers

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

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

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

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

What Makes a Good Program Offer

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

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

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

Program Offer Description

Program Offer Justification

Performance Measures

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

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

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

~Sir Arthur Conan Doyle, Sherlock Holmes

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

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

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

Legal and Contractual Mandates

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

Revenue/Expense Detail (Program Costs)

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

Explanation of Revenues

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

Significant Program Changes

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

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

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

Types of Programs

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

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

Administration

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

Support

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

Operating Program

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

New/Innovative

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

Program Alternative or Reconstruction

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

Internal Service

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

Revenues

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

Other Important Notes

Characteristics of Program Offers

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

- Program Offer characteristics (backfill and offers requesting one-time-only resources or those denoted as advancing the Climate Action Plan)
- The way in which program offers are scaled

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

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

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

Climate Action Plan - In 2009, Multnomah County adopted the Climate Action Plan (CAP), a comprehensive framework for reducing greenhouse gases and preparing County operations and the community for climate change impacts in the region. If a program contributes toward achieving a Climate Action Plan goal, the check box for Climate Action Plan (CAP) is marked on the program offer. The program offer will also include a description of the particular action the program addresses in the "program description" text box in the program offer.

Scaled Program Offers

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

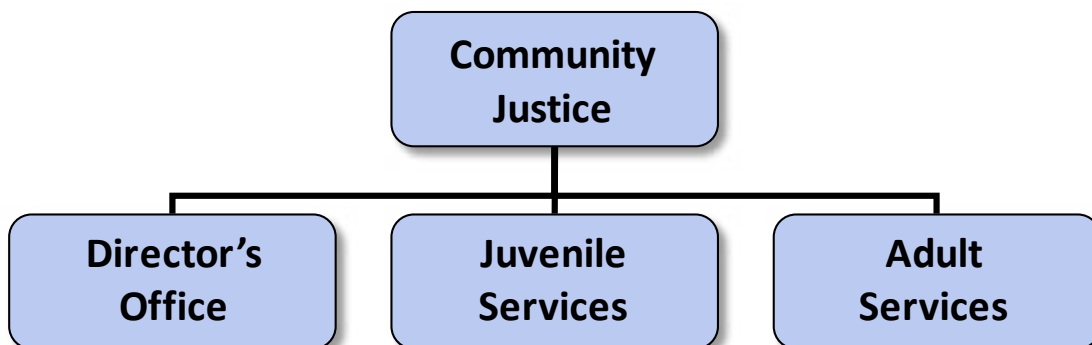
- The Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B and beyond" represent incremental levels of service that buy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

Department Overview

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

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

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



Budget Overview

The FY 2014 budget for the Department of Community Justice is \$89.1 million with 502.68 FTE. About 65%, or \$57.6 million, of the budget comes from the County General Fund, with the remaining 35%, or \$31.5 million, coming from other funds. From FY 2013 to FY 2014, the total departmental budget increased 5.4%, or \$4.6 million, and FTE increased 0.6% or 3.13 FTE.

The year over year change from the FY 2013 adopted budget for the General Fund is an increase of \$1.7 million and a decrease of 1.48 FTE. The Video Lottery Fund remained unchanged at \$2.3 million, and decreased the FTE by 1.42 FTE. Other funds increased by \$2.8 million, with an increase in FTE of 6.03 FTE.

The FY 2014 budget assumes an increase in State Department of Corrections funding, triggered by cost increases reflected in the most recent actual costs study conducted jointly by the Oregon Association of Community Corrections Directors (OACCD) and the Department of Corrections (DOC). That anticipated increase is reflected in program offer 50056. FY 2013 program offers 50008A and B, Community Response to the Commercial Sexual Exploitation of Children (CSEC), have been discontinued for FY 2014. The grant supporting that position has ended, and that position is now funded for FY 2014 within program offer 50003B, DCJ Crime Victims Unit - Expanded Collaboration. FY 2013 program offer 50003 Court Appearance Notification System (CANS) has been folded into FY 2014 program offer 50002 DCJ Business Applications & Technology.

New Programs in FY 2014:

- 50012B Juvenile Intercept Program - \$293,825 and 0.00 FTE (one-time-only)
- 50029 Juvenile Community Interface Program - \$520,002 and 4.80 FTE
- 50035 Assessment and Referral Center - \$5,509,928 and 31.00 FTE
- 50054B Web Enhanced Bench Probation - \$444,355 and 4.00 FTE
- 50056 State Funding Adjustment \$1,191,657 and 5.00 FTE

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

Budget Trends	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	Actual	Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	528.99	499.55	499.55	502.68	3.13
Personnel Services	\$51,231,753	\$51,048,740	\$51,462,008	\$53,761,530	\$2,299,522
Contractual Services	16,852,797	17,583,894	18,391,274	19,712,463	\$1,321,189
Materials & Supplies	13,525,431	14,407,222	14,697,213	15,675,496	\$978,283
Capital Outlay	20,246	0	11,000	11,000	\$0
Total Costs	\$81,630,227	\$83,039,856	\$84,561,495	\$89,160,489	\$4,598,994

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

The Department of Community Justice has seen many successes over the past year. DCJ had 95% of their employees from across the entire department trained on the very serious issue of commercial sexual exploitation of children in the local communities. DCJ organized a series of community sessions focused on the prevention of gang violence, which involved partnering with law enforcement, the courts, community agencies, faith community, parents and gang-affected offenders. DCJ created a new Crime Victims Services Unit and hired a new coordinator to expand outreach to crime victims and the community.

The Adult Services Division has begun the implementation of the new Assessment and Referral Center. The center will assess risk, needs and responsivity factors for DCJ offenders and help move them toward proper services. The Londer Learning Center proudly graduated its 1000th student since the program first began educating adults on community supervision and offering them the road to a better life. DCJ expanded the services of the Forensic Lab to the Sheriff's Office and to Central Human Resources. ASD adopted a new curriculum for cognitive behavior interventions and has begun offering field-based groups in the communities where offenders live. DCJ expanded the Reentry Enhancement Coordination program to now include female offenders coming from Coffee Creek Correctional Facility. The department continues to make significant progress in the implementation of EPICS case management (Effective Practices in Community Supervision). All of the case carrying officers have been trained and quality assurance measures continue to show increases in program fidelity.

The Juvenile Services Division was enhanced through a new partnership with Oregon Youth Villages. DCJ plans to expand the use of intensive, home-based services to prevent youth from further penetrating the "deep end" of the justice system. JSD launched a Safety First program which provides safe and supervised parenting time for children affected by domestic violence. Juvenile Services reconfigured services and has enhanced the provision of education and support services through the use of new collaboration specialists. The System Integration and Resource Network (SIRN) program was awarded the Distinguished Service Medal by the Portland Police Bureau in recognition of the importance of ongoing collaboration between juvenile probation and law enforcement partners.

In FY 2014, DCJ will continue to be challenged by succession planning with the continued retirements of senior leaders and the loss of their important institutional knowledge. The department will face challenges in strategically siting new services in response to offender populations shifting towards East County. DCJ will be looking to expand the implementation of the County Equity Lens in FY 2014 initiatives and look to increase outreach and accountability to the local communities.

Diversity and Equity

The Department of Community Justice has made a long-term commitment to achieving organizational cultural competence which supports a diverse and equitable workplace. In support of the County’s goal to support and build diversity in our workforce, DCJ invests in employees and their professional development in the areas of diversity and equity. In FY13:

- DCJ offered a 40-hour course to staff of all levels in the organization entitled, Building Partnership Across Differences.
- DCJ employees participated in 46 internal and external training courses promoting diversity, equity and responsivity.
- Three employees were accepted into the County Leadership Academy.
- The opening of the 16-bed Senderos unit in the Donald E. Long Detention Center which provides secure shelter for supervised youth from Mexico and Latin American countries, without parents or guardians in the United States.
- Three cultural enrichment events provided to detention youth including a Poetry Slam, a community services fair, and a visit by the Buffalo Soldiers.
- The second annual African American Program banquet celebrating the successes of past and current clients in the program.
- The Research and Evaluation Unit’s use of the Relative Rate Index to monitor the impact of racial disparities of every key decision point for youth within the juvenile justice system. The administration of a Client Satisfaction Survey to monitor feedback from our adult parolees and probationers.
- Monthly friends and family orientations to generate support for offenders returning to the community from prison or jail.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$12,605,600	\$0	\$12,605,600	47.40
Adult Services Division	27,646,503	22,908,221	50,554,724	294.65
Juvenile Services Division	<u>17,393,722</u>	<u>8,606,443</u>	<u>26,000,165</u>	<u>160.63</u>
Total Community Justice	\$57,645,825	\$31,514,664	\$89,160,489	502.68

Director's Office

The Director's Office provides policy, program, and fiscal direction to DCJ and ensures that DCJ is accountable to County residents, the Board of County Commissioners, and system partners. The Director's Office is responsible for the fiscal management of more than \$89 million in county, state, federal and private grant funds. This division was reorganized in FY 2013 and now also provides evaluation services, contract monitoring, coordination of professional development and human resources (formerly housed in the Employee, Community & Clinical Services Division) . The Research and Evaluation team promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. Business Services provides support for sound budgeting, grants management, invoice processing, contracting, fee collection, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) team directs the evaluation, selection, purchase, implementation and training of effective, innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports 645 permanent, on-call, and temporary employees - including the needs of management and members of three different unions. This team coordinates the development of policies, procedures, and internal investigations. The Director's Office also manages volunteers. Last year, the Director's Office coordinated over 20,000 volunteer hours enhancing connectivity to the community.

Significant Changes

Program offer 50003A adds a Crime Victim Advocate position to support the victim services unit. Development of this unit began in FY 2013 to fulfill the department's commitment to supporting the rights and needs of crime victims as envisioned in the DCJ Strategic Plan.

Juvenile Services Division

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

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

Annually, about 1,600 youth (referred for less serious criminal activity) are diverted from court and held accountable through case management, community service, paying restitution to victims, completing community-based educational/behavioral interventions, or receive a warning letter. Juvenile Court Counselors supervise about 300 youth on formal probation per day. JSD manages the higher-risk youth in this population with treatment services, custody sanctions, detention alternatives and accountability interventions.

Significant Changes

The FY 2014 budget reflects a division-wide reorganization that began in FY 2013 and continues to realize efficiencies while improving the coordination of services to youth and their families. New program offer 50029 reflects the reclassification of 3.00 FTE that will strengthen the division's connections to local community partners. Additionally, a new case manager position (program offer 50027) has been created to support the provision of clinical behavioral health services to youth who are also at high risk for recidivism. In FY 2013, JSD piloted an Intercept program that diverts youth from out-of-home placements. New Program Offer 50012B builds on this success and maintains JSD's capacity to provide 10 slots in FY 2014. The Juvenile Services Division will also be changing the service delivery model used to provide community detention/electronic monitoring services (50017). These services will now be provided through a community-based contractor which will reduce 6.00 FTE. Program offer 50025 finds efficiencies by merging operations with the Adult Services Division (see 50046) and reduces 1.50 FTE in the Juvenile Services Division.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 8,150 probationers and post-prison adult offenders in the community who have been convicted of felony and misdemeanor crimes. In addition, the Recog unit helped process over 21,000 pretrial cases last year with over 2,200 defendants being supervised by the Pretrial Supervision Program. Together, these programs promote public safety while reducing County jail utilization. ASD's mission is to enhance community safety, reduce crime and change offender behavior by holding offenders accountable in a fair and just manner. ASD also effectively coordinates with public safety partners and ensures the safety of DCJ employees who supervise adult offenders. In accordance with best practices, ASD has specialized units for offenders who have been convicted of specific crimes or who have needs that require Probation and Parole Officers (PPO) with specialized training. These units are Domestic Violence, Gang, Mentally Ill, Gender Specific, Sex Offender and Special Supervision Team for violent offenders. Generic supervision units manage offenders with property and drug convictions, including robbery and burglary crimes. ASD enhances supervision with GPS/ electronic monitoring and computer forensics monitoring as needed. ASD manages supervised Community Service teams to strengthen offender accountability and provides community-based treatment services to address criminal risk factors. ASD provides services to help offenders develop pro-social skills, such as the Day Reporting Center and the Londer Learning Center for employment training and GED support services.

Significant Changes

New program offer 50036B continues funding to the Re-entry Resource Center whose grant funding ended in FY 2013. New program offer 50054B establishes web-enhanced bench probation for approximately 5,000 additional offenders and adds 4.00 FTE and a contract for electronic case management services. Program offer 50035 establishes a new assessment and referral center which enhances services and streamlines intake procedures. A new clinical coordinator and office assistant (2.00 FTE) have been added to support this new center. If additional state funding is received, this center will further expand in program offer 50056 with an additional 5.00 FTE. This program offer also allows for the continuation of contracted services (\$625,000) for housing, alcohol and other drug outpatient treatment, and jail re-entry. Two Corrections Counselor positions have been eliminated and their workload will be redistributed to program offers 50035 and 50042. As part of a FY 2013 reorganization, treatment service contracts formerly housed in the Employee, Community & Clinical Services Division are now located in ASD (program offers 50006, 50007, 50008, 50009, 50010, 50011). Sex Offender treatment contracts were reduced by \$85,000 (50040) and gang intervention services were reduced \$65,000 (50037A).

Department of Community Justice

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,225,792	\$0	\$1,225,792	6.00
50001	DCJ Business Services	2,430,908	0	2,430,908	16.70
50002	DCJ Business Applications & Technology	6,585,303	0	6,585,303	6.50
50003A	DCJ Crime Victims Unit	353,038	0	353,038	3.00
50003B	DCJ Crime Victims Unit - Expanded Collaboration	116,180	0	116,180	1.00
50004	DCJ Quality Systems & Evaluation Services	496,018	0	496,018	4.00
50005	DCJ Human Resources	1,398,361	0	1,398,361	10.20
Adult Services Division					
50006	Adult Offender Mental Health Services	1,176,373	0	1,176,373	0.00
50007	Addiction Services-Adult Offender Outpatient	655,822	130,806	786,628	0.00
50008	Addiction Services-Adult Offender Residential-Primarily Men	3,353,135	0	3,353,135	0.00
50009	Addiction Services-Adult Women's Residential Treatment	1,767,654	0	1,767,654	0.00
50010	Addiction Services-Adult Drug Court Program	759,455	246,067	1,005,522	0.00
50011	Adult Chronic Offender Program-City Funding	0	726,000	726,000	0.00
50030	Adult Services Management	1,485,910	176,757	1,662,667	8.50
50031	Adult Recog Program	1,465,171	0	1,465,171	15.00
50032	Adult Pretrial Supervision Program	1,535,952	0	1,535,952	15.00
50033	Adult Forensics Unit	313,580	0	313,580	2.00
50034	Adult Parole/Post Prison Violation Hearings & Local Control	1,165,999	1,089,744	2,255,743	12.00
50035	Assessment and Referral Center	1,523,438	3,986,490	5,509,928	31.00
50036	Adult Re-Entry Enhancement Coordination	0	555,317	555,317	0.25
50036B	Adult Re-Entry Resource Center	288,000	0	288,000	0.00
50037A	Adult Field Services-High Risk Generic Supervision	3,226,575	4,882,915	8,109,490	57.25

Department of Community Justice

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50037B	Employment Transition Services for African American Males	51,125	0	51,125	0.00
50038	Adult Mentally Ill Offender Supervision	778,385	0	778,385	6.00
50039	Adult Programs Unit	131,323	765,000	896,323	7.75
50040	Adult Sex Offender Supervision & Treatment	411,629	1,972,657	2,384,286	15.00
50041	Adult Domestic Violence Supervision	1,133,168	1,631,139	2,764,307	19.50
50042	Adult Family Supervision Unit	1,485,033	28,154	1,513,187	13.00
50043	Adult Day Reporting Center	246,154	1,568,694	1,814,848	17.00
50044	Adult Electronic Monitoring	372,327	0	372,327	3.00
50045	Adult Property Crimes Programs (RAIN & START)	199,520	1,745,253	1,944,773	7.00
50046	Adult Community Service-Formal Supervision	648,325	232,376	880,701	8.00
50047	Adult Londer Learning Center	0	798,738	798,738	8.40
50048	Adult Field Services-Medium Risk Generic Supervision	795,604	74,922	870,526	8.50
50049	Adult Community Service-Bench Probation	253,871	0	253,871	3.00
50050	Support to Community Court	88,665	0	88,665	1.00
50051	Adult Domestic Violence Deferred Sentencing Program (DSP)	87,065	0	87,065	1.00
50052	Adult Sex Offender Reduced Supervision (SORS)	0	146,226	146,226	1.00
50053	Adult Generic Reduced Supervision (Casebank)	890,975	414,573	1,305,548	12.00
50054A	Adult Enhanced Bench for DUII	0	291,652	291,652	3.00
50054B	Web Enhanced Bench Probation	100,000	344,355	444,355	4.00
50055	Adult Effective Sanctioning Practices	1,164,999	0	1,164,999	10.50
50056	State Funding Adjustment	91,271	1,100,386	1,191,657	5.00

Community Justice

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Juvenile Services Division					
50012	Juvenile Services Management	1,619,054	616,487	2,235,541	10.50
50012B	Juvenile Intercept Program	293,825	0	293,825	0.00
50013	Juvenile Services Support	2,032,882	0	2,032,882	11.00
50014	Family Court Services	38,190	1,103,913	1,142,103	8.55
50015	Family Court Services-Supervised Parenting Time	101,778	197,379	299,157	2.28
50016A	Juvenile Detention-64 Beds	7,124,898	951,219	8,076,117	62.50
50016B	Juvenile Detention-16 Beds	716,590	0	716,590	6.00
50017	Juvenile Community Detention/Electronic Monitoring	316,048	325,673	641,721	0.00
50018	Juvenile Shelter & Residential Placements	107,707	574,063	681,770	0.00
50019	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	1,438,431	177,338	1,615,769	14.00
50020	Juvenile Female Probation Services	250,725	85,074	335,799	3.00
50021	Juvenile Sex Offender Probation Supervision and Treatment	988,619	0	988,619	6.00
50022	Juvenile East Multnomah Gang Enforcement (EMGET)	0	555,543	555,543	0.00
50023	Juvenile High Risk Unit (RISE)	283,834	888,940	1,172,774	8.00
50024	Juvenile Low Risk Unit	106,387	0	106,387	1.00
50025	Juvenile Community Service & Project Payback	337,808	104,568	442,376	2.50
50026	Juvenile Secure Residential A&D Treatment (RAD)	675,299	1,488,694	2,163,993	8.50
50027	Juvenile Assessment & Treatment for Youth & Families (ATYF)	135,588	1,393,953	1,529,541	12.00
50028	Juvenile Culturally Specific Intervention	306,057	143,599	449,656	0.00
50029	Juvenile Community Interface Services	<u>520,002</u>	<u>0</u>	<u>520,002</u>	<u>4.80</u>
Total Community Justice		\$57,645,825	\$31,514,664	\$89,160,489	502.68

Lead Agency: Community Justice

Program Contact: Scott Taylor

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Director's Office provides the Department of Community Justice (DCJ) with the policy, program and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ is a 24-hour operation with about 645 permanent, on-call, and temporary employees. The Director's Office also coordinates over 20,000 volunteer hours provided throughout DCJ. The Director's Office provides leadership, communication, and coordination across the Department's Divisions. It is the role of the Director's Office to hold the Department accountable to county residents, the Board of County Commissioners and system partners.

Program Description

The Director's Office monitors the daily operations of an agency that supervises approximately 8,300 adult probationers and parolees, and 1,200 youth on supervision. Additionally, DCJ oversees approximately 2,200 defendants requiring pretrial services, as well as a juvenile detention facility that houses up to 80 youth. This office also oversees community-based services and clinical treatment options for our clients.

The Director's Office is responsible for the fiscal management of more than \$84 million in county, state, federal and private grant funds. This area also provides evaluation services, contract monitoring, coordination of professional development, and strategic planning across divisions. It is the responsibility of the Director's Office to create an organizational culture that values evidence-based practices and continuous quality improvement. Through collaboration with partner agencies, shared public safety goals are continuously evaluated and pursued.

Over the last decade the Director's Office has guided policies that have reduced crime, promoted rehabilitation, reduced spending and reduced racial and ethnic disparities in the juvenile justice system. DCJ has continually made improvements in statewide performance benchmarks in community corrections.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of incoming adult offenders supervised annually.	12,500	0	12,300	12,300
Outcome	Percent of adult offenders not recidivating one-year post-admit to supervision.	86.0%	0.0%	87.0%	87.0%
Output	Number of youth disposed annually.	1,800	2,275	1,600	1,500
Outcome	Percent of youth on probation do not re-adjudicated/convicted within 3 years	70.0%	71.0%	70.0%	70.0%

Performance Measure - Description

✔ **Measure Changed**

Recidivism is based on new felony conviction. Adult output and outcome measures are new.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$984,675	\$0	\$1,017,458	\$0
Contracts	\$119,586	\$0	\$109,586	\$0
Materials & Supplies	\$108,045	\$0	\$82,612	\$0
Internal Services	\$9,916	\$0	\$16,136	\$0
Total GF/non-GF:	\$1,222,222	\$0	\$1,225,792	\$0
Program Total:	\$1,222,222		\$1,225,792	
Program FTE	7.33	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50000, DCJ Director's Office

This program offer reflects a decrease of 1.33 FTE for positions that transferred during FY 2013 to other DCJ programs. General Fund personnel expenditure figure is reduced by \$100,000 to reflect department-wide COLA calculations adjusted after department submission.

Lead Agency: Community Justice

Program Contact: Joyce Resare

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Business Services provides administrative and business services to the Department through exercising sound, accurate and transparent financial management. Services include: Department budget development, analysis and tracking; administration of the Department's budget and numerous revenue streams; financial policy development and oversight; grants financial oversight; accounts receivable; accounts payable; medical billing; travel and training; and procurement and contract development and administration support.

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of invoices paid in 30 days or less	72.0%	80.0%	74.0%	75.0%
Outcome	Percent spending within legal appropriation (total budget)	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,598,236	\$0	\$1,593,851	\$0
Contracts	\$3,789	\$0	\$3,789	\$0
Materials & Supplies	\$64,539	\$0	\$64,533	\$0
Internal Services	\$752,020	\$0	\$768,735	\$0
Total GF/non-GF:	\$2,418,584	\$0	\$2,430,908	\$0
Program Total:	\$2,418,584		\$2,430,908	
Program FTE	16.70	0.00	16.70	0.00
Program Revenues				
Fees, Permits & Charges	\$1,695,782	\$0	\$2,068,710	\$0
Total Revenue:	\$1,695,782	\$0	\$2,068,710	\$0

Explanation of Revenues

County General Fund which includes Department Indirect Revenue of \$2,063,710 based on indirect rate of 9.24% of total allowable expenditures in the federal/state fund; Fee revenue of \$5,000 deposited into the General Fund. Revenue is unanticipated and not program related. Assuming same budget amount as FY13.

Significant Program Changes

Last year this program was: #50001, DCJ Business Services

Lead Agency: Community Justice

Program Contact: Jann Brown

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of BAT Team projects completed within one year.	80.0%	90.0%	82.0%	82.0%
Outcome	Percent of circuit court notifications that appear in court.	80.0%	90.0%	78.0%	78.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$741,111	\$0	\$715,349	\$0
Contracts	\$156,000	\$0	\$135,550	\$0
Materials & Supplies	\$341,573	\$0	\$188,677	\$0
Internal Services	\$4,832,617	\$0	\$5,545,727	\$0
Total GF/non-GF:	\$6,071,301	\$0	\$6,585,303	\$0
Program Total:	\$6,071,301		\$6,585,303	
Program FTE	6.50	0.00	6.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50002, DCJ Business Applications & Technology
And Offer 50003 - Court Appearance Notification System (CANS)

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Community supervision serves three main purposes: 1) holding the offenders accountable, 2) making positive changes in offender behavior, and 3) protecting the rights of victims and the larger community. The Crime Victim's Unit coordinates and enhances each division's response to the crime victim advocate community and to the individual crime victims of offenders on supervision. This unit is responsible for advancing the goals of the Department of Community Justice (DCJ) Strategic Plan related to our long-term commitment to crime victims' rights and needs. The Crime Victims Unit is responsible for problem-solving to improve responsivity to crime victims both within DCJ and across our public safety partners.

Program Description

The Crime Victims Unit is a new function for DCJ, having been created in FY 13. The unit collaborates with public safety agencies and community partners as well as with DCJ staff to develop a more coordinated system response to crime victim's issues. In the coming year, the Crime Victims Unit will begin working with DCJ staff and community partners to develop and pilot a program to increase restitution collections. The Crime Victims Unit will develop a workplan to guide its activities and growth over the next fiscal year. A comprehensive set of performance benchmarks will be developed. The Crime Victims Unit will develop and provide trainings to Parole/Probation Officers (PPO) and Juvenile Court Counselors (JCC) that will lead to improvements in the following areas:

- 1) Victim notification.
- 2) Restitution collection.
- 3) Referrals to services.
- 4) Victim protection.
- 5) Communication to victims about probation and parole.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of contacts with victims of probation cases.	1,175	0	1,525	1,700
Outcome	Percent increase in crime victims being notified of offender hearings.	0.0%	0.0%	0.0%	50.0%

Performance Measure - Description

New measures.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$168,378	\$0	\$272,158	\$0
Contracts	\$75,000	\$0	\$75,000	\$0
Materials & Supplies	\$5,520	\$0	\$5,880	\$0
Total GF/non-GF:	\$248,898	\$0	\$353,038	\$0
Program Total:	\$248,898		\$353,038	
Program FTE	2.00	0.00	3.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50004, Victims Unit
 This program offer adds a new 1.00 FTE Victim Advocate in FY 2014.

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Crime Victims Unit collaborates with public safety agencies and community partners as well as with Department of Community Justice (DCJ) staff to develop a more coordinated system response to crime victims' issues. This scale up offer will fund a Program Specialist Senior, who will concentrate on orchestrating the Commercial Sexual Exploitation of Children (CSEC) project, a multi-jurisdictional system collaborative process that includes social services leaders, elected officials, state policy makers, criminal justice system representatives, citizens and survivors.

Program Description

CSEC is a prevalent problem in Multnomah County. Because the I-5 corridor passes directly through Portland, this city is an easy transport artery for CSEC victims and illegal drugs. Local and federal law enforcement agencies in Multnomah County have worked on over 200 sex trafficking cases (fraction of the activity in Oregon) involving both domestic and international victims. The CSEC project is helping expose and derail this once flourishing "business." The Program Specialist Senior will continue the work of the current Collaboration Specialist by overseeing the monthly CSEC Steering Committee meetings (chaired by County Commissioner Diane McKeel) and eight designated workgroups. This position will continue to support the CSEC project's goals which are to: 1) identify exploited youth and youth at risk for exploitation; 2) actively investigate and prosecute cases where adults have exploited children; and 3) intervene appropriately with youth and compassionately serve victims.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of monthly contacts with community to provide CSEC education	0	0	0	15
Outcome	Number of youth identified as exploited or at risk of exploitation.	150	0	110	120

Performance Measure - Description

New program offer. Output is a new measure. Outcome measure data reported by the Sexual Assault Resource Center [SARC] and Child Welfare. The desired trend for this measure is upward, as this would indicate an increase in the # of youth we are able to identify.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$98,693	\$9,563	\$115,920	\$0
Contracts	\$0	\$27,714	\$0	\$0
Materials & Supplies	\$3,453	\$186	\$260	\$0
Internal Services	\$0	\$3,735	\$0	\$0
Total GF/non-GF:	\$102,146	\$41,198	\$116,180	\$0
Program Total:	\$143,344		\$116,180	
Program FTE	0.91	0.09	1.00	0.00
Program Revenues				
Indirect for dep't Admin	\$2,956	\$0	\$0	\$0
Intergovernmental	\$0	\$41,198	\$0	\$0
Total Revenue:	\$2,956	\$41,198	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50008B, DCJ Response to Commercial Sexual Exploitation of Children - Collaboration Specialist
and 50008A - DCJ Response to Commercial Sexual Exploitation of Children
 For FY14 This offer incorporates this program into the DCJ Crime Victims Unit.

Lead Agency: Community Justice

Program Contact: Charlene Rhyne

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The DCJ Quality Systems and Evaluation Services (QSES) unit is comprised of continuous quality improvement (CQI) functions as well as traditional research and evaluation (R&E) activities. The QSES unit analyzes and reports on issues critical to the Department (including program planning, program implementation, quality improvement and assessing program impacts) for both the Adult and Juvenile Divisions. The QSES unit also develops and reports on performance measures for all departmental programs, services and contracts. Results are presented to the Department's management team, staff, and the Board of County Commissioners before being posted on DCJ's website for community review.

In sum, services provided by QSES ensure that departmental operations have fidelity and are delivered in a manner optimizing client outcomes. Nationally, DCJ's research is studied (through corrections publications and national conferences) and recognized in a manner that enhances our reputation with national and state funders.

Program Description

QSES supports the Department's principle of information-based decision making by:

- 1) Conducting process and outcome evaluations of programs and initiatives;
- 2) Presenting research and evaluation studies orally and in writing to internal and external stakeholders;
- 3) Providing ongoing contract monitoring for compliance;
- 4) Providing support for routine and periodic management reporting;
- 5) Monitoring program fidelity through continuous quality improvement process; and
- 6) Making recommendations regarding the research and evaluation process.
- 7) Assuring policies and procedures are written in a way that makes expectations of behavior clear to staff.

Our research and evaluation approach is consistent with the American Evaluation Association's (AEA) 'Guiding Principles for Evaluators.' QSES responsibilities are critical for holding programs and services accountable. Accountability is accomplished by providing data that assesses program impacts, employee performance fidelity and contract compliance. This model ensures data-driven decision making and supports legislative mandates.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of contracts monitored for quality annually	50	50	50	50
Outcome	Percent of adult offenders who do not recidivate one year post admit to supervision	86.0%	90.0%	89.0%	87.0%
Outcome	Percent of youth not re-adjudicated/convicted within 3 years of probation start.	70.0%	71.0%	70.0%	70.0%

Performance Measure - Description

Adult recidivism is measured by new felony conviction.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$586,999	\$0	\$486,697	\$0
Materials & Supplies	\$8,526	\$0	\$8,526	\$0
Internal Services	\$615	\$0	\$795	\$0
Total GF/non-GF:	\$596,140	\$0	\$496,018	\$0
Program Total:	\$596,140		\$496,018	
Program FTE	5.00	0.00	4.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50006, DCJ Quality Systems & Evaluation Services

This program offer reflects a decrease of 1.00 FTE for a position that transferred to another DCJ program.

Lead Agency: Community Justice

Program Contact: James Opoka

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Human Resources (HR) unit recruits, hires, trains and assists with the management of nearly 635 regular, on-call and temporary employees and 260 volunteers and interns. DCJ HR and training consultants work closely with both internal and external customers to design responsive programs and services. HR staff work with management and members of three different unions to hold employees accountable. The HR unit directly supports the culture and mission of the Department.

Program Description

The HR unit supports 635 regular, on-call and temporary employees and 260 volunteers and interns; 3 union contracts; and 24-hour operations in Juvenile Detention, the Multnomah County Justice Center and the community. HR will continue to:

- 1) Assess diverse organizational and customer (employee) needs to provide strategic direction as well as succession and workforce planning through active participation on management teams;
- 2) Consult with managers and employees about employee and labor relations issues, including performance management, discipline and grievances, recruitment and selection of a highly qualified and diverse workforce, leave administration, layoffs and bumping, and compliance with County Personnel Rules, Department Work Rules, and union contracts;
- 3) Ensure compliance with all laws, rules, regulations, policies and labor agreements so liability and costs of unlawful employment actions are reduced or eliminated;
- 4) Manage the recruitment and selection process, leave administration, discipline and grievance process, layoffs and bumping, and personnel records;
- 5) Manage 257 leave requests and 1,092 personnel transactions in SAP;
- 6) Develop and implement HR initiatives with Central Human Resources and Labor Relations;
- 7) Complete 389 background investigations / records checks on DCJ employees, volunteers, interns, and contractors;
- 8) Coordinate 194 internal and external professional development events necessary to keep qualified employees and meet statutory requirements, and attended by 478 employees;
- 9) Manage 260 volunteers and interns who provide 20,596 hours of service to DCJ programs and services; and
- 10) Coordinate internal employee investigations.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total internal and external professional development hours provided for staff	3,280	0	3,000	3,000
Outcome	Percent of people of color hired.*	26.3%	0.0%	25.0%	25.0%

Performance Measure - Description

 **Measure Changed**

New measures.

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

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$914,592	\$0	\$1,178,670	\$0
Contracts	\$140,204	\$0	\$140,204	\$0
Materials & Supplies	\$80,131	\$0	\$79,322	\$0
Internal Services	\$714	\$0	\$165	\$0
Total GF/non-GF:	\$1,135,641	\$0	\$1,398,361	\$0
Program Total:	\$1,135,641		\$1,398,361	
Program FTE	8.20	0.00	10.20	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50007, DCJ Human Resources

This program offer reflects an increase of 2.00 FTE for positions that transferred from other DCJ programs.

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The rate of mental illness among those incarcerated is two to three times higher than among the general population (Roskes and Feldman 1999). These offenders eventually leave prison or jail and are then supervised in the community, bringing with them a variety of mental health and chronic medical issues. Research indicates that these offenders are likely to have continued contact with the corrections system. The Department of Community Justice (DCJ) provides funding for services that assist Parole/Probation Officers (PPO) in their work with over 270 adult mentally ill offenders annually. This work is essential for stabilizing and decreasing recidivism rates for this specific population and is always coordinated in collaboration with other community-based treatment.

Program Description

Mental Health Services (MHS) helps PPOs access necessary resources for severe and persistent mentally ill adult offenders. Special limited services that benefit this target population are not available without DCJ assistance. MHS provides the following contracted services:

- 1) Mental Health Evaluations -- To determine the best way to achieve supervision compliance for offenders who pose a serious risk to the community, and to identify/determine severity of mental illness;
- 2) Three contracted staff to work with 60 offenders at any one time -- To prepare offenders for community treatment by providing crisis stabilization, access to emergency mental health care and access to basic living needs;
- 3) One psychiatric nurse practitioner -- To provide prescription services; and
- 4) Fifteen residential beds of Dual Diagnosis -- To provide treatment for male offenders who have not been successful in alternate treatment modalities, or who have mental health symptoms that are too severe for less specialized treatment providers.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of clients that received treatment	137	100	126	130
Outcome	Percent of offenders not recidivating one year post treatment admit	85.0%	0.0%	79.0%	80.0%

Performance Measure - Description

✔ **Measure Changed**

Recidivism is based on new felony conviction. The outcome measure is new.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$1,150,468	\$0	\$1,176,373	\$0
Total GF/non-GF:	\$1,150,468	\$0	\$1,176,373	\$0
Program Total:	\$1,150,468		\$1,176,373	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50009, Adult Offender Mental Health Services

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Outpatient treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. At any time, 140 offenders attend these community-based, outpatient treatment programs one to three times per week. Nearly 90% of the participants are classified as high risk and are statistically more likely to commit a new crime if intervention measures are not implemented. The remaining ten percent of participants are referred for treatment from our Medium Risk Unit.

Program Description

Services are provided through contracts with nine non-profit providers who are dually licensed to provide drug and alcohol treatment and mental health services. Outpatient treatment is an option for qualified offenders. Currently contracted treatment programs are equipped to respond to culturally-specific needs, provide comprehensive mental health counseling, assist with job related issues and support housing transitions. All contracted treatment programs use research-based approaches which are geared towards motivating offenders to learn new skills that support a lifestyle free of crime and addiction. In addition, this program offer includes approximately \$60,000 for urinalysis testing at Redwood Toxicology.

Without treatment, offenders are more likely to reoffend and/or end up occupying expensive jail beds. A study published by the Oregon Legislature Public Safety Strategies Task Force (2008) found that drug treatment programs in the community have been shown to reduce criminal re-offense rates by 9%.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served	467	0	486	480
Outcome	Percent of offenders who do not recidivate one year post treatment admit	87.0%	0.0%	92.0%	90.0%

Performance Measure - Description

✔ **Measure Changed**

Recidivism is based on new felony conviction. Participation differs from last year. Previously included counts for grant based programs, e.g. START, REC, AIP, Measure 57, CPR. New outcome measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$624,249	\$116,752	\$615,612	\$117,419
Materials & Supplies	\$40,210	\$0	\$40,210	\$0
Internal Services	\$0	\$11,640	\$0	\$13,387
Total GF/non-GF:	\$664,459	\$128,392	\$655,822	\$130,806
Program Total:	\$792,851		\$786,628	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$9,212	\$0	\$10,851	\$0
Fees, Permits & Charges	\$0	\$2,000	\$0	\$2,000
Intergovernmental	\$0	\$44,892	\$0	\$47,306
Other / Miscellaneous	\$0	\$81,500	\$0	\$81,500
Total Revenue:	\$9,212	\$128,392	\$10,851	\$130,806

Explanation of Revenues

County General Fund plus State Treatment Transition Program \$47,306. This is the budgeted amount for the first half of the FY13-15 biennium; Civil Forfeitures \$81,500. Funds are received from Mult Co. Circuit Court or City of Portland for civil forfeitures seized from clients and turned over to DCJ per ORS 131A360. Amount based on FY13 CYE; Laboratory Drug Testing fees \$2,000. Fee is set at \$9.50 per Board Resolution.

Significant Program Changes

Last year this program was: #50010, Addiction Services-Adult Offender Outpatient

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Residential drug treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. This offer provides 81 beds of residential drug and alcohol treatment for high risk male offenders and allows courts and Parole/Probation Officers (PPO) an alternative sanction to jail. Past evaluations have shown that these county services effectively reduce re-arrest rates. Eighty-nine percent of offenders who successfully complete treatment do not re-offend one year after exiting treatment (Hamblin and Rhyne 2011).

Program Description

Fifty-two beds serve high risk offenders in a facility specialized in treating males involved with the criminal justice system. The remaining beds are located in three residential facilities within the community. Some of these beds are reserved for specific populations (e.g., sex offenders, East County property offenders). While the length of treatment varies for each individual, the average length of stay for successful completion in residential treatment is 168 days, but may last up to six months. When appropriate, offenders are transported directly from jail to residential treatment, ensuring a drug-free transition.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of male clients participating in treatment	382	0	367	370
Outcome	Percent of program participants that do not recidivate one year post exit	82.0%	0.0%	82.0%	82.0%

Performance Measure - Description

✔ **Measure Changed**

Recidivism is based on new felony conviction. Last year residential participation rate was based only on VOA Men's Residential. This year the numbers include VOA, CODA, DePaul and NARA participants. New measures.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$3,286,121	\$0	\$3,353,135	\$0
Total GF/non-GF:	\$3,286,121	\$0	\$3,353,135	\$0
Program Total:	\$3,286,121		\$3,353,135	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50011, Addiction Services-Adult Offender Residential -Primarily Men

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

This program serves 40 residential alcohol and drug treatment beds for high risk female offenders in two facilities. This offer also funds nine beds for dependent children. The current community treatment providers have been in existence for over 19 years and work collaboratively with the Department of Community Justice (DCJ) to treat women with addictions and criminality.

Program Description

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

Programs that provide family therapy, childcare and child-rearing services have improved outcomes with regard to treatment completion and reduction of recidivism (National Institute on Drug Abuse 2006; National Institute of Corrections 2005). The National Institute on Drug Abuse (NIDA) reports that drug abuse treatment is cost effective in reducing drug use and bringing about cost savings associated with health care, crime and incarceration. NIDA also reports that gender-specific programs may be more effective for female offenders, especially those with trauma and abuse in their background (2006).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of female offenders participating in treatment	172	173	180	180
Outcome	Percent of offenders who do not recidivate one year post treatment exit	88.0%	0.0%	85.0%	85.0%

Performance Measure - Description

✔ **Measure Changed**

Recidivism is based on new felony conviction. New outcome measure.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$1,728,693	\$0	\$1,767,654	\$0
Total GF/non-GF:	\$1,728,693	\$0	\$1,767,654	\$0
Program Total:	\$1,728,693		\$1,767,654	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50012, Addiction Services-Adult Women's Residential Treatment

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Drug Diversion Drug Court (STOP) contributes to public safety by providing outpatient treatment and supervision to approximately 600 adult offenders each year, with a daily capacity of 275 individuals. STOP holds adults charged with drug offenses accountable while providing them an opportunity for treatment. Those who successfully complete treatment and court requirements have their charges dismissed.

Program Description

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

There is a well-researched link between substance abuse and criminal behavior. A recent report from the National Institute of Corrections (NIC) states that half of offenders were under the influence of alcohol or drugs when they committed their current offense (Przybylski 2008). The NIC says, "It is unlikely that recidivism rates can be appreciably reduced without breaking the cycle of substance abuse and crime." This program has proven its effectiveness through independent studies and measures a cost savings to the County of nearly \$1,400 per offender (NPC Research 2003). A ten-year analysis of STOP Drug Court (from 1991 to 2001) published by NPC Research in 2007, showed that STOP reduced re-arrests by 30% compared to eligible defendants who did not go through STOP.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of participants served annually	593	650	600	600
Outcome	Percent of program participants that do not recidivate 1 year post admit	89.0%	0.0%	93.0%	93.0%

Performance Measure - Description

 **Measure Changed**

Recidivism is based on new felony conviction. New outcome measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$748,223	\$224,232	\$759,455	\$224,151
Internal Services	\$0	\$21,857	\$0	\$21,916
Total GF/non-GF:	\$748,223	\$246,089	\$759,455	\$246,067
Program Total:	\$994,312		\$1,005,522	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$17,297	\$0	\$17,182	\$0
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000
Intergovernmental	\$0	\$241,089	\$0	\$241,067
Total Revenue:	\$17,297	\$246,089	\$17,182	\$246,067

Explanation of Revenues

County General Fund plus State CJC Drug Court Enhancement grant \$241,067. Award ends 6/30/2013. Anticipating funding to be renewed in FY14 at same service level which enhances the Drug Court Program; Drug Diversion Fees from clients \$5,000. All fees collected by DCJ are passed-through to contractor that runs Drug Diversion Program. The majority of these fees are paid directly to the contractor by the client.

Significant Program Changes

Last year this program was: #50013, Addiction Services-Adult Drug Court Program

Lead Agency: Community Justice

Program Contact: Ginger Martin

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

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

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of clients served yearly	52	0	56	55
Outcome	Percent of program participants that do not recidivate one year post admit	86.0%	0.0%	88.0%	88.0%

Performance Measure - Description

 **Measure Changed**

Recidivism is based on new felony conviction. New measures.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$741,000	\$0	\$726,000
Total GF/non-GF:	\$0	\$741,000	\$0	\$726,000
Program Total:	\$741,000		\$726,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$741,000	\$0	\$726,000
Total Revenue:	\$0	\$741,000	\$0	\$726,000

Explanation of Revenues

IGA with City of Portland \$726,000. Provides outpatient treatment and housing for 30 male clients identified by the Service Coordination Team. Current IGA through 6/30/2013 and expecting to be renewed at same funding level for FY14.

Significant Program Changes

Last year this program was: #50014, Adult Chronic Offender Program-City Funding

Lead Agency: Community Justice

Program Contact: Christina McMahan

Program Offer Type: Administration

Related Programs:

Program Characteristics: Backfill State/Federal/Grant

Executive Summary

The Department of Community Justice (DCJ) Juvenile Services Division (JSD) supervises the highest percentage of high-risk youth on probation in the entire state. Juvenile Services Management (JSM) leads, supports and monitors Delinquency Intervention, Probation, Accountability, Community Engagement, Treatment, and Detention services for delinquent youth 12-18 years of age, and in the case of probation, youth up to the age of 23. Within these services, managers oversee a variety of programs designed to reduce recidivism as well as the overrepresentation of youth of color in the juvenile justice system in Multnomah County.

Program Description

JSM ensures that JSD protects public safety, provides fair and equitable accountability and delivers cost effective, evidence-based services to delinquent youth and their families. This program is responsible for engaging with the community and collaborating with system partners (e.g., the judiciary, law enforcement, etc) to enhance the coordination and effectiveness of the overall juvenile system. Specific oversight responsibilities include:

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of youth in county not referred to DCJ on delinquency matters	97.2%	97.0%	97.0%	97.0%
Outcome	Percent of probation youth not readjudicated/convicted within 3 years	70.0%	71.0%	70.0%	70.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,064,303	\$187,079	\$1,237,399	\$128,744
Contracts	\$208,101	\$6,200	\$179,345	\$414,215
Materials & Supplies	\$247,288	\$13,076	\$141,708	\$18,812
Internal Services	\$31,977	\$11,594	\$60,602	\$54,716
Total GF/non-GF:	\$1,551,669	\$217,949	\$1,619,054	\$616,487
Program Total:	\$1,769,618		\$2,235,541	
Program FTE	8.28	1.52	9.48	1.02
Program Revenues				
Indirect for dep't Admin	\$7,277	\$0	\$42,582	\$0
Intergovernmental	\$0	\$12,923	\$0	\$461,436
Other / Miscellaneous	\$10,000	\$205,026	\$4,744	\$155,051
Total Revenue:	\$17,277	\$217,949	\$47,326	\$616,487

Explanation of Revenues

County General Fund plus Juvenile Informal Restitution \$4,744 which is deposited into the general fund. Revenue is collected from the youth and passed-through to the victim for restitution. Budget based on 3 year average; Annie E. Casey Foundation \$155,051. Amount includes annual grant award of \$150,000 plus projected unspent balance that can be carried forward; Title IV-E reimbursement funds, \$461,436 based on FY14 projection of allowable activity.

Significant Program Changes

Last year this program was: #50016, DCJ Juvenile Services Management

This program offer reflects a net increase of 0.70 FTE for positions that transferred during FY 2013; an increase of 1.00 FTE Office Assistant Sr and a decrease of 0.80 FTE Juvenile Counselor were part of the reorganization to the Juvenile Services Division, plus an increase of a 0.50 FTE Community Justice Manager.

Lead Agency: Community Justice
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics: One-Time-Only Request

Program Contact: Christina McMahan

Executive Summary

The Intercept Program is a comprehensive, holistic and intensive array of services provided 24 hours per day, 7 days per week to the families and youth involved in the juvenile justice system as an alternative to or a diversion from out-of-home placement such as foster care, residential treatment centers, or detention. Services are focused on providing a structured, supervised and supportive environment that assists with behavioral stabilization, strengthens individual and family relationships, and uses evidence-based practices and strength-based approaches in dealing with the criminogenic needs of the youth. The Intercept Program is a family-focused program designed to address specific needs in the home of the referred youth. Family Intervention Specialists engage in a wide range of activities in order to address all of the influences that contribute to the youth's referred behaviors.

Program Description

The target population for these in-home services are youth, ages 12 through 18 years, who are at risk for out-of-home placement, and their families. The Intercept Program provides the following array of services: 24-hour crisis intervention; goal development; services for high-risk behaviors; curfew monitoring; alcohol and drug treatment services; individual and family counseling; parenting skills; community mentoring; educational services; transportation; and access to community resources. Family Intervention Specialists providing these intensive services carry caseloads of approximately 5 youth and their families, with a minimum of 3 face-to-face contacts with each family per week (on average) and are available to youth and families 24 hours per day, 7 days per week.

The Intercept Program complements Functional Family Probation Services (FFPS), the case management model used in the Juvenile Services Division (JSD) of the Department of Community Justice (DCJ). The two programs include many of the same service phases, goals and evidence-based practices, but the Intercept Program focuses on treatment and wraparound services rather than case management. In this way, the Intercept Program and FFPS are integrated to provide a broad range of services to youth and families.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth served annually	0	0	0	20
Outcome	Percent of youth who did not penetrate further into the system	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

New program offer.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Contracts	\$0	\$0	\$293,825	\$0
Total GF/non-GF:	\$0	\$0	\$293,825	\$0
Program Total:	\$0		\$293,825	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was:

New Offer for FY14 – This program is being piloted in FY13. This offer provides for the continuation of these services and maintains our ability to provide 10 slots by funding 7 slots, in addition to the approximate 3 slots funded in Offer 50023.

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Juvenile Support Services unit supports all aspects of the Juvenile Services Division's (JSD) Administration, Probation, Accountability, Treatment and Custody Services departments. Support Services staff members perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) provide administrative and clerical support to division personnel; d) coordinate payroll, property management and purchasing; and e) provide reception coverage.

Program Description

Functions covered by Support Services:

- 1) DATA SERVICES - Provides specialized entry and records maintenance in the statewide Juvenile Justice Information System (JJIS) and the Law Enforcement Data System (LEDS). This team enters warrants into LEDS, provides law enforcement with field access to juvenile Electronic Probation Records (EPR), and expunges juvenile records that meet statutory criteria.
- 2) DOCUMENT AND SUPPORT SERVICES - Works with the District Attorney's Office, State Clerk's Office and other jurisdictions to process adoption. The team maintains all closed juvenile files and processes documents and forms for JSD, the District Attorney's Office, the Department of Human Services and the judiciary.
- 3) The CHILD ABUSE UNIT - Partners with the judiciary, the District Attorney's Office, the Department of Human Services and other agencies to ensure legal compliance regarding service of legal documents affecting the outcome of dependency cases and termination of parental rights cases. They adhere to strict legal deadlines, providing precise records which are vital to the outcome of individual cases.
- 4) GENERAL ADMINISTRATIVE SUPPORT - Entails maintaining juvenile sex offender registration information, performing record checks, providing office support to Counseling, Treatment and Custody units, processing subpoenas, archiving requests, processing payroll, entering data, purchasing equipment, and providing public assistance with general inquiries.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of referrals processed annually	5,055	5,000	4,500	4,200
Outcome	Number of court orders and dispositions processed	1,561	1,500	1,550	1,550

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$877,026	\$0	\$902,071	\$0
Contracts	\$12,400	\$0	\$12,400	\$0
Materials & Supplies	\$68,963	\$0	\$93,780	\$0
Internal Services	\$970,014	\$0	\$1,024,631	\$0
Total GF/non-GF:	\$1,928,403	\$0	\$2,032,882	\$0
Program Total:	\$1,928,403		\$2,032,882	
Program FTE	11.00	0.00	11.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50017, DCJ Juvenile Services Support

Lead Agency: Community Justice

Program Contact: Janice Garceau

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Exposure to parental conflict and the potential loss of a parent through divorce and separation places children at risk for delinquency, teen pregnancy and poor school performance, all of which can lead to a cycle of dysfunction and offending behavior. Family Court Services (FCS) helps keep children safe, parents healthy, families stable and promotes public safety through services to approximately 1,300 at risk families as they go through separation and divorce. Through parent education, mediation, evaluation, information and referral services, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction and juvenile delinquency.

Program Description

The Parent Education Program (under FCS) provides divorce and parenting information to over 2,500 Multnomah County parents experiencing the major life transition of separation or divorce. FCS provides child custody mediation to over 1,300 cases a year and conducts approximately 60 child custody evaluations annually to assist families experiencing high levels of conflict. Reducing parental conflict during separation decreases risks for delinquency and teen pregnancy, decreases subsequent litigation and increases children's meaningful contact with both parents (Wallerstein 1998; Emery 2001; Sarkadi et al. 2008).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of clients satisfied with parent education classes	88.0%	90.0%	89.0%	89.0%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	80.0%	85.0%	80.0%	80.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$37,954	\$809,722	\$38,189	\$846,638
Contracts	\$0	\$51,699	\$0	\$51,699
Materials & Supplies	\$65	\$36,533	\$0	\$34,415
Internal Services	\$6,255	\$147,808	\$0	\$171,161
Total GF/non-GF:	\$44,274	\$1,045,762	\$38,189	\$1,103,913
Program Total:	\$1,090,036		\$1,142,102	
Program FTE	0.25	8.10	0.24	8.31
Program Revenues				
Indirect for dep't Admin	\$72,106	\$0	\$91,345	\$0
Fees, Permits & Charges	\$0	\$1,005,000	\$0	\$959,906
Intergovernmental	\$0	\$40,762	\$0	\$65,143
Other / Miscellaneous	\$0	\$0	\$0	\$78,864
Total Revenue:	\$72,106	\$1,045,762	\$91,345	\$1,103,913

Explanation of Revenues

County General Fund plus Domestic Relation Filing fees \$85,006 (fees vary and are collected by the Multnomah County Circuit Court), Conciliation Fees \$754,900 (\$10 fee), Evaluation Fees \$10,000 (\$1,200 fee, 70% of clients qualify for a waiver), Parent Education Fees \$110,000 (\$55 or \$70 fee). Additional funds of \$78,864 of estimated Beginning Working Capital. Fees are collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. Fee revenue is based on history of collections; OR Dept of Justice Grant \$65,143. Grant ends 9/30/13. Assuming FY14 at same funding level.

Significant Program Changes

Last year this program was: #50018, DCJ Family Court Services

This program offer reflects an increase of 0.20 FTE Marriage & Family Counselor Asst in FY 2014.

Lead Agency: Community Justice

Program Contact: Janice Garceau

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Family Court Services' Safety First Program helps keep victims of domestic violence and their children safe by providing supervised parenting time and safe exchange services to families impacted by domestic violence. The Safe Havens Supervised Parenting Time and Safe Exchange Program serves approximately 100 families per year. The Office of Violence against Women (OVW) provides funds to support direct supervision and staff training.

Program Description

FCS Safety First Program provides supervised visitation and safe exchange services to at least 100 families a year in the tri-county area. Safety First provides a safe place for victims of domestic violence to accommodate children's visits with an offending parent when such has been ordered. The Safe Havens Program accepts community and court referrals and provides free and/or low cost monitored parenting time and safe exchanges for children and families experiencing domestic violence.

Multnomah and neighboring counties have experienced significant incidences of domestic violence homicides involving both victims and children in recent years. Research identifies the period in which a victim leaves a violent relationship as the highest risk period for increased violence or homicide. Research shows that witnessing domestic violence contributes to children demonstrating depression, aggression, anxiety, and school problems. Older child witnesses are more apt to tolerate violence and be involved in violent relationships. In addition, child abuse and domestic violence co-occur at an overall rate of at least 40%, making children in these families doubly at risk.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of families served annually	13	120	80	100
Outcome	Number of security incidents during supervised parenting time exchanges	0	4	0	4

Performance Measure - Description

Low count for FY12 families participation is due to program begin date of September 2011.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$41,869	\$83,130	\$89,276	\$130,117
Contracts	\$0	\$64,324	\$5,700	\$43,000
Materials & Supplies	\$130	\$3,810	\$260	\$4,064
Internal Services	\$0	\$15,081	\$6,542	\$20,198
Total GF/non-GF:	\$41,999	\$166,345	\$101,778	\$197,379
Program Total:	\$208,344		\$299,157	
Program FTE	0.50	0.55	1.00	1.28
Program Revenues				
Indirect for dep't Admin	\$11,935	\$0	\$16,371	\$0
Intergovernmental	\$0	\$166,345	\$0	\$197,379
Total Revenue:	\$11,935	\$166,345	\$16,371	\$197,379

Explanation of Revenues

County General Fund plus US DOJ OVW Supervised Parenting Grant \$197,379. Grant ends 9/30/2013, but anticipating grant will be renewed for another year.

Significant Program Changes

Last year this program was: #50019, Family Court Services - Supervised Parenting Time

This program offer adds new 1.23 FTE Program Aide's in FY 2014. 0.73 of the FTE is funded by the US DOJ OVW Supervised Parenting Grant.

Lead Agency: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Juvenile Detention protects the community by holding youth in custody when it has been determined that they are a serious risk to public safety and/or are high risk to not appear for court. In FY 2012, over 1,200 youth were brought to Juvenile Detention for intake screening. This offer funds 48 of the 64 beds required to meet the County's daily detention needs and also provides a 16-bed unit (funded by Morrison Child and Family Services) for youth under the jurisdiction of the Division of Unaccompanied Minor Children Services, Office of Refugee Resettlement (ORR).

Program Description

The Juvenile Detention facility has a capacity of 191 beds. Of the 64 beds required to meet the County's daily detention needs, 28 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 36 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 36 beds, a unit of 16 beds must be kept available for female clients.

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average Daily Population	53	0	53	53
Outcome	Facility safety: Number of assaults	18	17	15	15
Outcome	Safety: Use of isolation and room confinement per 100 person days of detention	0.8%	0.9%	1.0%	1.0%

Performance Measure - Description

✔ **Measure Changed**

The output measure of 'Average Daily Population' is a new measure for this program. The calculation is based on all occupied detention beds, including beds contracted with other counties. Desired trend for safety indicators is downward.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$6,079,079	\$558,768	\$6,028,071	\$605,913
Contracts	\$5,297	\$451	\$7,221	\$448
Materials & Supplies	\$265,228	\$241,676	\$261,579	\$248,436
Internal Services	\$834,221	\$79,143	\$817,027	\$96,422
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF:	\$7,194,825	\$880,038	\$7,124,898	\$951,219
Program Total:	\$8,074,863		\$8,076,117	
Program FTE	59.00	5.50	57.00	5.50
Program Revenues				
Indirect for dep't Admin	\$62,498	\$0	\$78,152	\$0
Fees, Permits & Charges	\$178,000	\$727,538	\$187,300	\$784,719
Intergovernmental	\$2,947,287	\$152,000	\$2,947,287	\$166,000
Other / Miscellaneous	\$0	\$500	\$0	\$500
Total Revenue:	\$3,187,785	\$880,038	\$3,212,739	\$951,219

Explanation of Revenues

County General Fund offset by Cafeteria/Catering Sales to the public \$187,300. FY14 amount based on three year average; Detention sub-lease to Washington County \$153,609. Annual amount per current lease agreement thru 2016; Detention Bed IGA with Clackamas and Washington County for 14+ beds each assuming daily rate of \$282.69 plus an estimated 12 Beds over minimum @ 282.69 for a total of \$1,447,938, less \$51,099 allocated to Corrections Health = \$1,396,839 each. All deposited into the general fund; Food commodities from the USDA ODE school lunch program for youth in Juvenile detention \$9,000. The value of food supplement is estimated based on the average received in the lower of three prior fiscal years; Funding from USDA ODE school lunch program youth in Juvenile detention \$157,000. Rates through 6/30/2013 are \$1.80 per breakfast served, \$2.79 per lunch served, and \$0.74 per snack served. Anticipating meal count at same level as FY12; Detention pay phone revenue \$500. DCJ receives 10% commission on pay phone usage. Amount based on declining revenues due to decreased phone usage; Contract with Morrison Child & Family Service to provide a 16-Bed secure custody unit for placement of youth referred by the Division of Unaccompanied Children's Services (DUCS), Office of Refugee Resettlement (ORR) \$784,719.

Significant Program Changes

Last year this program was: #50020A, Juvenile Detention Services - 64 Beds

This program offer reflects a 2.00 FTE decrease for positions that transferred to other DCJ programs during FY 2013.

Lead Agency: Community Justice

Program Contact: Craig Bachman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

Of the 64 beds required to meet the County's daily detention needs, 28 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 36 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 36 beds, a unit of 16 beds must be kept available for female clients.

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

In FY 2012 over 1,100 youth were brought to Juvenile Detention for intake screening. The ability to safely detain delinquent youth is mandated by Oregon law and is essential to community protection. Decisions to hold youth are based on the results of a validated detention screening system developed over the past 15 years. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community placement alternatives. The ability to house tri-county youth in one facility maximizes the use of space and provides the flexibility needed to structure units according to age and gender.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average Daily Population	17	0	17	17
Outcome	Facility Safety: Number of assaults	6	5	5	5
Outcome	Safety: Use of isolation and room confinement per 100 person days of detention	0.8%	0.9%	1.0%	1.0%

Performance Measure - Description

 **Measure Changed**

The output measure of 'Average Daily Population' is a new measure for this program. The calculation is based on all occupied detention beds, including beds contracted with other counties. Desired trend for safety indicators is downward.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$636,564	\$0	\$654,426	\$0
Contracts	\$0	\$0	\$500	\$0
Materials & Supplies	\$62,294	\$0	\$61,664	\$0
Total GF/non-GF:	\$698,858	\$0	\$716,590	\$0
Program Total:	\$698,858		\$716,590	
Program FTE	6.00	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program ChangesLast year this program was: #50020B, Juvenile Detention Services - 16 Beds

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

This program serves as an immediate sanction for youth who have gone to court and need additional support to assure compliance with probation. This program serves approximately 230 youth annually.

CD/EM is comprised of four levels of supervision. All youth start out being placed on the highest level and are reduced in their level of supervision based on their performance.

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

Multnomah County Juvenile Services Division (JSD) is a national model site for Juvenile Detention Alternatives Initiative (JDAI). JDAI's success is dependent on having detention alternative programs which use the least restrictive means for youth who are involved in the court process. Without alternatives to detention, Multnomah County JSD would detain nearly 300 additional youth per year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth served	228	210	230	230
Outcome	Percent of youth who attend their court appearance	95.0%	97.0%	95.0%	95.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$279,042	\$245,426	\$0	\$0
Contracts	\$33,150	\$0	\$301,823	\$292,346
Materials & Supplies	\$780	\$520	\$0	\$0
Internal Services	\$14,110	\$24,521	\$14,225	\$33,327
Total GF/non-GF:	\$327,082	\$270,467	\$316,048	\$325,673
Program Total:	\$597,549		\$641,721	
Program FTE	2.69	2.31	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$19,405	\$0	\$27,013	\$0
Intergovernmental	\$0	\$270,467	\$0	\$325,673
Total Revenue:	\$19,405	\$270,467	\$27,013	\$325,673

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$285,548. This is the budgeted amount for the first half of the FY13-15 biennium. Title IV-E reimbursement funds, \$40,125 based on FY14 projection of allowable activity.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #50021, Juvenile Community Detention/Electronic Monitoring

This program offer eliminates 6.00 FTE in FY 2014 which includes 5.00 FTE Juvenile Counselors, 0.50 FTE Office Assistant Sr and 0.50 FTE Community Justice Manager. During FY 2013 the Office Assistant Sr and Community Justice Manager transferred from another DCJ program (refer # 50025). In FY14 program services will be provided through a community based contractor.

Lead Agency: Community Justice

Program Contact: Christina McMahan

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

Oregon Revised Statute (ORS) 419C.145 defines the circumstances under which a juvenile offender may be placed in custody. A youth having committed a felony crime, accumulated a history of warrants for failure to appear in court, engaged in probation or conditions of release violations, or participated in certain person to person misdemeanors, is eligible for custody. Further stipulated in this statute are mandates that allow these youth to be released to a parent, shelter or other responsible party as long as their release does not endanger the welfare of the community or the youth. In FY 2012, shelter and residential placements served approximately 125 high risk youth 12-18 years old. While in care, these youth attend school, participate in treatment and work with an assigned juvenile probation officer.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth served	124	130	125	125
Outcome	Percent of youth who do not leave the shelter during their stay	69.0%	75.0%	70.0%	70.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$144,218	\$455,286	\$107,707	\$515,317
Internal Services	\$0	\$45,392	\$0	\$58,746
Total GF/non-GF:	\$144,218	\$500,678	\$107,707	\$574,063
Program Total:	\$644,896		\$681,770	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$35,922	\$0	\$47,615	\$0
Intergovernmental	\$0	\$500,678	\$0	\$574,063
Total Revenue:	\$35,922	\$500,678	\$47,615	\$574,063

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$507,188. This is the budgeted amount for the first half of the FY13-15 biennium. Title IV-E reimbursement funds, \$66,875 based on FY14 projection of allowable activity.

Significant Program Changes

Last year this program was: #50022, Juvenile Shelter & Residential Placements

Lead Agency: Community Justice

Program Contact: Deena Corso

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Intake, Assessment, Intervention and Adjudication (IAIA) carries an average daily caseload of 100 children (under 12) and youth (12-18). Youth who are at imminent risk of becoming chronic juvenile offenders are identified; supervision and services are provided to 300 juvenile offenders annually. In FY 2012, 80% of IAIA youth did not re-offend in the one year follow-up period.

IAIA conducts daily intakes, responds to victim and public inquiries, and administers delinquency risk assessments. These assessments identify and divert low risk youth from further penetration into the justice system and funnel the highest risk youth to adjudication and probation services in order to effectively use scarce, public resources. IAIA holds targeted medium risk juvenile offenders accountable, provides intervention and supervision, and aligns youth with other services designed to reduce recidivism, repair harm to victims and prevent school drop-outs. Families with children under 12 are provided with appropriate community resources.

The District Attorney's Office relies on IAIA to review police reports of divertible misdemeanor and felony cases. Judges rely heavily on IAIA to provide critical information and technical support for daily court docketing and proceedings.

Program Description

IAIA reviews law enforcement reports and facilitates documentation and communication with the District Attorney's Office for charging decisions, provides valuable information and referral services to the public, and facilitates victim services as mandated by Oregon Victims' Rights Law. IAIA staff monitor the daily court docket, assist the Juvenile Court with dependency matters, set court proceedings in motion, and collaborate with Deputy District Attorneys, defense attorneys, State Court Clerk's Office, and Judicial Officers concerning matters of law and court processes including preparation of court reports and recommendations. IAIA staff represent the Juvenile Services Division during these court proceedings.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth diverted from juvenile system	1,098	900	1,000	1,000
Outcome	Diverted youth are not referred for new criminal referral within 12 months	80.0%	80.0%	77.0%	80.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,389,336	\$152,604	\$1,315,500	\$159,190
Contracts	\$32,000	\$0	\$110,430	\$0
Materials & Supplies	\$12,241	\$0	\$12,501	\$0
Internal Services	\$0	\$15,214	\$0	\$18,148
Total GF/non-GF:	\$1,433,577	\$167,818	\$1,438,431	\$177,338
Program Total:	\$1,601,395		\$1,615,769	
Program FTE	14.00	1.50	12.50	1.50
Program Revenues				
Indirect for dep't Admin	\$12,040	\$0	\$14,710	\$0
Intergovernmental	\$0	\$167,818	\$0	\$177,338
Total Revenue:	\$12,040	\$167,818	\$14,710	\$177,338

Explanation of Revenues

County General Fund plus Portland Public Schools Grant \$177,338. Agreement ends 6/30/2013 and covers 75% of personnel costs, plus indirect. Anticipating funding will continue under the same terms into FY14.

Significant Program Changes

Last year this program was: #50023, Juvenile Delinquency Risk Assessment, Court Services, and Informal Probation Services (DRACSIPS)

This program offer reflects a net 1.50 FTE decrease. This decrease includes 1.00 FTE Juvenile Counselor that ended in FY 2013. The remaining net 0.50 FTE decrease is for positions that transferred to/from other DCJ programs during FY 2013.

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

Each female's case is directed by a range of comprehensive risk assessments that review drug abuse, violence, trauma, child sexual exploitation and mental health issues. Juvenile probation officers meet with the youth and their families in the client's home, school, residential placements and other community settings. Probation officers employ Functional Family Probation Services (FFPS), an evidence based case management model that has proven results in reducing recidivism among juvenile offenders. In addition to implementing FFPS, a probation officer monitors compliance with court ordered conditions, progress in treatment, victim restoration, a client's living situation and school attendance/employment. If a youth is not in compliance, the probation officer holds the youth accountable and imposes sanctions ranging from community service to detention

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth supervised annually	50	95	50	50
Outcome	Percent of youth who did not penetrate further into the system	82.0%	95.0%	85.0%	85.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$230,962	\$77,719	\$244,665	\$77,340
Materials & Supplies	\$8,075	\$0	\$6,060	\$0
Internal Services	\$0	\$7,749	\$0	\$7,734
Total GF/non-GF:	\$239,037	\$85,468	\$250,725	\$85,074
Program Total:	\$324,505		\$335,799	
Program FTE	2.24	0.76	2.30	0.70
Program Revenues				
Indirect for dep't Admin	\$6,132	\$0	\$6,063	\$0
Intergovernmental	\$0	\$85,468	\$0	\$85,074
Total Revenue:	\$6,132	\$85,468	\$6,063	\$85,074

Explanation of Revenues

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$85,074. This is the budgeted amount for the first half of the FY13-15 biennium. Funding must be allocated to evidence-based programs.

Significant Program Changes

Last year this program was: #50024, Juvenile Female Probation Services

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Juvenile Sex Offender Probation Supervision (JSOPS) protects public safety by holding approximately 100 adolescent sex offenders responsible for their actions. These youth are predominantly males 12-18 years of age. They have appeared before a judge or referee and received special court ordered conditions and sanctions pertaining to their sexual offending behavior. The Court orders these youth to be supervised by JSOPS for a duration that often extends into an offender's early 20s. Juvenile Court Counselors (JCC) regularly communicate with schools and law enforcement about the status of these offenders. This offer also includes specialized outpatient treatment services for non court involved children/youth ages 4 – 18 with sexually acting out behaviors.

Program Description

The Juvenile Sex Offender Probation staff supervise adolescent sex offenders with court ordered conditions. This program has three primary goals:

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth supervised annually	89	100	90	90
Outcome	Percent of youth who did not penetrate further into the system	98.0%	97.0%	95.0%	95.0%

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$602,855	\$13,713	\$651,933	\$0
Contracts	\$325,000	\$0	\$332,313	\$0
Materials & Supplies	\$6,391	\$0	\$4,283	\$0
Internal Services	\$240	\$1,367	\$90	\$0
Total GF/non-GF:	\$934,486	\$15,080	\$988,619	\$0
Program Total:	\$949,566		\$988,619	
Program FTE	5.87	0.13	6.00	0.00
Program Revenues				
Indirect for dep't Admin	\$1,082	\$0	\$0	\$0
Intergovernmental	\$0	\$15,080	\$0	\$0
Total Revenue:	\$1,082	\$15,080	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50025A, Juvenile Sex Offender Probation Supervision and 50025B - Juvenile Sex Offender Treatment

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Gang violence and disproportionate minority contact (DMC) of African American and Latino youth in the justice system are serious issues within Multnomah County. In the late 1980s, Multnomah County saw an increase in gang recruitment, drug sales, violence and gang activity. Today, gang activity is not only increasing in Multnomah County, it is spreading. Latino gangs have established themselves east of 122nd street and their high risk activities have increased in recent years. In 2005, the Oregon Legislature established a funding stream to enhance important law enforcement activities in the eastern part of Multnomah County via the East Metro Gang Enforcement Team (EMGET).

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of outreach/contacts with suspected gang members/associates	1,196	1,300	900	1,000
Outcome	Number of gang-activity related criminal arrests	270	250	240	240

Performance Measure - Description

Data in the performance measures were gathered from City of Gresham East Metro Gang Enforcement Team.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$581,689	\$0	\$544,771
Internal Services	\$0	\$8,953	\$0	\$10,772
Total GF/non-GF:	\$0	\$590,642	\$0	\$555,543
Program Total:	\$590,642		\$555,543	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$590,642	\$0	\$555,543
Total Revenue:	\$0	\$590,642	\$0	\$555,543

Explanation of Revenues

Oregon Youth Authority Gang Transition Services (GTS) funds \$555,543. This is the budgeted amount for the first half of the FY13-15 biennium.

Significant Program Changes

Last year this program was: #50026, Juvenile East Metro Gang Enforcement Team (EMGET)

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Studies have shown that if young people can successfully leave a gang within a year or two of joining, they are likely to avoid a variety of negative life outcomes, including chronic reoffending (Greene and Pranis 2007). The Resource Intervention Services to Empower Unit (RISE) supervises approximately 200 high risk, gang-involved offenders annually. RISE's work promotes public safety by reducing juvenile crime, preventing disproportionate numbers of minority youth from entering a correctional facility, and assisting high risk youth of color to change their lives.

Program Description

The Resource Intervention Services to Empower Unit (RISE) provides probation supervision to high risk, gang-involved offenders using strategies that are tailored to each youth's issues, strengths, needs, culture and environmental influences. Public safety requires diverse community collaboration. RISE is an integral member of the Community Healing Initiative (CHI) which is grant funded. This grant funded project uses an inter-disciplinary approach to develop and implement plans for positive youth development, family support and community protection. RISE also partners with the police, Adult Parole/Probation Officers (PPO) and the community to gather intelligence that helps dismantle gang activity. In partnership with the CHI interdisciplinary team, Juvenile Court Counselors (JCC) develop probation case plans that establish enforceable expectations and address victim restitution. Along with holding gang youth accountable through specialized supervision and sanctions, Juvenile Counselors coordinate treatment (e.g. mental health and drug abuse) and interventions designed to address anti-social behavior. Skill building, mentoring, educational advocacy and the incorporation of positive age appropriate activities are all used to counter gang involvement.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth supervised annually	238	200	240	240
Outcome	Percent of youth who did not penetrate further into the system	92.0%	92.0%	93.0%	93.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$372,105	\$675,211	\$157,066	\$696,127
Contracts	\$122,768	\$75,825	\$55,268	\$81,810
Materials & Supplies	\$80,576	\$23,067	\$33,553	\$23,067
Internal Services	\$123,086	\$73,788	\$37,947	\$87,936
Total GF/non-GF:	\$698,535	\$847,891	\$283,834	\$888,940
Program Total:	\$1,546,426		\$1,172,774	
Program FTE	4.02	6.65	1.46	6.54
Program Revenues				
Indirect for dep't Admin	\$58,116	\$0	\$71,009	\$0
Intergovernmental	\$0	\$847,891	\$0	\$888,940
Total Revenue:	\$58,116	\$847,891	\$71,009	\$888,940

Explanation of Revenues

County General Fund plus Federal Juvenile Accountability Block Grant \$55,409. The grant funds \$110,818, of which 50% goes to the DA. DCJ meets the required 10% CGF match of 12,313 with personnel costs; Oregon Youth Authority (OYA) Flex Fund Grant \$115,095. This is the budgeted amount for the first half of the FY13-15 biennium; Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$718,436. This is the budgeted amount for the first half of the FY13-15 biennium.

Significant Program Changes

Last year this program was: #50027, Juvenile High Risk Unit - RISE

This program offer reflects the decrease of 2.67 FTE; during FY 2013 a 1.00 FTE Office Assistant Sr and a 1.00 FTE Juvenile Counselor transferred to other DCJ programs as part of the reorganization to the Juvenile Services Division, in FY 2014 a 0.67 FTE Program Coordinator is eliminated.

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Low Risk Unit promotes public safety and accountability by annually supervising 80 youth, ages 12-18 years old. By appropriately classifying and supervising youth according to risk, low youth can be held accountable for their actions without further penetrating the Juvenile Justice System. Best practices stipulate the need for low risk youth services to be separate from high risk youth services. The Low Risk caseload focuses on providing access to services and interventions such as community service and project payback.

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth supervised annually	65	80	80	80
Outcome	Percent of youth who did not penetrate further into the system	100.0%	99.0%	99.0%	99.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$152,605	\$0	\$106,127	\$0
Materials & Supplies	\$260	\$0	\$260	\$0
Total GF/non-GF:	\$152,865	\$0	\$106,387	\$0
Program Total:	\$152,865		\$106,387	
Program FTE	1.50	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50028, Juvenile Low Risk Unit

This program offers reflects the decrease of 0.50 FTE Juvenile Counselor that transferred to another DCJ program during FY 2013 as part of the reorganization to the Juvenile Services Division.

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Community Service and Project Payback (CSPP) Program includes a number of components and services that together constitute an effective public safety investment that serves approximately 400 juveniles per year. The program's purpose is to hold juvenile offenders accountable and provide them with opportunities to repair harm to victims and the community. CSPP provides youth with opportunities to earn money to repay victims and give back to the community. In FY 2012, CSPP youth performed approximately 3,000 hours of community services.

Beginning FY 2014, CSPP will be run in conjunction with Adult Community Service--Formal Supervision (offer #50046). The administration of adult and juvenile community service programs is very similar. Centralizing the administration will allow for the coordination of fleet, crew equipment and other supplies, thereby improving the efficiency of these two programs.

Program Description

CSPP provides youth with opportunities to complete court mandated community service and pay victims restitution. Youth in Project Payback can earn money for court ordered fiscal obligations and payments to the State Victims' Crime Fund. All youth participating in community service or Project Payback are doing so as a condition of their probation, Formal Accountability Agreement (FAA) or sole sanction.

By utilizing the National Restorative Justice Model, CSPP empowers youth to repair the harm they caused victims. The participants in the program include informally sanctioned, post-adjudicated and Measure 11 youth who are currently under the Department's supervision.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of hours of community service performed	3,040	2,800	3,000	3,000
Outcome	Number of restitution paid (dollars)	91,500	72,000	86,500	86,500

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$568,986	\$0	\$242,636	\$0
Contracts	\$0	\$95,088	\$0	\$93,857
Materials & Supplies	\$30,140	\$0	\$30,775	\$0
Internal Services	\$69,622	\$9,480	\$64,397	\$10,711
Total GF/non-GF:	\$668,748	\$104,568	\$337,808	\$104,568
Program Total:	\$773,316		\$442,376	
Program FTE	6.00	0.00	2.50	0.00
Program Revenues				
Indirect for dep't Admin	\$7,502	\$0	\$8,674	\$0
Intergovernmental	\$0	\$104,568	\$0	\$104,568
Total Revenue:	\$7,502	\$104,568	\$8,674	\$104,568

Explanation of Revenues

County General Fund plus IGA with COP Water Bureau through 6/30/2016 to provide youth work crew for outdoor maintenance and landscape services to the Bureau of Water Works at locations throughout the City. IGA is for \$75,000 each fiscal year; IGA with Metro for \$29,568 to provide youth work crew through Project Payback for twice weekly litter pick-up. Proceeds used for victim restitution. Anticipating funding will be at the same level for FY14.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #50029, Juvenile Community Service & Project Payback Program

This program offers reflects the decrease of 3.50 FTE; during FY 2013 2.00 FTE transferred to other DCJ programs, in FY 2014 1.50 FTE are eliminated consisting of 1.00 FTE Community Works Leader and .50 FTE Community Justice Manager. In FY14 the operation of this program will be merged with the Adult Community Service program (Offer 50046).

Lead Agency: Community Justice

Program Contact: Deena Corso

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Residential Alcohol and Drug (RAD) Program is an important public safety program that serves the County's juvenile justice population. RAD is a secure treatment program for high risk probation youth with serious drug and alcohol abuse, chronic offending behaviors, and mental health issues. RAD is a "last chance" resource for youth who have been unsuccessful in community-based treatment and are facing commitment to a youth correctional facility.

Program Description

RAD is an 16-bed secure residential treatment unit located in the Department of Community Justice's (DCJ) detention facility. The secure facility environment prevents highly addicted and impulsive clients from using drugs, reoffending or running away. The average length of stay is 126 days. It is co-managed by DCJ and Morrison Child and Family Services and provides intensive drug and alcohol services to high risk male and female juvenile probationers.

While in treatment, youth attend school, receive addiction treatment, mental health services, family therapy, life skills training and participate in pro-social activities that support sobriety. RAD differs from community-based alcohol and drug treatment programs by its ability to address delinquency, aggression and gang involvement as well as addiction and mental health issues. Clients are also offered the opportunity to complete restitution/community service, and are provided client-specific transition plans that support sobriety, school enrollment and vocational/employment placement.

In the June 2011 publication by the National Center on Addiction and Substance Abuse the authors note that adolescent drug use in general has reached epidemic proportions. They further note that the prevalence figures noted in their publication are under-reported given that they do not include youth in juvenile incarceration or who have dropped out of high school. This is a critical observation given that rates of substance use and abuse are even higher among these populations (Aloise-Young, P.A., et.al. 2002). Dr. Jeffrey Butts (2008) reports that the percentage of youth having drug abuse problems increasing as they move deeper into the juvenile justice system. This is manifested by 26% of youth referred to juvenile justice intake reporting drug abuse behaviors, as compared to the 49% of juvenile detainees exhibiting drug abuse behaviors. Due to the process by which the adolescent brain develops, teens are more likely to engage in risky behavior and ignore consequences of same. Therefore, it is during adolescence that intervention and treatment of substance abuse becomes most critical.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth served	66	65	65	65
Outcome	Percent of youth completed treatment	56.3%	74.5%	73.9%	75.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$84,227	\$773,038	\$181,991	\$773,646
Contracts	\$317,875	\$564,757	\$344,856	\$564,757
Materials & Supplies	\$16,142	\$6,097	\$13,863	\$6,092
Internal Services	\$129,006	\$133,986	\$134,589	\$144,199
Total GF/non-GF:	\$547,250	\$1,477,878	\$675,299	\$1,488,694
Program Total:	\$2,025,128		\$2,163,993	
Program FTE	0.18	7.82	1.02	7.48
Program Revenues				
Indirect for dep't Admin	\$106,033	\$0	\$115,051	\$0
Intergovernmental	\$0	\$1,477,878	\$0	\$1,488,694
Total Revenue:	\$106,033	\$1,477,878	\$115,051	\$1,488,694

Explanation of Revenues

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$722,048. This is the budgeted amount for the first half of the FY13-15 biennium. Funding must be allocated to evidence-based programs; Behavioral Rehabilitation Services (BRS), a form of Medicaid \$766,646. Estimate based on FY13 CYE.

Significant Program Changes

Last year this program was: #50030, Juvenile Secure Residential A&D Treatment (RAD)

This program offer reflects the increase of a 0.50 FTE Community Justice Manager that transferred from another DCJ program during FY 2013.

Lead Agency: Community Justice

Program Contact: Deena Corso

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Assessment and Treatment for Youth and Families (ATYF) is a unique public safety program serving medium and high risk probation youth with substance abuse, mental health and/or behavioral problems who cannot be effectively treated in community-based programs because of severe delinquency. ATYF provides clinical assessments and outpatient treatment to 140 probationers per year. In conjunction with these services, this program also provides mental health care coordination and intervention to over 300 detained youth each year. In FY 2011, approximately 65% of youth did not recidivate one year after ATYF program involvement--closely matching the overall recidivism rate for juveniles, despite serving a more challenging population.

Program Description

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth served	139	150	140	140
Outcome	Percent of youth referred to treatment following assessment	50.0%	50.0%	51.0%	50.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$56,896	\$1,131,348	\$103,003	\$1,184,175
Contracts	\$0	\$56,000	\$0	\$67,836
Materials & Supplies	\$14,377	\$12,398	\$16,377	\$12,658
Internal Services	\$14,779	\$119,615	\$16,208	\$129,284
Total GF/non-GF:	\$86,052	\$1,319,361	\$135,588	\$1,393,953
Program Total:	\$1,405,413		\$1,529,541	
Program FTE	0.55	10.45	0.92	11.08
Program Revenues				
Indirect for dep't Admin	\$94,660	\$0	\$101,968	\$0
Intergovernmental	\$62,568	\$1,319,361	\$70,000	\$1,393,953
Total Revenue:	\$157,228	\$1,319,361	\$171,968	\$1,393,953

Explanation of Revenues

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$765,667. This is the budgeted amount for the first half of the FY13-15 biennium. Funding must be allocated to evidence-based programs; State Youth Development Council funds \$404,012. This is the budgeted amount for the first half of the FY13-15 biennium; Medicaid insurance reimbursement for FQHC eligible services from Verity, CareOregon, and DMAP \$123,532. Plus an additional \$70,000 in FQHC wraparound payments that post to the general fund. Revenue based on 3 year average using FY13 CYE; Title IV-E reimbursement funds, \$100,742 based on FY14 projection of allowable activity.

Significant Program Changes

Last year this program was: #50032, Juvenile Assessment & Treatment for Youth & Families (ATYF)
This program offer adds a new 1.00 FTE Case Manager 1 in FY 2014 that is funded by Title IV-E reimbursement funds.

Lead Agency: Community Justice

Program Contact: Thach Nguyen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Culturally Specific Intervention Services (CSIS) provides culturally specific services to medium and high risk African American and Latino youth and their families through the Community Healing Initiative (CHI). CHI is a family- and community-centered collaboration designed to stop youth and gang violence in Multnomah County by addressing its root causes. This collaborative paradigm between the County's Department of Community Justice (DCJ), Department of County Human Services (DCHS) and community based providers is a joint system responsibility that entails shared financial resources and investments, shared system outcomes and shared risk. CHI applies supervision/suppression, intervention, and prevention strategies to youth and families who have recent involvement with high risk activities and behaviors relevant to violence/gun violence. This program serves approximately 60 families annually.

Program Description

Within CHI, each family receives a comprehensive assessment and individualized family service plan. Services are tailored to meet a family's individual needs and integrated in a manner that reduces and prevents gang violence. A network of public safety and social service agencies, and community-based organizations known as The Youth, Family and Community Team, build service capacity, promote integrated case management, increase connection to ethnic communities in the metropolitan area, and augment community safety. The Team focuses on sustainability through fostering family and community ownership and empowerment. Team services are evidence-based, culturally specific and family oriented. The family service plans address criminogenic needs that most closely link with recidivism and youth violence.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of African-American and Latino families served	58	100	60	75
Outcome	Percent of AA/Latino families served who avoid subsequent felony arrest	84.0%	50.0%	84.0%	84.0%

Performance Measure - Description

Data in the performance measures were gathered from Department of County Human Services.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$29,440	\$0	\$0
Contracts	\$373,248	\$69,305	\$306,057	\$128,904
Internal Services	\$0	\$9,845	\$0	\$14,695
Total GF/non-GF:	\$373,248	\$108,590	\$306,057	\$143,599
Program Total:	\$481,838		\$449,656	
Program FTE	0.00	0.33	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$7,791	\$0	\$11,911	\$0
Intergovernmental	\$0	\$108,590	\$0	\$143,599
Total Revenue:	\$7,791	\$108,590	\$11,911	\$143,599

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$143,599. This is the budgeted amount for the first half of the FY13-15 biennium.

Significant Program Changes

Last year this program was: #50033, Juvenile Culturally Specific Intervention
 OCCF Title II grant funding for the Program Coordinator position ended 10/31/12. This program offer reflects the decrease of a 0.33 FTE Program Coordinator that is eliminated in FY 2014.

Lead Agency: Community Justice

Program Contact: Deena Corso

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

Community Interface Services consists of the following positions:

EDUCATION AND EMPLOYMENT ACCESS COORDINATOR: This person serves as a liaison between JSD and the education and youth workforce development communities. It is a system-navigation and barrier identification/elimination position so while it does not provide direct service to youth, it does serve as an internal resource to Juvenile Court Counselors (JCC). The purpose of this position is to increase school connectivity for justice-involved youth and to improve access to job readiness and employment opportunities.

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

Restitution Tracking Clerk : This position exists to increase restitution collection rates for youth who owe restitution to victims. The person assigned to this position identifies and implements system improvements to make the process of obtaining restitution information and tracking orders/collections more efficient and effective.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of youth who received services	0	0	0	150
Outcome	Percent increase in Juvenile restitution collection.	0.0%	0.0%	0.0%	25.0%

Performance Measure - Description

New program offer.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$494,903	\$0
Contracts	\$0	\$0	\$18,000	\$0
Materials & Supplies	\$0	\$0	\$2,248	\$0
Internal Services	\$0	\$0	\$4,851	\$0
Total GF/non-GF:	\$0	\$0	\$520,002	\$0
Program Total:	\$0		\$520,002	
Program FTE	0.00	0.00	4.80	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was:

New program offer for FY14. This program offer includes 4.80 FTE that transferred from other DCJ programs during FY 2013, 3 of which were reclassified, as part of the reorganization to the Juvenile Services Division.

Lead Agency: Community Justice

Program Contact: Carl Goodman

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 8,200 adult offenders in the community. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise adult offenders.

This program offer supports critical oversight and leadership for our adult staff, as significant reductions in recidivism have been achieved.

Program Description

Adult Services Division managers are responsible for regulating policy, maintaining quality services and implementing evidence-based and core correctional practices that reduce crime. They partner with other public safety representatives through the Local Public Safety Coordinating Council, Criminal Justice Advisory Council, Oregon Association of Community Corrections Directors, and Oregon Department of Corrections (DOC).

Within ASM, the Survival Skills Manager is responsible for the development, implementation and oversight of a training program that enables sworn and armed Parole/Probation Officers (PPO) to meet department and legal mandates.

A sustainability liaison dedicates 10 hours per month to educate and facilitate implementation of recycling, waste reduction and other sustainability efforts within the Department. These efforts align with the Climate Action Plan Objective 18-8 and facilitate 75% of waste reductions within city and county operations.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of incoming adult offenders under supervision annually.*	4,400	0	4,400	4,400
Outcome	Percent of adult offenders not recidivating one-year post-admit to supervision	86.0%	0.0%	87.0%	87.0%

Performance Measure - Description

 **Measure Changed**

Recidivism is measured as new felony conviction. New measures.

*This number reflects offenders who come into our system each year.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,181,133	\$169,749	\$1,188,194	\$176,757
Contracts	\$4,000	\$0	\$4,000	\$0
Materials & Supplies	\$343,660	\$0	\$203,417	\$0
Internal Services	\$33,850	\$0	\$90,299	\$0
Total GF/non-GF:	\$1,562,643	\$169,749	\$1,485,910	\$176,757
Program Total:	\$1,732,392		\$1,662,667	
Program FTE	7.50	1.00	7.50	1.00
Program Revenues				
Intergovernmental	\$0	\$169,749	\$0	\$176,757
Total Revenue:	\$0	\$169,749	\$0	\$176,757

Explanation of Revenues

County General Fund plus National Institute of Corrections (NIC) \$176,757 for DCJ employee on loan to agency in Washington DC. Personnel costs fully reimbursed by partner agency.

Significant Program Changes

Last year this program was: #50034, DCJ Adult Services Management

Lead Agency: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Data from FY 2012 has shown that 77% of defendants released by Recog returned for their scheduled court appearance. A recent study designed to measure the success of Recog's risk assessment tool found, "The Recog instrument currently provides sound guidance about which defendants can be safely released on their own recognizance. Any recommended modifications to the instrument are designed to improve upon these already encouraging results" (Dedel, 2008).

Program Description

The Recog unit is a 24-hour, seven-day-a-week program housed in the County jail. Recog staff interview all defendants with a pending Multnomah County charge. Defendants charged with felonies and/or person-to-person misdemeanor crimes are subject to a full criminal history and warrant check in addition to a risk screening. This process takes approximately one hour per defendant and provides a comprehensive, objective and valid system for release decisions based upon victim and community safety in addition to the defendant's flight risk. The screening tool used to guide Recog staff has been validated by an independent research group. The results of that study have been approved by the Community Justice Advisory Council. By administering this process, the Recog program allows lower risk defendants the ability to maintain pro-social conditions such as employment and housing. The Recog interview assists the court with release decisions for those defendants that are ineligible for release by Recog staff.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of cases processed annually	33,000	35,000	36,000	36,000
Outcome	Percent of interviewed defendants who return to court	76.0%	90.0%	77.0%	80.0%

Performance Measure - Description

FY 13 purchased new measure.

FY 13 estimate = baseline measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,390,653	\$0	\$1,452,442	\$0
Contracts	\$383	\$0	\$383	\$0
Materials & Supplies	\$12,817	\$0	\$12,346	\$0
Total GF/non-GF:	\$1,403,853	\$0	\$1,465,171	\$0
Program Total:	\$1,403,853		\$1,465,171	
Program FTE	15.00	0.00	15.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50035, Adult Recog Program

Lead Agency: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Pre-Trial Supervision Program (PSP) performs functions necessary for public safety and the effective operation of the local justice system. PSP uses Oregon Revised Statute (ORS) release criteria to assess safety risks of defendants to determine their potential to attend court once out of custody. During 2012, over 1,500 defendants were supervised and 1,003 investigated by PSP. The defendants were maintained in the community instead of occupying scarce and expensive jail beds. In FY 2012, less than 2% of felony defendants were arrested for another felony offense while under PSP supervision. In addition, during the first 6 months of FY 2013, 85% of felony defendants appeared for their court dates.

Program Description

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

When a defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through home, community and office visits, telephone contacts and in some instances electronic and Global Positioning Software (GPS). Under PSP, defendants are afforded the opportunity to maintain employment and/or school attendance, continue with health-related services (drug and alcohol counseling, mental health treatment) and reside in the community pending the resolution of their court matters. Based on data compiled by the Bureau of Justice Statistics, the reoffense and failure to appear (FTA) rates for PSP clients are substantially lower than similar programs in other cities (Cohen and Reaves 2007).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served annually	2,550	3,400	3,500	3,500
Outcome	Percent of released defendants who do not FTA	89.0%	90.0%	85.0%	85.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,334,362	\$0	\$1,453,657	\$0
Contracts	\$383	\$0	\$383	\$0
Materials & Supplies	\$20,832	\$0	\$21,703	\$0
Internal Services	\$66,472	\$0	\$60,209	\$0
Total GF/non-GF:	\$1,422,049	\$0	\$1,535,952	\$0
Program Total:	\$1,422,049		\$1,535,952	
Program FTE	15.00	0.00	15.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50036, Adult Pretrial Supervision Program

Lead Agency: Community Justice

Program Contact: Erika Preuitt

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

Oregon and Washington rank very high nationally in the frequency of identity theft. Drugs are bought and sold online, and sex offenders exchange pornography and solicit underage victims through the Internet. Fraud and identity theft are carried out using computers and peer-to-peer networks. Email is used by domestic violence offenders to threaten and intimidate individuals.

In the interest of public safety and best practices supervision, the DCJ forensics lab extends its services to all adult and juvenile officers in Multnomah County and to adjacent county community justice partners that lack access to these services. Lab personnel are highly trained and certified in the collection, preservation, analysis and reporting results of forensic examinations and provide Parole/Probation Officers (PPO) with the information they need to effectively supervise offenders and promote public safety. The lab also collaborates with the Northwest Regional Crimes Forensics Laboratory. Without access to forensic services, officers are unable to assess whether an offender is engaging in anonymous criminal activity through the world of cyberspace.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of gigabytes examined annually	16,500	19,970	25,000	25,000
Outcome	Number of reports generated through forensic analysis	64	0	70	70

Performance Measure - Description

 **Measure Changed**

New outcome measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$271,943	\$0	\$283,349	\$0
Materials & Supplies	\$9,819	\$0	\$10,819	\$0
Internal Services	\$19,013	\$0	\$19,412	\$0
Total GF/non-GF:	\$300,775	\$0	\$313,580	\$0
Program Total:	\$300,775		\$313,580	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50037, Adult Forensics Unit

Lead Agency: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

The LC unit supervises offenders who are sentenced to a prison term of 12 months or less in a local jail. Working with the Sheriff's Office, LC has the legal authority to issue arrest warrants and has jurisdiction over the supervision conditions for these offenders. LC staff develop release plans and monitor offenders with community-based sanctions (such as drug and alcohol treatment programs) upon the completion of their incarceration. LC also provides notification to known victims when an offender leaves jail. If during supervision, a Parole/Probation Officer (PPO) determines that an offender has violated parole conditions, the PPO submits required written documents and a violation hearing is arranged through the Hearings unit. Hearings Officers (HO) conduct local parole hearings and determine consequences for offenders found in violation of supervision. HOs are able to order jail releases, recommend revocations of offenders and/or make other recommendations that are consistent with evidence-based practices.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of local control offenders served outside of jail.	12.0%	10.0%	12.0%	12.0%
Outcome	Percent of offenders not recidivating one-year post-admit to supervision	81.0%	0.0%	83.0%	83.0%

Performance Measure - Description

 **Measure Changed**

Recidivism based on new felony conviction. New outcome measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$120,147	\$910,599	\$194,132	\$953,341
Contracts	\$6,696	\$2,000	\$7,675	\$2,000
Materials & Supplies	\$41,518	\$11,554	\$44,012	\$12,844
Internal Services	\$878,291	\$105,649	\$920,180	\$121,559
Total GF/non-GF:	\$1,046,652	\$1,029,802	\$1,165,999	\$1,089,744
Program Total:	\$2,076,454		\$2,255,743	
Program FTE	2.00	9.00	3.00	9.00
Program Revenues				
Indirect for dep't Admin	\$73,885	\$0	\$90,387	\$0
Intergovernmental	\$0	\$1,029,802	\$0	\$1,089,744
Total Revenue:	\$73,885	\$1,029,802	\$90,387	\$1,089,744

Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$1,044,503. This is the budgeted amount for the first half of the FY13-15 biennium. There is some flexibility on how funding is allocated; State Board of Parole Hearings fund \$45,241. Anticipating same level of funding as FY13.

Significant Program Changes

Last year this program was: #50038, Adult Parole/Post Prison Violation Hearings & Local Control

This program offer reflects the increase of a 1.00 FTE Office Assistant Sr that transferred from another DCJ program in FY 2013.

Lead Agency: Community Justice
Program Offer Type: Program Alternative /
Related Programs:
Program Characteristics:

Program Contact: Laura Ritchie

Executive Summary

Almost 4,000 individuals were admitted to the Department of Community Justice (DCJ) during FY 2013. The Assessment and Referral Center (ARC) combines in-custody interviews, intakes (post prison and probation) and specialized services for those released from state and local custody. Enhanced services will reduce duplication of efforts and increase the amount of screenings, referrals, and re-entry services available when an individual is first placed on supervision. These "up-front" coordinated and immediate services should increase motivation of clients to change and be a contributing factor to reduced criminal activity.

Program Description

DCJ's strategic plan includes additional and enhanced initial assessments, referrals and re-entry services for individuals sentenced to probation or post-prison supervision. For the last six months of FY 2013, a group of DCJ and Information Technology staff has used the equity lens to begin the redesign of processes that support this goal.

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of offenders housed monthly	248	0	220	220
Outcome	Percent of offenders that do not abscond first 6 months of prison release	86.5%	0.0%	80.5%	85.0%
Outcome	Percent of offenders that are not revoked first 6 months from prison release	81.8%	0.0%	89.9%	85.0%
Outcome	Percent of offenders employed during first 6 months of prison release	8.0%	0.0%	10.6%	10.0%

Performance Measure - Description

✔ **Measure Changed**

New measures.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,968,701	\$66,433	\$3,141,589
Contracts	\$1,144,773	\$479,352	\$1,183,919	\$348,012
Materials & Supplies	\$261,408	\$59,901	\$253,407	\$95,543
Internal Services	\$16,215	\$336,361	\$19,679	\$401,346
Total GF/non-GF:	\$1,422,396	\$3,844,315	\$1,523,438	\$3,986,490
Program Total:	\$5,266,711		\$5,509,928	
Program FTE	0.00	29.67	0.51	30.49
Program Revenues				
Indirect for dep't Admin	\$266,188	\$0	\$325,300	\$0
Fees, Permits & Charges	\$0	\$5,350	\$0	\$4,475
Intergovernmental	\$0	\$3,838,965	\$0	\$3,982,015
Total Revenue:	\$266,188	\$3,844,315	\$325,300	\$3,986,490

Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$3,861,911. This is the budgeted amount for the first half of the FY13-15 biennium; Interstate Compact fees from clients \$4,475 per ORS 423.570. This is a one-time-only fee set at \$50 per Board Resolution for clients applying to be supervised in another state; State Treatment Transition Program \$55,535. This is the budgeted amount for the first half of the FY13-15 biennium; US Dept of Justice JAG Grant \$64,569. Grant ends 9/30/2013, but anticipating grant will be renewed for another year.

Significant Program Changes

✔ Significantly Changed

Last year this program was:

This is a new program offer for FY14 - combining programs in FY13 offer 50039 - Adult Transition and Re-Entry Services and also the Central Intake unit which was part of offer 50041A-Adult Field Services-High Risk Generic Supervision. This program is being created as part of our Strategic plan with goal to increase initial assessments, referrals and re-entry services to our clients. This programs offer reflects a net increase of 1.33 FTE; during FY 2013 0.33 FTE transferred from another DCJ program, in FY 2014 a new 1.00 FTE Clinical Coordinator and a new 1.00 FTE Office Assistant 2 is added, a 1.00 FTE Corrections Counselor is eliminated.

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The period immediately following release from prison is a particularly high risk time for offenders. The Re-entry Enhancement Coordination (REC) Program is funded through the Edward Byrne Memorial Justice Assistance Grant Programs. The program provides targeted transition services to medium and high risk offenders. The REC team builds on the success of prison based substance abuse treatment and co-occurring disorder treatment offenders receive while incarcerated. The goals of the program entail: reducing offender recidivism, relapse and use of addictive substances; increasing offenders' engagement with treatment; and increasing offenders' ability to attain and maintain stable housing and employment.

Program Description

The REC program portion of this offer provides transition services for up to 150 offenders transitioning from Oregon State prisons who have successfully completed substance abuse and/or co-occurring disorder treatment. The REC team members include Volunteers of America (for substance abuse treatment) and SE Works (for employment readiness and job coaching). In addition, the Department of Community Justice (DCJ) contracts with Bridges to Change in order to receive alcohol and drug free transitional housing and recovery peer mentors.

The REC team's essential wraparound services in the first few months of release include: institutional reach-ins; coordination and oversight of services; and collaborative offender case management. The breakdown of annual services includes: 40 evidence-based outpatient substance abuse and co-occurring treatment slots; 23 alcohol and drug free transitional housing beds; 3 recovery peer mentors; and 1 employment and job development specialist. DCJ monitors compliance with the grant and collects data as required.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of clients engaged in continuing care for at least 90 days	75.0%	0.0%	78.0%	75.0%
Outcome	Clients are free from arrest for one year post-release	64.0%	0.0%	68.0%	65.0%

Performance Measure - Description

 **Measure Changed**

The output and outcome measure are both new. The outcome measure is based on recidivism rate. Recidivism is a measure of new arrests within one year of program exit.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$29,635	\$0	\$33,562
Contracts	\$0	\$594,275	\$0	\$462,428
Materials & Supplies	\$0	\$16,140	\$0	\$2,500
Internal Services	\$0	\$63,814	\$0	\$56,827
Total GF/non-GF:	\$0	\$703,864	\$0	\$555,317
Program Total:	\$703,864		\$555,317	
Program FTE	0.00	0.25	0.00	0.25
Program Revenues				
Indirect for dep't Admin	\$50,501	\$0	\$46,060	\$0
Intergovernmental	\$0	\$703,864	\$0	\$555,317
Total Revenue:	\$50,501	\$703,864	\$46,060	\$555,317

Explanation of Revenues

Edward Byrne Memorial Justice Grant \$555,317. Award includes a required 11% CGF match of \$61,085. Match is budgeted in program offer 50039-Adult Programs Unit. Grant ends 6/30/2013, but anticipating grant will be renewed for another year.

Significant Program Changes

Last year this program was: #50040, Adult Re-Entry Enhancement Coordination Grant

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Re-entry Resource Center provides a one stop transition and re-entry site for offenders released from jail or prison. Program goals include reducing new crimes and increasing employment and stable housing for offenders at high risk to re-offend.

The Oregon Criminal Justice Commission provided grant funding in 2010 to establish one-stop transition and reentry centers in three counties in Oregon. This grant has now ended; however, the program has been evaluated by Portland State University and has been found to be successful and cost-effective. The treatment group showed a 25% drop in arrests for statutory crimes. The study also showed that for every dollar invested in the program, a benefit of \$14.17 is realized in savings from the criminal justice system and avoided victimization. This offer continues funding for this evidence-based program.

Program Description

The center provides one stop services including individualized assessment and action planning; service coordination; employment and housing assistance; assistance in applying for benefits; clothing; mailbox, fax and phone; computer access with support and tutoring; tutoring in math, English, and personal finance; resume writing; mentoring; bus passes; identification services; and coordination with probation and parole officers. System navigators work with clients to determine needs and make referrals to over 20 partner service agencies in the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served	317	0	300	300
Outcome	Percent of offenders employed	44.0%	0.0%	65.0%	60.0%
Outcome		0.0%	0.0%	0.0%	0.0%

Performance Measure - Description

New offer.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$288,000	\$0
Total GF/non-GF:	\$0	\$0	\$288,000	\$0
Program Total:	\$0		\$288,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

General Fund

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

New Offer for FY14. In FY13 this contract was included in Offer 50040 Adult Re-Entry Enhancement Coordination Grant.

Lead Agency: Community Justice

Program Contact: Carl Goodman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

High Risk Generic Supervision uses research-based strategies to supervise high risk offenders on probation and parole. DCJ utilizes the Level of Service/Case Management Inventory (LS/CMI) and Public Safety Checklist (PSC) assessment tools to measure the risks and needs of adult offenders. The LS/CMI is also a fully functioning case management tool. The LS/CMI provides a summary of the offender's criminogenic and noncriminogenic factors, as well as special responsibility considerations to be deployed during supervision. The PSC provides a quick, objective, validated assessment of the probability an offender will be re-convicted of a felony or re-arrested for a person or property offense based on specific offender characteristics. DCJ continues to use Effective Practices in Supervision (EPICS) as an evidence-based case management model. With EPICS, Parole/Probation Officers (PPO) follow a structured approach to their interactions with their offenders, allowing PPOs to effectively target the criminogenic needs of high risk offenders. PPOs enforce law-abiding behavior and link offenders to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) collaboration with law enforcement agencies.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served yearly	2,303	0	2,397	2,350
Outcome	Percent of offenders that do not recidivate one year post admit	72.0%	0.0%	80.0%	80.0%

Performance Measure - Description

 **Measure Changed**

Recidivism is based on felony convictions one year post admit. New measures.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,193,285	\$3,982,775	\$2,321,180	\$4,206,274
Contracts	\$67,340	\$141,746	\$2,340	\$66,387
Materials & Supplies	\$9,164	\$103,345	\$13,786	\$110,567
Internal Services	\$891,585	\$421,516	\$889,269	\$499,687
Total GF/non-GF:	\$3,161,374	\$4,649,382	\$3,226,575	\$4,882,915
Program Total:	\$7,810,756		\$8,109,490	
Program FTE	21.24	37.37	20.46	36.79
Program Revenues				
Indirect for dep't Admin	\$333,578	\$0	\$405,011	\$0
Fees, Permits & Charges	\$0	\$204,896	\$0	\$225,558
Intergovernmental	\$0	\$4,444,486	\$0	\$4,657,357
Other / Miscellaneous	\$276,189	\$0	\$205,964	\$0
Total Revenue:	\$609,767	\$4,649,382	\$610,975	\$4,882,915

Explanation of Revenues

County General Fund plus Circuit Court Jail Assessments \$205,964 which are deposited into the general fund. Revenue is collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005; State Department of Corrections (DOC) \$4,657,357. This is the budgeted amount for second half of the FY11-13 biennium. There is some flexibility on how funding is allocated; Probation Supervision fees from clients \$225,558. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last year this program was: #50041A, Adult Field Services-High Risk Generic Supervision

This program offer reflects a net decrease of 1.36 FTE due to transfers to/from other DCJ programs in both FY 2013 & FY 2014. In FY13 the Central Intake unit was included in this offer. In FY14 the Central Intake unit has moved to Offer 50035 Assessment and Referral Center.

Lead Agency: Community Justice

Program Contact: Carl Goodman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

This program will address the work force needs of African American offenders who are 18 to 45 years of age and who are under supervision with the Department of Community Justice (DCJ). The provider will use a specific curriculum, Moral Reconciliation Therapy (MRT) which is a cognitive behavior therapy approach designed to change the way people think. MRT is a systematic approach that seeks to decrease recidivism among offenders by increasing moral reasoning. The curriculum addresses ego, social, moral and positive behavioral growth.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders obtaining employment annually.	0	0	15	30
Outcome	Percent of offenders retaining employment six months post hiring.	0.0%	0.0%	75.0%	75.0%

Performance Measure - Description

New measures

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$50,000	\$0	\$51,125	\$0
Total GF/non-GF:	\$50,000	\$0	\$51,125	\$0
Program Total:	\$50,000		\$51,125	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program ChangesLast year this program was: #50041B, Employment Transition Services for African American Males

Lead Agency: Community Justice

Program Contact: Erika Preuitt

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Mentally Ill Offender (MIO) unit provides supervision services for probation, parole and post-prison offenders who have been diagnosed with a severe and persistent mental illness. The MIO unit works in collaboration with a variety of community partners including but not limited to the Sheriff's Office, the courts, the Department of County Human Services (DCHS), the Local Public Safety Coordinating Committee (LPSCC), Oregon Department of Corrections (DOC), treatment providers and most community groups that work with this population. The goal of the MIO unit is to reduce recidivism, enhance community safety and to support the mentally ill offender in achieving stabilization and improved functioning.

Program Description

The MIO unit works to divert offenders with severe mental illness from incarceration and hospitalizations by treating them in the community. By providing these offenders with community-based treatment and with supervision from specially trained Parole/Probation Officers (PPOs), the MIO unit preserves community safety and minimizes offender contact with the criminal justice system.

The MIO unit performs the following:

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

This program, along with program offer 50006, Adult Offender Mental Health Services, supports public safety by providing supervision and treatment to high and medium risk offenders who require assistance in accessing resources to help them achieve a higher quality of life.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served annually	215	210	231	230
Outcome	Percent of offenders not recidivating one-year post-admit to supervision	84.0%	90.0%	82.0%	82.0%

Performance Measure - Description

Recidivism is measured by new felony conviction.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$746,307	\$0	\$775,325	\$0
Materials & Supplies	\$3,060	\$0	\$3,060	\$0
Total GF/non-GF:	\$749,367	\$0	\$778,385	\$0
Program Total:	\$749,367		\$778,385	
Program FTE	6.00	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program ChangesLast year this program was: #50042, Adult Mentally Ill Offender Supervision

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Adult Programs unit is an important public safety program designed to increase successful transitions from incarceration to the community, reduce drug and alcohol use, increase treatment success and prevent further arrests for approximately 400 criminal and drug addicted adult offenders each year. This unit involves offenders in substance abuse treatment while actively supervising and managing the offender's criminal behavior through collaboration with law enforcement, community partners and treatment providers. Offenders in this unit receive intensive supervision, cognitive behavior therapy groups, mentoring, employment assistance, and short-term housing. About 8 out of 10 offenders supervised by this unit did not recidivate one year following their convictions.

Program Description

The Adult Programs unit works closely with community partners, courts and prisons to engage offenders in substance abuse treatment. This unit supervises offenders released from state prisons who are involved in treatment programs and Alternative Incarceration Programming (AIP), and ensures the offenders receive continuing care, employment services, and related services in the community to maintain their abstinence. Offenders convicted of Driving Under the Influence of Intoxicants (DUII) are also supervised by this unit, as are clients in the Re-Entry Enhancement Coordination (REC) program (offer #50036). Parole/Probation Officers (PPO) from this unit also work with chronic offenders transitioning from prison-based residential treatment to community based outpatient treatment.

Research shows punishment alone is unlikely to change behavior, but consequences combined with alcohol and drug abuse treatment reduce the number of new crimes committed (Andrews 1994). The Adult Programs unit supports public safety by targeting high risk drug offenders and holding them accountable through active community supervision and the use of evidence-based services designed to change behavior.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served yearly	395	0	400	400
Outcome	Percent of offenders not recidivating one year post admit	92.0%	0.0%	82.0%	85.0%

Performance Measure - Description

✔ **Measure Changed**

New measures. Recidivism is based on new felony conviction. Number of offenders served yearly calculated to include all new offender rather than a monthly average.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$114,294	\$602,661	\$123,643	\$674,495
Contracts	\$0	\$1,460	\$0	\$1,432
Materials & Supplies	\$10,300	\$16,260	\$7,140	\$10,787
Internal Services	\$380	\$61,851	\$540	\$78,286
Total GF/non-GF:	\$124,974	\$682,232	\$131,323	\$765,000
Program Total:	\$807,206		\$896,323	
Program FTE	0.96	4.79	1.00	6.75
Program Revenues				
Indirect for dep't Admin	\$48,947	\$0	\$63,452	\$0
Fees, Permits & Charges	\$0	\$35,262	\$0	\$26,226
Intergovernmental	\$0	\$646,970	\$0	\$738,774
Total Revenue:	\$48,947	\$682,232	\$63,452	\$765,000

Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$738,774. This is the budgeted amount for the first half of the FY13-15 biennium. There is some flexibility on how funding is allocated; Probation Supervision fees from clients \$26,226. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last year this program was: #50043, Adult Programs Unit

This program offer reflects a net increase of 2.00 FTE due to transfers to/from other DCJ programs in both FY 2013 & FY 2014.

Lead Agency: Community Justice

Program Contact: Patrick Schreiner

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Sex Offender Supervision and Treatment program is a critical public safety function that provides oversight for the comprehensive supervision, treatment and management of approximately 800 sex offenders living in Multnomah County. The priorities of this unit are to increase community safety, decrease sexual victimization and reduce recidivism. This program achieves these goals through evidence-based supervision strategies combined with sexual offense specific treatment practices.

Program Description

This program is managed by the Adult Sex Offender Supervision Program Community Justice Manager. Supervision of approximately 800 sex offenders is conducted by certified Sex Offender Specialist Parole/Probation Officers (PPO). High and medium risk offenders are supervised in one of three field offices. In accordance with evidence-based practices, only high and medium risk indigent offenders are eligible for subsidy treatment funds. Sex offenders identified as lower risk to sexually reoffend are assigned to the Sex Offender Reduced Supervision Caseload (program offer 50056) after a period of documented compliance.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of newly admitted offenders served in treatment annually.	460	300	460	460
Outcome	% of offenders who do not sexually recidivate one-year post admit to supervision	90.0%	0.0%	95.0%	95.0%

Performance Measure - Description

✔ **Measure Changed**

Recidivism is based on new felony conviction. New outcome measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,884,910	\$0	\$1,762,166
Contracts	\$460,294	\$19,320	\$400,920	\$4,722
Materials & Supplies	\$10,709	\$4,160	\$10,709	\$3,900
Internal Services	\$0	\$190,267	\$0	\$201,869
Total GF/non-GF:	\$471,003	\$2,098,657	\$411,629	\$1,972,657
Program Total:	\$2,569,660		\$2,384,286	
Program FTE	0.00	16.00	0.00	15.00
Program Revenues				
Indirect for dep't Admin	\$150,573	\$0	\$163,621	\$0
Fees, Permits & Charges	\$0	\$166,438	\$0	\$167,744
Intergovernmental	\$0	\$1,932,219	\$0	\$1,804,913
Total Revenue:	\$150,573	\$2,098,657	\$163,621	\$1,972,657

Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$1,783,913. This is the budgeted amount for the first half of the FY13-15 biennium. There is some flexibility on how funding is allocated; DOC SVDO \$21,000. The FY14 Budget is based upon the average of 3 years of history of supervision days at \$8.72 each; Probation Supervision fees from clients \$167,744. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last year this program was: #50044, Adult Sex Offender Supervision & Treatment

This program offers reflects the decrease of a 1.00 FTE Community Justice Manager that transferred to another DCJ program in FY 2013.

Lead Agency: Community Justice

Program Contact: Patrick Schreiner

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Domestic Violence (DV) unit collaborates with police, courts and treatment agencies to hold offenders accountable and promote offender change. This program supervises approximately 850 offenders convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with victims to empower them to make changes that improve their lives as well as the lives of their families. Over the last three years, about nine out of ten offenders supervised by the DV unit have not reoffended. The Domestic Violence Deferred Sentencing Program (DSP) and batterer intervention services appear in program offer 50051.

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of newly admitted offenders served annually	1,260	0	1,265	1,265
Outcome	Percent of offenders not recidivating one year post-admit to supervision	96.0%	0.0%	89.0%	89.0%

Performance Measure - Description

 **Measure Changed**

New measures. Recidivism is measured by new felony conviction.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,001,088	\$1,092,951	\$991,286	\$1,257,197
Contracts	\$1,983	\$175,475	\$0	\$180,654
Materials & Supplies	\$5,070	\$19,425	\$2,080	\$26,368
Internal Services	\$134,553	\$128,400	\$139,802	\$166,920
Total GF/non-GF:	\$1,142,694	\$1,416,251	\$1,133,168	\$1,631,139
Program Total:	\$2,558,945		\$2,764,307	
Program FTE	8.37	11.13	8.34	11.16
Program Revenues				
Indirect for dep't Admin	\$101,612	\$0	\$135,293	\$0
Fees, Permits & Charges	\$0	\$121,367	\$0	\$121,489
Intergovernmental	\$0	\$1,294,884	\$0	\$1,509,650
Total Revenue:	\$101,612	\$1,416,251	\$135,293	\$1,631,139

Explanation of Revenues

County General Fund plus Probation Supervision fees from clients \$121,489. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status; State Department of Corrections (DOC) \$1,509,650. This is the budgeted amount for the first half of the FY13-15 biennium. There is some flexibility on how funding is allocated.

Significant Program Changes

Last year this program was: #50045, Adult Domestic Violence Supervision

Lead Agency: Community Justice

Program Contact: Erika Preuitt

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Family Services Unit (FSU) supervises approximately 320 offenders, of whom 50% have children under the age of seven. Several offenders supervised by this unit have children involved in the juvenile system and/or are pregnant women. By collaborating with community partners, including the Juvenile Services Division (JSD), FSU protects children and works to break the cycle of cross-generational antisocial behavior and crime. Integrating supervision, child welfare, the Family Court, benefits assistance, housing, social and health services as well as addiction treatment allows FSU to efficiently address dynamics that place an entire family at risk.

Program Description

FSU is a unique program which supervises offenders within both the Adult and Juvenile Services Divisions. It is comprised of a multi-disciplinary team of staff from Child Welfare, Health Services, the Department of Corrections and mental health agencies. FSU emphasizes collaboration with other agencies for case planning, resource allocation and efficient service delivery.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served annually	320	400	320	320
Outcome	Percent of offenders not recidivating one-year post-admit to supervision	89.0%	98.0%	92.0%	92.0%

Performance Measure - Description

Recidivism is measured by new felony conviction.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,456,714	\$21,041	\$1,417,313	\$22,796
Contracts	\$0	\$1,411	\$5,000	\$2,477
Materials & Supplies	\$45,575	\$0	\$41,275	\$0
Internal Services	\$23,620	\$2,238	\$21,445	\$2,881
Total GF/non-GF:	\$1,525,909	\$24,690	\$1,485,033	\$28,154
Program Total:	\$1,550,599		\$1,513,187	
Program FTE	13.71	0.29	12.71	0.29
Program Revenues				
Indirect for dep't Admin	\$1,771	\$0	\$2,335	\$0
Fees, Permits & Charges	\$0	\$24,690	\$0	\$28,154
Total Revenue:	\$1,771	\$24,690	\$2,335	\$28,154

Explanation of Revenues

County General Fund plus Probation Supervision fees from clients \$28,154. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last year this program was: #50046, Adult Family Supervision Unit
 In FY 2014 a 1.00 FTE Corrections Counselor is eliminated.

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Day Reporting Center (DRC) is a cost-effective public safety program that holds high risk, violent, mentally ill and drug addicted adult probation and parole violators accountable for their actions. DRC provides intensive case management and counseling, educational and cognitive behavioral skill-based programming through individual sessions and group processes, plus a motivational enhancement group (otherwise known as FOR curriculum - Focus on Re-entry) and employment services. DRC is an alternative consequence to jail or other custody sanctions used to address supervision violations. The existence of this program allows jail beds to be available for more serious offenders.

Program Description

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

DRC promotes public safety by implementing evidence-based programs which research shows reduces offender arrests, decreases drug use and increases employment (Rhyne and Hamblin 2010). In FY 2012, DRC served over 2600 clients. PPOs rely on DRC as a non-jail sanction option. When compared to the cost of jail beds, DRC is significantly more cost effective. The daily cost per client in DRC is \$46.52, as compared \$170 per client per day in jail.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of clients served yearly	2,683	2,800	2,722	2,700
Outcome	Percent of clients not recidivating one year post admit	85.0%	0.0%	82.0%	83.0%

Performance Measure - Description

✔ **Measure Changed**

New outcome measure. Recidivism is a measure of new felony convictions.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$726,693	\$941,534	\$166,914	\$1,568,694
Materials & Supplies	\$114,311	\$0	\$70,299	\$0
Internal Services	\$6,019	\$0	\$8,941	\$0
Total GF/non-GF:	\$847,023	\$941,534	\$246,154	\$1,568,694
Program Total:	\$1,788,557		\$1,814,848	
Program FTE	7.70	9.30	1.84	15.16
Program Revenues				
Other / Miscellaneous	\$253,413	\$0	\$246,154	\$0
Total Revenue:	\$253,413	\$0	\$246,154	\$0

Explanation of Revenues

County General Fund plus Circuit Court Jail Assessments \$246,154, which are deposited into the general fund. Revenue is collected by the Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005. Other Funds of \$1,568,694 are County General Fund (provided by Video Lottery funds).

Significant Program Changes

Last year this program was: #50047, Adult Day Reporting Center

Lead Agency: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Electronic Monitoring (EM) allows staff to monitor the activities of pre- and post-adjudicated individuals in the community through house arrest, curfew monitoring, alcohol consumption monitoring, or the monitoring of an offender's movement in the community. Utilizing EM and Global Positioning Software (GPS) technology to minimize the movements of offenders within the community has proven to be a reliable, cost-effective way to sanction offenders and reinforce public safety. Current data indicate most defendants and offenders on EM complete their obligation successfully. On average, 105 sanctioned individuals are supervised per day on EM, which translates to \$3.5 million dollars in cost avoidance for the County on an annual basis.

Program Description

EM enables the County to utilize a restriction other than jail during pre-adjudication and post-conviction. EM allows Parole/Probation Officers (PPO) to know where high risk offenders are located at any given time. This alternative sanction expands supervision sentencing options for judges and creates cost-effective offender management by having the offender pay a portion of the equipment costs (based upon subsidy eligibility). This sanction further allows the offender the ability to maintain employment and continue participation in treatment groups. The EM Program provides case management assistance to PPOs by installing the bracelets, monitoring compliance, responding to program violations and maintaining an EM database.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served	2,160	700	2,100	2,100
Outcome	Number of jail beds saved	42,000	24,000	37,000	37,000

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$245,697	\$0	\$247,852	\$0
Contracts	\$123,695	\$0	\$123,695	\$0
Materials & Supplies	\$2,971	\$0	\$780	\$0
Total GF/non-GF:	\$372,363	\$0	\$372,327	\$0
Program Total:	\$372,363		\$372,327	
Program FTE	3.00	0.00	3.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was: #50048, Adult Electronic Monitoring

Lead Agency: Community Justice

Program Contact: Carl Goodman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Many individuals who commit property crimes are also addicted to alcohol or drugs. In an attempt to decrease additional felony convictions and hold people accountable both the State Department of Corrections and the Oregon Criminal Justice Commission invested monies into comprehensive programming for this population. DCJ has received funding for the Recidivism Addiction Intervention Network (RAIN) and the Success Through Accountability, Restitution and Treatment (START) court. These programs were funded through the passage of Measure 57 during 2008 which had limited monies dedicated to alcohol and drug treatment. Both of these programs are multi-disciplinary in nature and the monies have been divided between a variety of stakeholders.

Program Description

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

There are specific criteria for selection to each program. The funding agencies conduct evaluations of each program and report back to the legislature on the results.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served	250	0	265	265
Outcome	Percent of offenders who do not recidivate one year post admit	75.0%	0.0%	88.0%	85.0%

Performance Measure - Description

 **Measure Changed**

New measures. Recidivism is based on new felony conviction rate one year post admit.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$171,364	\$465,712	\$198,090	\$531,445
Contracts	\$0	\$922,068	\$0	\$1,052,887
Materials & Supplies	\$1,430	\$55,742	\$1,430	\$55,742
Internal Services	\$0	\$77,553	\$0	\$105,179
Total GF/non-GF:	\$172,794	\$1,521,075	\$199,520	\$1,745,253
Program Total:	\$1,693,869		\$1,944,773	
Program FTE	1.88	4.76	1.85	5.15
Program Revenues				
Indirect for dep't Admin	\$47,528	\$0	\$69,752	\$0
Fees, Permits & Charges	\$0	\$12,647	\$0	\$17,499
Intergovernmental	\$0	\$1,508,428	\$0	\$1,727,754
Total Revenue:	\$47,528	\$1,521,075	\$69,752	\$1,745,253

Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$730,974. This is the budgeted amount for the first half of the FY13-15 biennium. Funding restricted to program that supports Measure 57; State Criminal Justice Commission \$904,325. Award ends 9/30/2013. Anticipating this grant will be renewed in FY14 at same level of funding; Probation Supervision fees from clients \$17,499. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status; Bureau of Justice Administration START Court grant \$92,455. Award ends 9/30/2014.

Significant Program Changes

Last year this program was: #50049, Adult Property Crimes Programs (RAIN & START)

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Adult Community Service Program (CS) promotes critical public safety goals. CS works with approximately 2,600 formally supervised offenders each year to assist them with their court mandated obligations of community service work. Offenders work in parks and assist non-profit agencies in projects that clean up the community. In FY 2012, 785,000 dollars of unpaid community service was provided to Multnomah County. CS also represents a sanction option that monitors offenders, holds them accountable and reserves jail beds for the most violent offenders.

Program Description

Community Service provides the courts and Parole/Probation Officers (PPO) with a cost-effective method of holding offenders accountable while providing reparations for the community. Courts sentence offenders to community service as a condition of probation and PPOs can sanction offenders to complete community service as a consequence of a supervision violation. Over 100 non-profit community organizations use offenders in this program for non-paid work. Under several circumstances, implementing CS is much more cost effective than using a jail bed, when a swift response to a supervision violation is necessary.

Along with being a low cost alternative to jail, CS also provides offenders the chance to give back by improving the livability of the community through the work that is accomplished in this program.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual dollars of unpaid work provided to the community	785,000	900,000	760,000	785,000
Outcome	Percent of offenders on felony supervision who closed with 100% hours worked.	10.0%	37.0%	10.0%	15.0%

Performance Measure - Description

FY 13 purchased new measure.

FY estimate = baseline measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$537,754	\$199,731	\$564,704	\$208,590
Contracts	\$2,880	\$0	\$2,880	\$0
Materials & Supplies	\$18,373	\$0	\$18,373	\$0
Internal Services	\$63,263	\$19,913	\$62,368	\$23,786
Total GF/non-GF:	\$622,270	\$219,644	\$648,325	\$232,376
Program Total:	\$841,914		\$880,701	
Program FTE	5.48	2.44	5.58	2.42
Program Revenues				
Indirect for dep't Admin	\$15,759	\$0	\$19,275	\$0
Fees, Permits & Charges	\$0	\$26,876	\$0	\$30,104
Intergovernmental	\$0	\$192,768	\$0	\$202,272
Total Revenue:	\$15,759	\$219,644	\$19,275	\$232,376

Explanation of Revenues

County General Fund plus IGA with City of Portland Water Bureau at \$40,000 per year. Work crews provide scheduled general heavy brushing work on right of ways, roadsides, trails, and COP properties. Current IGA through 6/30/2014; IGA with City of Portland Parks & Recreation \$162,272. Work crews provide scheduled maintenance of Portland Parks, golf courses and other sites. FY14 rate is \$434/day; Fees from clients \$30,104. Fee charged per ORS 423.570. This is a one-time-only fee set at \$35 per Board Resolution for clients sentenced to community service of 40 hours or more.

Significant Program Changes

Last year this program was: #50050, Adult Community Service - Formal Supervision

This programs offer reflects the increase of a 0.08 FTE Community Justice Manager that is transferring from another DCJ program in FY 2014. (Refer # 50054A)

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Londer Learning Center (LLC) promotes public safety by addressing low employability, lack of education and antisocial behaviors of offenders. If unaddressed, these prime risk factors often lead to increased crime, re-incarceration and unpaid restitution to victims. While working in collaboration with Parole/Probation Officers (PPO), courts, judges, treatment providers, community colleges and employment agencies, LLC's outcomes earned recognition as a national program model by the US Office of Vocational and Adult Education.

Program Description

PPOs, courts, and treatment providers annually refer over 900 medium and high risk offenders for instruction in employment skills, GED preparation, career development, college transition courses. Enhanced programming has enabled more adults to access pre-apprenticeship jobs training and community college certificate programs. More than 70% of offenders accessing LLC read below 9th grade levels; 90% perform math below 5th grade levels; 42% have suspected learning disabilities; and 70% suffer from substance abuse and attention deficit disorders. Instruction focuses on academics, prosocial skills, addressing learning challenges and behavioral issues that inhibit an offender's ability to find and maintain employment. Employment courses teach job search techniques and how to overcome criminal history barriers.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served annually.	950	900	900	950
Outcome	Percent of program participants earning a GED	50.0%	0.0%	50.0%	50.0%

Performance Measure - Description

✔ **Measure Changed**

Outcome is new measure.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$769,508	\$0	\$749,488
Contracts	\$0	\$14,200	\$0	\$14,200
Materials & Supplies	\$0	\$55,271	\$0	\$33,336
Internal Services	\$0	\$4,574	\$0	\$1,714
Total GF/non-GF:	\$0	\$843,553	\$0	\$798,738
Program Total:	\$843,553		\$798,738	
Program FTE	0.00	9.20	0.00	8.40
Program Revenues				
Indirect for dep't Admin	\$2,260	\$0	\$0	\$0
Intergovernmental	\$0	\$61,952	\$0	\$55,450
Total Revenue:	\$2,260	\$61,952	\$0	\$55,450

Explanation of Revenues

DOE PCC Londer \$30,450. Agreement ends 6/30/2013. Anticipating agreement will be extended at the same level of funding for FY14; State of Oregon DHS Access to Recovery \$25,000. Agreement ends 6/30/2013. Anticipating agreement will be extended. Estimated revenue based on fee for service reimbursement from the State through the Londer Learning Center client services; Plus other funds of \$743,288 are County General Fund (provided by Video Lottery funds).

Significant Program Changes

Last year this program was: #50051, Adult Londer Learning Center

This program offer reflects a net 0.80 FTE decrease for FY 2014; 1.00 FTE Office Assistant Sr transferring to another DCJ program & 0.20 FTE increase Basic Skills Educator.

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Multnomah County's Medium Risk Generic Supervision unit was created due to research which shows that over supervising offenders may increase their likelihood to recidivate. Medium Risk Supervision is designed to supervise offenders at a level that is appropriate to their risk. The primary focus is to construct appropriate supervision strategies by addressing the offenders' dynamic criminogenic risks, needs, and responsivity factors in order to decrease the risk for recidivism. The Medium Risk Generic Supervision unit supervises approximately 850 offenders annually.

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of newly admitted offenders served annually	860	0	930	930
Outcome	Percent of offenders not recidivating one year post admit	92.0%	0.0%	96.0%	96.0%

Performance Measure - Description

✔ Measure Changed

New measures. Recidivism is measured by new felony convictions. Number of offenders served yearly calculated to include all new offender rather than a monthly average.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$742,160	\$70,608	\$790,876	\$66,213
Contracts	\$0	\$529	\$0	\$1,042
Materials & Supplies	\$2,210	\$0	\$4,728	\$0
Internal Services	\$0	\$7,093	\$0	\$7,667
Total GF/non-GF:	\$744,370	\$78,230	\$795,604	\$74,922
Program Total:	\$822,600		\$870,526	
Program FTE	7.79	0.71	8.07	0.43
Program Revenues				
Indirect for dep't Admin	\$5,613	\$0	\$6,214	\$0
Fees, Permits & Charges	\$0	\$78,230	\$0	\$74,922
Total Revenue:	\$5,613	\$78,230	\$6,214	\$74,922

Explanation of Revenues

County General Fund plus Probation Supervision fees from clients \$74,922. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last year this program was: #50052, Adult Field Services-Medium Risk Generic Supervision

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Adult Community Service program (CS) for Bench Probation assists the courts in promoting public safety by helping offenders who are supervised directly by a judge. In addition to monitoring the work hours of bench probation clients, CS staff work with individuals participating in Project Clean Slate (PCS). PCS converts outstanding financial obligations for minor criminal and/or civil matters to community service work. The CS office interviews PCS participants, assigns them to a community service project, supervises the work, maintains a file for each case and reports back to the Court regarding each participant's compliance.

Program Description

CS for Bench Probation provides direct visibility of offenders as they restore the damage done to the community as a result of criminal actions. These offenders do not have a Parole/Probation Officer (PPO) but report directly to the sentencing judge. CS is responsible for coordinating community service work sites at public and non-profit agency locations, supervising each offender's community service and providing offender status reports to the Courts. Data reports show community sanctions reduce recidivism and enhance public safety (Oregon Department of Corrections 2002).

In partnership, CS and PCS helps clear outstanding warrants and court obligations that often impede an individual's ability to find stable housing, employment and/or financial assistance.

CS exemplifies cost-efficient cooperation and collaboration between the criminal justice system and public/private agencies by providing a cost savings equivalent to 4,800 jail bed days per year. Court ordered CS has also generated over 185,000 dollars of unpaid work benefiting the community in FY 2012.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual dollars of unpaid work provided to the community	185,200	120,000	228,000	230,000
Outcome	Number of jail beds saved	2,440	4,500	2,000	2,500

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$236,767	\$0	\$253,091	\$0
Materials & Supplies	\$780	\$0	\$780	\$0
Total GF/non-GF:	\$237,547	\$0	\$253,871	\$0
Program Total:	\$237,547		\$253,871	
Program FTE	3.00	0.00	3.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program ChangesLast year this program was: #50053, Adult Community Service-Bench Probation

Lead Agency: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Community Court is sponsored by the Multnomah County District Attorney's Office. Police officers cite people accused of misdemeanors and violations directly to Community Court. Most non-violent, non person-to-person misdemeanors and violations are eligible to remain in Community Court for final resolution, which allows for social service referrals, a community service sentence, and dismissal of most charges on the first case. These offenders do not have a Parole/Probation Officer (PPO), but report directly to the sentencing judge. The Department of Community Justice provides one Corrections Technician (CT) to support Community Court.

Program Description

Community Court is a collaborative program staffed by the District Attorney's Office, the Circuit Court, Multnomah County Human Services, the Department of Community Justice (DCJ), Portland Business Alliance, Oregon Indigent Defense Services, Sheriff's Office, Portland State University and Portland Community College. Offenders sentenced to Community Court are typically cited on non person-to-person misdemeanors and violations. A typical Community Court sanction includes one to five days of community service and may include a social service mandate as well. Most first-time cases sent through Community Court are dismissed if the defendant successfully completes the Community Court sanction.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of participants referred annually	2,560	2,200	3,000	3,000
Outcome	Annual hours of community service	21,525	20,000	26,000	26,000

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$83,352	\$0	\$86,805	\$0
Materials & Supplies	\$1,860	\$0	\$1,860	\$0
Total GF/non-GF:	\$85,212	\$0	\$88,665	\$0
Program Total:	\$85,212		\$88,665	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program ChangesLast year this program was: #50054, Support to Community Court

Lead Agency: Community Justice

Program Contact: Patrick Schreiner

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Related to program offer 50041, this program offer provides two critical service components to the Domestic Violence (DV) unit:

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

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served annually.	42	0	39	40
Outcome	Percent of offenders not recidivating 12 months post admit	100.0%	0.0%	100.0%	100.0%

Performance Measure - Description

✔ **Measure Changed**

New measures. Recidivism based on new felony conviction.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$83,352	\$0	\$86,805	\$0
Materials & Supplies	\$260	\$0	\$260	\$0
Total GF/non-GF:	\$83,612	\$0	\$87,065	\$0
Program Total:	\$83,612		\$87,065	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program ChangesLast year this program was: #50055, Adult Domestic Violence Deferred Sentencing Program (DSP)

Lead Agency: Community Justice

Program Contact: Patrick Schreiner

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

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

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of newly admitted offenders served annually	135	0	134	135
Outcome	Percent of program participants that do not recidivate one year post admit	100.0%	0.0%	100.0%	100.0%

Performance Measure - Description

 **Measure Changed**

New measures. Recidivism based on new felony conviction.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$118,536	\$0	\$131,002
Materials & Supplies	\$0	\$260	\$0	\$260
Internal Services	\$0	\$11,844	\$0	\$14,964
Total GF/non-GF:	\$0	\$130,640	\$0	\$146,226
Program Total:	\$130,640		\$146,226	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Indirect for dep't Admin	\$9,373	\$0	\$12,129	\$0
Intergovernmental	\$0	\$130,640	\$0	\$146,226
Total Revenue:	\$9,373	\$130,640	\$12,129	\$146,226

Explanation of Revenues

State Department of Corrections (DOC) \$146,226. This is the budgeted amount for the first half of the FY13-15 biennium. There is some flexibility on how funding is allocated.

Significant Program Changes

Last year this program was: #50056, Adult Sex Offender Reduced Supervision (SORS)

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Reduced Supervision Team (RST) is the foundation for evidence-based practices in the Department of Community Justice (DCJ) Adult Services Division (ASD). The RST model provides minimal intrusion into the offender's life, takes care not to bring the offender deeper into the criminal justice system and encourages increased self-sufficiency. Over 2,200 offenders are supervised by RST annually.

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of newly admitted offenders served annually	2,837	0	2,860	2,800
Outcome	Percent of offenders not recidivating one-year post-admit to supervision	93.0%	0.0%	94.0%	94.0%

Performance Measure - Description

 **Measure Changed**

New measures. Recidivism is measured by new felony conviction.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$824,928	\$319,563	\$870,533	\$352,388
Contracts	\$2,750	\$13,848	\$2,750	\$19,760
Materials & Supplies	\$19,580	\$0	\$15,156	\$0
Internal Services	\$10,806	\$33,241	\$2,536	\$42,425
Total GF/non-GF:	\$858,064	\$366,652	\$890,975	\$414,573
Program Total:	\$1,224,716		\$1,305,548	
Program FTE	8.56	3.44	8.49	3.51
Program Revenues				
Indirect for dep't Admin	\$26,306	\$0	\$34,387	\$0
Fees, Permits & Charges	\$0	\$366,652	\$0	\$414,573
Other / Miscellaneous	\$170,398	\$0	\$247,882	\$0
Total Revenue:	\$196,704	\$366,652	\$282,269	\$414,573

Explanation of Revenues

County General Fund plus Circuit Court Jail Assessments \$247,882 which are deposited into the general fund. Revenue is collected by Mult Co. Circuit Court per ORS 137.309. DCJ Receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005; Probation Supervision fees from clients \$414,573. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last year this program was: #50057, Adult Generic Reduced Supervision (Casebank)

Lead Agency: Community Justice

Program Contact: Truls Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

The Enhanced Bench Probation Program provides a service to the courts by monitoring police contacts with DUII offenders who are placed on bench probation and have failed to successfully complete the DUII Diversion program or is ineligible for diversion. Fifteen percent of these offenders are high risk multiple DUII offenders participating in the DUII Intensive Supervision Program. Defendants monitored by EB are entered into the statewide computer system known as the Law Enforcement Data System (LEDS) following their conviction. Police contact will generate an electronic notification sent to EB staff directly from law enforcement. An EB staff member researches the nature of the contact and sends a report to the supervising judge. The report to the judge includes information regarding law enforcement contact that reveals alcohol use, illegal driving or new criminal activity; or when an offender exhibit behaviors as reported by law enforcement which appear to constitute a significant danger to public safety.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served annually	2,340	2,200	2,200	2,200
Outcome	Percent successful closures	83.0%	0.0%	83.0%	83.0%

Performance Measure - Description

✔ **Measure Changed**

New measures.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$240,860	\$0	\$240,921
Contracts	\$0	\$1,800	\$0	\$4,265
Materials & Supplies	\$0	\$2,614	\$0	\$2,614
Internal Services	\$0	\$39,544	\$0	\$43,852
Total GF/non-GF:	\$0	\$284,818	\$0	\$291,652
Program Total:	\$284,818		\$291,652	
Program FTE	0.00	3.08	0.00	3.00
Program Revenues				
Indirect for dep't Admin	\$20,435	\$0	\$24,191	\$0
Fees, Permits & Charges	\$0	\$284,818	\$0	\$291,652
Total Revenue:	\$20,435	\$284,818	\$24,191	\$291,652

Explanation of Revenues

Enhanced Bench Probation fees \$291,652. Fees are set by and ordered by the Circuit Court as a condition of Enhanced Bench Probation and payable to DCJ for monitoring of the clients.

Significant Program Changes

Last year this program was: #50058, Adult Enhanced Bench for DUII

This programs offer reflects the decrease of a 0.08 FTE Community Justice Manager that is transferring to another DCJ program in FY 2014. (Refer # 50046)

Lead Agency: Community Justice
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Program Contact: Truls Neal

Executive Summary

The Enhanced Bench Probation Program (EB) promotes public safety by monitoring adult offenders on bench probation. This expansion of Enhanced Bench Probation adds as estimated 5,000 additional offenders to the program. EB staff monitor these offenders by tracking each case for police contacts and reporting these contacts to the judge supervising the case. EB staff also collect offender monitoring fees.

Program Description

The expanded Enhanced Bench Probation Program will monitor offenders placed on bench probation at the request of the judge. The most common offenses for people placed on bench probation are drug offenses, theft, minor assaults, disorderly conduct, and criminal mischief. This program is strongly supported by Multnomah County judges, who currently do not have sufficient staff to respond to all of the offenders currently serving a bench probation.

DCJ's ability to monitor additional offenders will be augmented through the use of the latest technology using web and phone based communication. People on EB can report in from any phone, reminders can be sent electronically to offenders to improve compliance with the requirements of supervision, and compliance information can also be sent directly from treatment providers to DCJ using web-based technology. On a regular basis, reports will be sent to the court with compliance information from the electronic reporting system.

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders served annually	0	0	0	5,000
Outcome	Percent of offenders whose cases successfully close	0.0%	0.0%	0.0%	83.0%

Performance Measure - Description

New program offer.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$100,000	\$233,076
Contracts	\$0	\$0	\$0	\$75,000
Materials & Supplies	\$0	\$0	\$0	\$1,040
Internal Services	\$0	\$0	\$0	\$35,239
Total GF/non-GF:	\$0	\$0	\$100,000	\$344,355
Program Total:	\$0		\$444,355	
Program FTE	0.00	0.00	0.96	3.04
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$28,562	\$0
Fees, Permits & Charges	\$0	\$0	\$28,562	\$344,355
Total Revenue:	\$0	\$0	\$57,124	\$344,355

Explanation of Revenues

County General Fund which includes Department Indirect Revenue of \$28,562 based on indirect rate of 9.24% of total allowable expenditures in this program offer plus Enhanced Bench Probation fees \$344,355. Fees are set by and ordered by the Circuit Court as a condition of Enhanced Bench Probation and payable to DCJ for monitoring of the clients.

Significant Program Changes

Last year this program was:

New Program

Lead Agency: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

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

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of alternative sanctions recommended per month	234	0	255	275
Outcome	Average number of revocations per month	32	0	31	25

Performance Measure - Description

New program offer.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$308,970	\$588,717	\$951,907	\$0
Contracts	\$140,089	\$0	\$140,089	\$0
Materials & Supplies	\$72,873	\$130	\$73,003	\$0
Total GF/non-GF:	\$521,932	\$588,847	\$1,164,999	\$0
Program Total:	\$1,110,779		\$1,164,999	
Program FTE	4.00	6.50	10.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last year this program was:

This is new program offer for FY14 but was submitted in prior fiscal years (see FY12 Offer #50048 Adult Effective Sanctioning Practices). For FY13 the costs of this program were included in multiple program offers(50039 Adult Transition and Re-Entry Services,50047 Adult Day Reporting Center,50048 Adult Electronic Monitoring,50050 Adult Community Service Formal Probation,and 50051 Adult Londer Learning Center)

Lead Agency: Community Justice

Program Contact: Scott Taylor

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Oregon Department of Corrections allocates funding to each of the 36 counties for Community Corrections Operation (SB1145). The Department of Corrections, in partnership with the counties, is required to conduct a cost study of community corrections every six years and adjust the state budget to the actual costs of carrying out the functions of community corrections. 2012 was the first six-year review date. We anticipate the 2014 legislature will appropriate and the Department of Corrections will increase allocated funds to Multnomah County Community Corrections.

This increased funding will allow the Department of Community Justice (DCJ) to keep effective treatment, housing and mental health programs operating. In addition, DCJ will fund new positions. First, we will fund additional staffing for the new Assessment and Referral Center (ARC, #50035). Second, a Program Specialist, who would provide centralized administration of contracts, will be hired. Finally, this money will fund another Program Specialist to provide oversight for a variety of DCJ initiatives.

Program Description

DCJ currently partners with Volunteers of America in the provision of services to 18 to 24 year old high risk offenders on supervision and those who are being released from jail. The partnership provides jail reach in services, in-jail transition groups, transition substance abuse/mental health counseling, pro-social activities and employment case management services. This population is our highest risk to recidivate, yet this program appears to be impacting this population in a positive way.

The second program is for transitional housing and mental health services for high risk offenders who are deemed homeless at the time of their release. It provides 29 beds and a mental health case manager. A recent review shows this population includes sex offenders with mental illness/addiction issues.

The third program in this request is for the continued funding of 40 outpatient slots that are currently funded through one-time-only funding. Evidence strongly suggests that targeting an offender's drug and alcohol issues is key in reducing recidivism.

Lastly, this offer would fund additional staffing for the new Assessment and Referral Center (ARC, #50035), which combines in-custody interviews, intakes (post prison and probation) and specialized services for those released from state and local custody. This offer would also fund a Program Specialist who would provide centralized administration of contracts to ensure that Department and County monies are being utilized in the manner in which they were intended. Another Program Specialist will also be funded. This is a new position designed to assist with ongoing coordination, support and oversight of Effective Practices in Supervision (EPICS), field cognitive behavioral therapy groups, and other ongoing initiatives.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of offenders served by ARC.	0	0	0	12,000
Outcome	Percent of offenders who do not recidivate one year post program exit.	0.0%	0.0%	0.0%	88.0%

Performance Measure - Description

 **Measure Changed**

New measures.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$91,011	\$346,744
Contracts	\$508,265	\$0	\$0	\$623,334
Materials & Supplies	\$0	\$0	\$260	\$17,700
Internal Services	\$0	\$0	\$0	\$112,608
Total GF/non-GF:	\$508,265	\$0	\$91,271	\$1,100,386
Program Total:	\$508,265		\$1,191,657	
Program FTE	0.00	0.00	1.00	4.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$91,271	\$0
Fees, Permits & Charges	\$0	\$0	\$91,271	\$0
Intergovernmental	\$0	\$0	\$0	\$1,100,386
Total Revenue:	\$0	\$0	\$182,542	\$1,100,386

Explanation of Revenues

State Department of Corrections (DOC) \$1,100,386. This is the anticipated adjustment in funding for the first half of the FY13-15 biennium. There is some flexibility on how funding is allocated; Department Indirect Revenue of \$91,271 based on indirect rate of 9.24% of total allowable expenditures for this program offer.

Significant Program Changes

Last year this program was: #50061, ASD State Funding Bridge

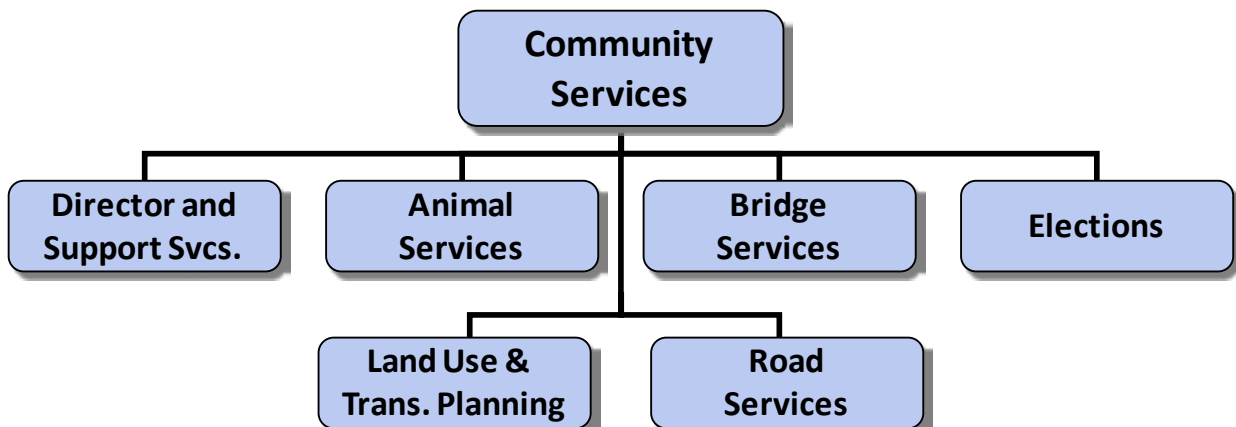
Department Overview

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

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

While the goals and desired outcomes of these programs vary in accordance with their unique missions and legal mandates, the DCS Leadership team has articulated a common set of values which they have applied to what they do and how they do it. It is this common understanding and communication of how they behaviorally apply these values to their day to day work that has contributed to the success within each service delivery area. Those values are: Accountability, Customer Focus, Diversity and Equity, Excellence, Integrity, Respect and Appreciation, Safety, Sustainability and Teamwork.

It is the common vision shared in the Department, "DCS: Ahead of the curve...for the services you rely on", that has been the foundation of DCS' success during this difficult decade of continuous fiscal constraint. The 200 plus employees of DCS know public service requires that they stay in tune and abreast of the varied industry, policy and technology changes to which they must adapt. They seize opportunities to implement continued process improvements and innovation and strive to demonstrate their commitment to provide residents, partners and stakeholders the very best value for their tax dollars.



Budget Overview

The budget for the Department of Community Services is approximately \$222 million. When compared with the FY 2013 adopted budget, General Fund support decreases by \$161,000 to \$12.2 million. Other funds decrease by \$28.9 million to \$210 million. The overall budget decreases by \$29.1 million (12%).

Contractual Services decreases by \$18.6 million for the Sellwood Bridge. In FY 2014 the Sellwood Bridge project will have transitioned from a project focused on design to one focused on construction. Contractual Services are used much more extensively in design than they are in construction. Contractual Services increases by \$2.9 million for other Willamette River bridges. Three new projects are added in FY 2014 where contractual professional services represent a high percentage of the total costs for the preliminary engineering necessary for the projects.

Debt service for the Sellwood Bridge is reduced by \$35.6 million because the Sellwood Bridge Fund was required to pay off a \$40 million debt at time of bonds issuance in December 2012. In FY 2014, the only debt payment that will be made will be the first year’s installment loan payment on the bonds. Capital Outlay increases by \$24.5 million for transportation projects. \$20 million of this increase is for the Sellwood Bridge replacement project as it moves more into the construction phase.

Two programs are funded on a one-time-only basis:

- 91009 - Animal Service Workforce Study - \$30,000
- 91025 - Sauvie Island Planning - \$60,000

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	202.00	204.25	204.25	205.10	0.85
Personnel Services	\$19,376,639	\$20,341,716	\$20,868,489	\$21,530,892	\$662,403
Contractual Services	64,924,462	44,383,252	59,704,925	43,856,287	(15,848,638)
Materials & Supplies	9,640,677	14,740,855	22,164,307	19,314,218	(2,850,089)
Debt Service	0	42,768,605	40,985,000	5,427,100	(35,557,900)
Capital Outlay	<u>15,157,766</u>	<u>57,387,307</u>	<u>107,620,883</u>	<u>132,113,749</u>	<u>24,492,866</u>
Total Costs	\$109,099,545	\$179,621,735	\$251,343,604	\$222,242,246	(\$29,101,358)

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

FY 2013 has been a year of successes for DCS:

- The Sellwood Bridge Replacement Project is proceeding as planned. In FY 2013 contracts were executed that brought approximately 97% of the project under contract, the old span was successfully moved to serve as a temporary detour bridge and the final bridge design was approved.
- Animal Services live release rate for dogs is 90%, which exceeds the FY 2013 goal of 86%. For cats it is 61%, which exceeds the goal of 60%.
- Elections conducted a presidential general election without significant issues and under budget.
- Land Use Planning has completed an in-depth review of its fees and plans to implement needed fee increases in FY 2014.
- Road Services has secured funding to make important safety improvements to Cornelius Pass Road.

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

Diversity and Equity

DCS leadership led efforts to diversify its workforce and assure equity in the delivery and access to its services. Strategies that are employed include: targeted recruitment of women and people of color for vacancies which have been historically the most likely to be homogeneous in gender and race.

A department practice of including diversity in gender, race, and sexual orientation on each interview/hiring panel to assure that all candidates feel welcomed and represented in DCS. These efforts have resulted in the successful employment of both men and women in non-traditional classifications, i. e., more men in office support and customer service positions and females in engineer and maintenance positions; as well as a younger, more racially and ethnically diverse temporary and permanent elections staff.

The DCS Leadership team continues its strong commitment to the participation and encouragement of DCS staff to engage in the varied county affinity network groups as well as the recently initiated Building Partnerships Across Differences curriculum. Additionally, the department piloted and is committed to incorporating the Equity and Empowerment Lens in to program delivery.

The Sellwood Bridge Replacement project is offering significant opportunities to support minority and women owned businesses as well as emerging small businesses. Programs in place for this large project include; mentorship programs, apprenticeship programs and divisions of work packages that will give these businesses the opportunity to bid successfully on the project.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
DCS Director and Support Services	\$1,326,390	\$1,563,831	\$2,890,221	21.25
Animal Services	5,974,631	2,333,462	8,308,093	52.50
Elections	3,606,309	0	3,606,309	10.00
Land Use and Transportation Planning	1,266,916	16,347,268	17,614,184	11.60
Bridge Services	0	150,559,576	150,559,576	42.15
Road Services	0	42,733,369	42,733,369	67.60
Total Community Services	\$12,174,246	\$213,537,506	\$225,711,752	205.10

**Does include cash transfers, contingencies or unappropriated balances.*

Director and Support Services

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

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

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

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

Significant Changes

There are no significant changes to the Director's Office and Support Services in the FY 2014 budget.

Animal Services Division

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

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

Significant Changes

Two new FTE have been added to program offer 91007 to coordinate animal rescue and fostering program. Both positions are funded from dedicated donation revenue. One new FTE has been added to program offer 91005 to improve customer service. The new position was funded within existing resources. One FTE has been added to program offer 91005 to coordinate the ACT Program. One FTE has been reduced in program offer 91006 due to the elimination of the Portland Parks Animal Control Officer program.

Animal Services' budget includes a one-time-only General Fund program (91009) of \$30,000 to engage a consultant to look at the structure of the organization with special attention to the fiscal support operations to ensure it is designed for maximum efficiency and effectiveness.

Elections

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

Conducting elections involves: registering voters; maintaining the statewide voter registration and election management data base (OCVR); maintaining address and district data; checking signatures on city and local candidate/initiative petitions; accepting candidate/measure filings; producing voters' pamphlets; issuing and mailing ballots; managing drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities; counting ballots; and releasing results. For major elections, Elections employs as many as 250 temporary election workers.

Significant Changes

There are no significant budget changes that impacted the division.

Land Use and Transportation Planning

The Land Use and Transportation Planning Division is comprised of three service areas: Land Use Planning, Transportation Planning and Code Compliance.

Land Use Planning implements federal, state, and local policies and laws that preserve the rural farm and timber economy, protect the environment and maintain the quality of life in our unincorporated communities. Land Use Planning includes long range/ legislative planning and current planning/ development review functions.

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

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

Significant Changes

In FY 2014 Land Use Planning budget includes a one-time-only program (91025) for \$60,000 to engage a consultant to work on needed updates to the Sauvie Island Rural Area Plan.

Road Services

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

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

Significant Changes

The Division continues to balance operational and system needs against dedicated funding sources. Dedicated revenues supporting these service areas remain at risk with the economic difficulties facing the nation, state and region. The risk to the Road Program is represented through reduced vehicle miles traveled, decline in gas tax revenues associated with high unemployment and the federal mandates directing car manufacturers to increase fuel economy. Fuel economy though positive for the environment, does negatively impact the gross revenues derived from the sale of gasoline (gasoline tax remains the largest component of the state highway fund).

In previous years Road Services reported a steady decline in the County's pavement condition. The recent \$0.06 increase in state gas tax enabled the Road program to arrest the decline by targeting the new revenue at surface treatments and other important maintenance preservation work.

Similarly, the Survey Office revenues have mirrored the region's economic situation with decreasing record filings and plat reviews, indicators of new development and real property transactions.

Bridge Services

The Bridge Services Division is entrusted with operating, preserving, improving the safety and prolonging the life of the County's long term investment in its six Willamette River Bridges and 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside, and Broadway) and two fixed structures (Sellwood and Sauvie Island).

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

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

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

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

Significant Changes

The following describes the significant budget changes that impact the division.

Construction of the Sellwood Bridge will be fully underway in FY 2014. As a result, the majority of the engineering staff will be primarily engaged with that project. Maintenance and Operations will continue with current workloads.

Other significant work will involve the initiation of a Willamette River Bridge 20 year capital needs projection. This plan will serve as the primary source of future project identification. As a separate activity, the Bridge division will have completed the urgent needs identification of the Burnside Bridge, currently underway in FY 2013. The study will identify urgent repairs and seek funding in FY 2013 for expense in the upcoming budget cycles.

Other key projects which will see activity in FY 2014 are: Broadway Bridge painting, Broadway Bridge rail wheel repair and Burnside Bridge miscellaneous repairs.

Department of Community Services

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
DCS Director and Support Services					
91000	Director's Office	\$520,133	\$0	\$520,133	2.25
91001	DCS Human Resources	300,953	0	300,953	2.00
91002	DCS Business Services	293,952	0	293,952	2.00
91011	Budget and Operations Support	211,352	1,563,831	1,775,183	15.00
Animal Services					
91005	Animal Services Client Services	1,947,392	1,660,000	3,607,392	20.00
91006	Animal Services Field Services	1,456,185	25,000	1,481,185	14.00
91007	Animal Services Animal Care	2,541,054	648,462	3,189,516	18.50
91009	Animal Service Workforce Study	30,000	0	30,000	0.00
Elections					
91008	Elections	3,606,309	0	3,606,309	10.00
Land Use and Transportation Planning					
91018	Transportation Capital	0	15,786,081	15,786,081	0.00
91020	Transportation Planning	0	460,150	460,150	3.40
91021	Land Use Planning	1,266,916	41,037	1,307,953	8.20
91025	Sauvie Island Planning	0	60,000	60,000	0.00
Bridge Services					
91015	Bridge Maintenance and Operations	0	3,190,671	3,190,671	23.00
91016	Bridge Engineering	0	4,804,256	4,804,256	19.15
91017	Sellwood Replacement Project	0	142,564,649	142,564,649	0.00
Road Services					
91012	County Surveyor's Office	0	2,684,500	2,684,500	10.00
91013	Road Services	0	10,819,561	10,819,561	57.60
91022	City Supplemental Payments	0	29,229,308	29,229,308	0.00
Total Community Services		\$12,174,246	\$213,537,506	\$225,711,752	205.10

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Lead Agency: Community Services

Program Contact: Kim Peoples

Program Offer Type: Administration

Related Programs: 91001, 91002, 91005, 91008, 91011, 91012, 91013, 91015, 91016, 91017, 91018, 91020, 91021

Program Characteristics:

Executive Summary

The Department of Community Services ensures the safety of citizens and animals, preserve the transportation infrastructure and environment of Multnomah County and to enhance the quality of life. The Director's Office leads, manages and oversees both the mandated and non-mandated services of the department.

Program Description

The Director's Office represents the Chair and the Board in the administration of the Department of Community Services which includes land use and transportation services; animal service programs and facilities; survey of land within the County as prescribed by state and local code; and, County election duties as prescribed by state and federal law. The Director's Office provides leadership, management and executive direction to the programs and services within the Department of Community Services. The Director's Office is responsible for leading the department in providing cost efficient, quality services that offer good value to County residents.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of leadership development training hours per supervisor	15	35	31	35
Outcome	Percent of employees receiving an annual evaluation	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Number of training hours DCS provides and supports for members of the executive leadership team to develop supervisory, management and leadership competencies.

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

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$446,374	\$0	\$319,401	\$0
Contracts	\$54,565	\$0	\$30,000	\$0
Materials & Supplies	\$41,047	\$0	\$40,250	\$0
Internal Services	\$109,769	\$0	\$130,482	\$0
Total GF/non-GF:	\$651,755	\$0	\$520,133	\$0
Program Total:	\$651,755		\$520,133	
Program FTE	2.25	0.00	2.25	0.00
Program Revenues				
Fees, Permits & Charges	\$481,352	\$0	\$433,180	\$0
Total Revenue:	\$481,352	\$0	\$433,180	\$0

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #91000, Director's Office

Lead Agency: Community Services

Program Contact: Cynthia Trosino

Program Offer Type: Administration

Related Programs: 91000, 91002, 91005, 91008, 91011, 91012, 91013, 91015, 91016, 91020, 91021

Program Characteristics:

Executive Summary

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

Program Description

The program provides a broad range of services for both department managers and employees regarding human resources and labor relations issues. The DCS Human Resources staff consults and advises management and employees on interpreting and applying the County's HR performance planning, personnel rules, policies and procedures, collective bargaining labor agreements, and other applicable laws and regulations governing public sector employment. The unit provides DCS managers with additional support in the form of recruitment and retention services; employee development; performance management consultation; discipline and grievance processing and dispute resolution. The team provides recruitment and selection services; administer the department's FMLA and OFLA record keeping; maintains its personnel records and provides for essential liaison relationship with Central HR/Labor Relations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average days to fill recruitment	74	60	60	60
Outcome	Employee satisfaction in orientation to the dept as a whole in the first 30 day	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

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

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

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$256,728	\$0	\$298,453	\$0
Contracts	\$5,000	\$0	\$0	\$0
Materials & Supplies	\$500	\$0	\$2,500	\$0
Total GF/non-GF:	\$262,228	\$0	\$300,953	\$0
Program Total:	\$262,228		\$300,953	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

N/A

Significant Program Changes

Last year this program was: #91001, DCS Human Resources

Lead Agency: Community Services

Program Contact: Gerald Elliott

Program Offer Type: Administration

Related Programs: 91000, 91001, 91005, 91006, 91007, 91008, 91011, 91012, 91013, 91015, 91016, 91017, 91018, 91020, 91021

Program Characteristics:

Executive Summary

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

Program Description

This work unit manages the financial and administrative functions of the operating programs within the Department of Community Services. These operating areas include Animal Services, Elections, Survey, Transportation Engineering, maintenance and Planning, Bridges and Land Use Planning. It directly supervises Budget and Operations Support which performs the following functions: Records Management, Contract Administration, Grant Accounting, Cost Accounting, Accounts Payable and Receivables for warehouse operations, payroll and personnel maintenance, preparation of legal records for litigation, in addition to the reception and clerical functions typically associated with these positions. This unit performs the essential administrative support operations of the various DCS programs while providing common interpretations of County Policy and Procedure through its administrative and fiscal services. This allows other program areas to remain focused on delivering their core program services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total dollars spent by DCS	126,262,533	260,196,897	149,477,821	216,019,534
Outcome	Percent of invoices paid on time	80.0%	90.0%	85.0%	90.0%

Performance Measure - Description

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

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

Legal/Contractual Obligation

ORS 294 – County and Municipal Financial Administration rules and Regulations
ORS 366.739-774 – State Highways and State Highway Fund Allocations to Counties and Cities
ORS 368.051 – Accounting for County Road Work
Government Accounting Standards Board (GASB)
Generally Accepted Accounting Principles (US GAAP)
Oregon OSHA Regulations – Rules for Worker Safety

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$283,594	\$0	\$293,292	\$0
Materials & Supplies	\$0	\$0	\$660	\$0
Total GF/non-GF:	\$283,594	\$0	\$293,952	\$0
Program Total:	\$283,594		\$293,952	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #91002, DCS Business Services

Lead Agency: Community Services

Program Contact: Mike Oswald

Program Offer Type: Existing Operating

Related Programs: 91006, 91007

Program Characteristics:

Executive Summary

The Client Support and Community Outreach program provides customer service for shelter visitors, phone customers, e-business transactions and pet licensing. Program services include: staffing the Division's call center; managing the Countywide pet licensing program; supervision of over 250 active volunteers; provides outreach spay-neuter services to low income cat owners through the ACT Program (Apartment Cat Team). The program processes approximately \$1.8 million annually in revenue, including all pet licensing, donations and customer transactions

Program Description

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Pet Licenses Processed	94,483	100,000	96,000	98,000
Outcome	Number of Volunteers expressed in FTE	20	20	24	25
Output	ACT Spay-Neuter Surgeries	0	600	500	600
Outcome	Private Donations (dollars)	96,321	185,000	140,000	120,000

Performance Measure - Description

 **Measure Changed**

The number of pet licenses processed is a workload measure. The number of volunteers expressed in FTE (full-time equivalent) measures the hours that volunteers commit to animal services. We have over 250 active volunteers at the shelter. The Volunteer program participation is growing. (NEW)ACT Spay-Neuter Surgeries is a measure of community members helped by the ACT Programs outreach activities. Private Donations track donations received from individuals, foundations, and businesses.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,487,518	\$239,332	\$1,666,251	\$0
Contracts	\$93,274	\$209,374	\$57,142	\$0
Materials & Supplies	\$117,250	\$103,765	\$75,540	\$0
Internal Services	\$134,805	\$0	\$148,459	\$0
Cash Transfer	\$8,276	\$1,800,000	\$0	\$1,660,000
Unappropriated & Contingency	\$0	\$338,223	\$0	\$0
Total GF/non-GF:	\$1,841,123	\$2,690,694	\$1,947,392	\$1,660,000
Program Total:	\$4,531,817		\$3,607,392	
Program FTE	17.75	1.00	20.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,825,000	\$0	\$1,660,000
Other / Miscellaneous	\$1,810,000	\$865,694	\$1,660,000	\$0
Total Revenue:	\$1,810,000	\$2,690,694	\$1,660,000	\$1,660,000

Explanation of Revenues

Dog License revenue: 50,000 licenses issued @ \$25.00/lic = \$1,250,000. Cat License revenue: 30,000 licenses issued @ \$12/lic = \$360,000. 150 Animal Facility licenses x \$100 = \$15,000. Total Licensing revenue = \$1,625,000. Animal Adoption revenue: 1,670 adoptions x \$21/avg adoption = \$35,000.

In the General Fund, the \$1,660,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above.

Significant Program Changes

Last year this program was: #91005, Animal Services Client Services

This program has increased by 1.25 FTE. This is net result of an addition of 2.25 FTE and a reduction of 1.0 FTE.

In FY13, the ACT Program was a one-time only pilot project funded in Program Offer 91004. In FY14, the ACT Program has been funded within the constraint target in 91005. The ACT Program funding includes 1.0 FTE.

In addition, this program was increased by 1.0 FTE to more efficiently staff the clerical function. This was offset by a corresponding decrease to temporary labor and overtime.

The 1.0 FTE decrease is created by a realignment of staff between this program offer and program offer 91007. The net affect of this change is zero.

Lead Agency: Community Services

Program Contact: Mike Oswald

Program Offer Type: Existing Operating

Related Programs: 91004, 91005, 91007

Program Characteristics:

Executive Summary

The Field Services program provides 24 hr public safety emergency response to calls concerning animals attacking and injuring people, and animals; 24 hr emergency animal rescue for injured, sick, and abused animals; investigation services for animal bite cases, and animal abuse and neglect cases; enforce city, county and state laws; and provides community education and assistance in helping resolve neighborhood animal nuisances. Service is provided to the community 7 days-a-week, including all holidays. This program serves all cities and unincorporated areas in Multnomah County, including the City of Portland.

Program Description

The Field Services program delivers the following services: 1) Emergency public safety protection: respond to calls on dangerous dog attacks injuring people and other animals. 2) Emergency animal rescue: respond and rescue injured, sick, abused and neglected animals. 3) Public health protection: investigate reports of animal bites, quarantine animals for rabies and enforce state rabies laws. 4) Animal welfare protection: investigate cases of animal neglect, abuse and abandonment; dogfighting; and, ensure humane standards of animal care in licensed animal facilities. Team with law enforcement agencies and District Attorney on criminal cases involving animals. 5) Promote neighborhood livability: assist the public in resolving neighborhood nuisances involving animals; regulate potentially dangerous dog ownership, and impound stray animals. 6) Community education: promote responsible pet ownership. Enforce city, county, and state laws involving animals. 7) Manage the administrative hearings process to resolve ordinance violations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Calls for Service	8,201	9,000	8,200	8,200
Outcome	Priority Investigation Response Time (days)	2	3	2	2
Output	Notices of Infraction Issued	13,270	15,000	11,000	11,000

Performance Measure - Description

Calls for service is an output measure of service demand. The Priority Investigation Response Time measures the time from the initial call received to first contact by an officer. Priority investigations are cases of animal cruelty and neglect, animal bites, and Potentially Dangerous Dogs. In FY12, Field Services responded to 8,201 calls for service: 1,702 emergency calls; 765 bite investigations; 892 animal cruelty/welfare investigations; 1,364 dead animal service calls; 3,478 neighborhood nuisance complaints

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$1,168,428	\$0	\$1,140,285	\$0
Contracts	\$75,000	\$0	\$75,000	\$0
Materials & Supplies	\$42,200	\$0	\$34,700	\$0
Internal Services	\$176,542	\$0	\$206,200	\$0
Cash Transfer	\$0	\$108,000	\$0	\$25,000
Total GF/non-GF:	\$1,462,170	\$108,000	\$1,456,185	\$25,000
Program Total:	\$1,570,170		\$1,481,185	
Program FTE	15.00	0.00	14.00	0.00
Program Revenues				
Intergovernmental	\$0	\$68,000	\$0	\$0
Other / Miscellaneous	\$108,000	\$40,000	\$25,000	\$25,000
Total Revenue:	\$108,000	\$108,000	\$25,000	\$25,000

Explanation of Revenues

Revenue from Notice of Infractions fines: Projected 2,000 Notices of Infraction issued @ an average of \$12.50/notice = \$25,000. The City of Portland discontinued the Intergovernmental Agreement for Off-Leash Park Enforcement services. This resulted in the reduction of revenue by \$68,000 in FY14.

In the General Fund, the \$25,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the source described above.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #91006, Animal Services Field Services

In FY13 the City of Portland discontinued funding the Intergovernmental Agreement for Off-Leash Park Enforcement services. This resulted in eliminating of 1.0 FTE Animal Control Officer.

Lead Agency: Community Services

Program Contact: Mike Oswald

Program Offer Type: Existing Operating

Related Programs: 91004, 91005, 91006

Program Characteristics:

Executive Summary

The Shelter Services program provides humane shelter and health care 365 days/year for lost, homeless and stray animals that are injured, sick, abandoned, abused, neglected and found in Multnomah County. The program reunites animals with their owners, adopts animals into new homes and provides comprehensive shelter medicine and veterinary hospital services; and animal behavior assessment services. The shelter is accredited by the American Animal Hospital Association.

Program Description

Shelter Services program delivers the following services: 1) Animal Care provides a clean, comfortable, safe and healthy shelter environment to house and care for all animals that enter the shelter. 2) Reunite animals with their owners. 3) Lost and found pet services. 4) Pet Adoption services, including adoption outreach in the community, and advertisement in newspapers, radio, television, and the web. 5) Shelter Medicine program provides veterinary health care and treatment for all shelter animals, provides spay/neuter surgeries for adopted animals, and subsidized veterinary services for low income pet owners. 6) Animal behavioral assessment and training services to determine availability for animals to be adopted into new, lifelong homes or transfer to partner organizations. Trained volunteers and Foster Pet parents assist in providing specialized animal care and help match potential adopters with the right pet.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Animal intake at the shelter	7,887	8,500	7,700	7,500
Outcome	Live Release Rate - Dogs	86.4%	86.0%	90.0%	90.0%
Outcome	Live Release Rate - Cats	54.6%	60.0%	61.0%	70.0%
Outcome	Dogs and Cats Euthanasia per 1,000 human population	2	2	2	2

Performance Measure - Description

The number of animals received at the shelter is the measure that most impacts Shelter Services staffing and expenditures. The Live Release Rates for dogs and cats is the percentage of the total number of animal dispositions that are a "live release" (returned to owners, adopted, or transferred to a partner organization for placement). The Live Release Rate is an industry benchmark statistic defined by the Asilomar Accords, a national data collection and reporting methodology. Live Release Rates are calculated on the calendar year. Live Release Rates for both dogs and cats have significantly improved, and are expected to continue to improve into next year. Euthanasia per 1,000 human population is an industry standard. The national average in 2011 was 9.7 per 1,000. In 2011, the rate in Multnomah County was 2.85 per 1,000 population. The performance measures are projected to continue on the current trend lines.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,278,632	\$0	\$1,433,875	\$209,866
Contracts	\$28,971	\$0	\$35,000	\$100,000
Materials & Supplies	\$329,512	\$0	\$220,438	\$218,789
Internal Services	\$714,112	\$0	\$851,741	\$0
Cash Transfer	\$0	\$177,000	\$0	\$92,500
Unappropriated & Contingency	\$0	\$0	\$0	\$27,307
Total GF/non-GF:	\$2,351,227	\$177,000	\$2,541,054	\$648,462
Program Total:	\$2,528,227		\$3,189,516	
Program FTE	15.50	0.00	16.50	2.00
Program Revenues				
Fees, Permits & Charges	\$0	\$177,000	\$0	\$117,500
Other / Miscellaneous	\$177,000	\$0	\$92,500	\$530,962
Total Revenue:	\$177,000	\$177,000	\$92,500	\$648,462

Explanation of Revenues

Animal Fee revenue: 2,350 animals returned to owner x \$50/avg = \$117,500.

In the General Fund, the \$92,500 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the source described above. In addition \$25,000 is retained in the Animal Services Fund per resolution to help fund these services.

The Animal Services Fund shows an estimated beginning working capital of \$410,962 and donations in FY14 of \$120,000. These are dedicated funds and can only be used for specified purposes.

Significant Program Changes

 Significantly Changed

Last year this program was: #91007, Animal Services Animal Care
This program has increased by 3.0 FTE.

Two of these FTE are new positions are Cat and Dog adoption/rescue coordinators. This type of position is an industry best practice and will increase our live release rate. They are funded with money donated for this purpose.

The other FTE increase is created by a realignment of staff between this program offer and program offer 91005. The net affect of this change is zero.

Lead Agency: Community Services

Program Contact: Tim Scott

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Elections Division conducts all local, city, county, state and federal elections for the citizens of and all political districts within Multnomah County. Under Oregon law, regular election dates are in March, May, September and November. Under state and local law, special elections and recall elections can also be called at any time of the year.

Program Description

The Elections Division conducts many types of elections in Multnomah County, from Water District Commissioner to President of the United States. Local elections include elected boards of directors for schools and special districts as well as local measures. City elections include elected city offices and city measures. County elections are for elected county offices and county measures. State elections include Governor, all statewide offices and state senate and house seats in Multnomah County. Federal elections include Presidential, US Senate and Congressional races.

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

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of votes counted	205,649	454,750	547,992	280,000
Outcome	Percent of customers who are satisfied with counter service.	99.0%	95.0%	98.0%	95.0%
Efficiency	Personnel cost per 1000 ballots cast.	966	1,200	939	1,058

Performance Measure - Description

Customer satisfaction was measured through a survey completed by Elections customers immediately following service. The results shown above reflect the percentage of customers who indicated that customer service either met or exceed their expectations.

Personnel Cost per 1,000 ballots cast (in dollars) in FY 11-12 is for the Presidential Primary Election; Current Year Purchased and Current Year Estimate is for the Presidential General Election; and the Next Year Offer is for the Gubernatorial Primary Election in May 2014.

Legal/Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions in Multnomah County as well as how to fill vacancies in county elective offices. Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by each county. Rules deal with issues such as County Voters' Pamphlets and Voting by Mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. There are also Federal mandates. The Voting Rights Act, The National Voter Registration Act and the Help America Vote Act establish election administration standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,332,878	\$0	\$1,381,572	\$0
Contracts	\$366,725	\$0	\$313,300	\$0
Materials & Supplies	\$1,152,367	\$0	\$1,151,670	\$0
Internal Services	\$766,419	\$0	\$759,767	\$0
Total GF/non-GF:	\$3,618,389	\$0	\$3,606,309	\$0
Program Total:	\$3,618,389		\$3,606,309	
Program FTE	10.00	0.00	10.00	0.00
Program Revenues				
Fees, Permits & Charges	\$1,084,931	\$0	\$952,615	\$0
Intergovernmental	\$0	\$0	\$3,000	\$0
Total Revenue:	\$1,084,931	\$0	\$955,615	\$0

Explanation of Revenues

Revenue is generated by the collection of fees for candidate filings, voters' pamphlet filings and data sales to candidates, campaigns and political parties. Revenue is also generated by reimbursements from districts for their apportioned share of the cost of the election. Election expenses are reimbursed by special districts. Special elections called by the State or Cities are reimbursed by the State or the City calling the election. By state law, Cities and the State cannot be charged for the cost of the election in the Primary or General election. The county must pay for those district's apportioned cost in these elections.

During FY14 two smaller special elections are included in the budget at \$255,600 each. A larger special election in November is in the budget at \$420,415. Budget amounts for all these special elections are calculated at 100% reimbursement. Reimbursements for the primary election in May 2014 are budgeted at 2%, or \$15,000.

In addition to election reimbursement, the budget has \$6,000 for boundary changes and \$3,000 for petition processing.

Significant Program Changes

Last year this program was: #91008A, Elections

There are no significant changes to this program offer.

Lead Agency: Community Services
Program Offer Type: Innovative/New Program
Related Programs: 91005, 91006, 91007
Program Characteristics: One-Time-Only Request

Program Contact: Mike Oswald

Executive Summary

DCS will hire a consultant to look at the structure of the organization with special attention to the fiscal support operations to ensure it is designed for maximum efficiency and effectiveness.

Program Description

Animal Services is at the threshold of significant changes to its service delivery business model thereby making this an excellent time to take a thoughtful approach to workforce planning. Also factoring into this is the imminent retirements of key employees.

DCS will hire a consultant to look at the structure of the organization with special attention to the fiscal support operations to ensure it is designed for maximum efficiency and effectiveness. The consultant will also provide analysis to verify the right people are in the right jobs and recommend changes to workflow, work schedules, staffing levels and physical layout to better align Animal Services business processes with the business needs of the County and the citizens.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	100% complete report from consultant	0.0%	0.0%	0.0%	100.0%
Outcome	Increase efficiency in FTEs	0	0	0	1

Performance Measure - Description

Output - consultant will provide a report listing possible changes to increase efficiency and effectiveness.

Outcome - by FY15 Animal Services will operate at a higher efficiency that will allow it to take on new tasks equal to 1.0 FTE workload.

Legal/Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$30,000	\$0
Total GF/non-GF:	\$0	\$0	\$30,000	\$0
Program Total:	\$0		\$30,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

None

Significant Program Changes✔ **Significantly Changed****Last year this program was:**

This is a new one-time-only program offer to be funded through the General Fund.

Lead Agency: Community Services

Program Contact: Gerald Elliott

Program Offer Type: Support

Related Programs: 91002, 91005, 91006, 91007, 91008, 91012, 91013, 91015, 91016, 91017, 91018, 91020, 91021, 91022

Program Characteristics:

Executive Summary

The Budget and Operations Support unit offers administrative support; including budget, records management, payroll, accounts receivable and payable, safety, word processing, reception, financial reporting and analysis to all program areas within the Department of Community Services.

Program Description

This work unit supports the operations of Animal Services, Elections, Survey, Road Services, Bridge Services, Land Use Planning and Transportation Planning. The areas of support include; records management, contract administration, grant accounting, cost accounting, accounts payable and receivables, payroll and personnel maintenance, preparation of legal records for litigation, in addition to the reception and clerical functions typically associated with these positions. Having this unit perform the essential administrative support functions for the various DCS programs allows it to provide common interpretations of County Policy and Procedure while enhancing the opportunity for the other program areas to remain focused on delivering their core program services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Lines of payroll input	118,759	120,000	118,000	118,000
Outcome	Percent of invoices paid on time	80.0%	90.0%	85.0%	95.0%
Quality	Customer survey	4	4	4	4

Performance Measure - Description

Most measures for this group are represented in the performance measures of the programs we support. Number of lines of payroll entry is a measure that reflects the volume of this major task. Invoices Paid on Time is the percentage of invoices paid within 30 days of the invoice date and measures the effectiveness of the accounts payable process. Customer Survey solicits feedback from the programs we support. A zero to five scale is used to rate this group on various performance attributes. Goal is an average rating of 4, this would be the equivalent of 'very good'.

Legal/Contractual Obligation

ORS 294 – County and Municipal Financial Administration rules and Regulations ORS 366.739-774 – State Highways and State Highway Fund Allocations to Counties and Cities ORS 368.051 – Accounting for County Road Work
 Government Accounting Standards Board (GASB)
 Generally Accepted Accounting Principles (US GAAP)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$236,005	\$1,155,632	\$178,114	\$1,267,119
Contracts	\$0	\$6,000	\$0	\$56,000
Materials & Supplies	\$0	\$15,180	\$0	\$25,480
Internal Services	\$37,421	\$175,335	\$33,238	\$215,232
Unappropriated & Contingency	\$0	\$78,749	\$0	\$0
Total GF/non-GF:	\$273,426	\$1,430,896	\$211,352	\$1,563,831
Program Total:	\$1,704,322		\$1,775,183	
Program FTE	3.00	12.00	2.00	13.00
Program Revenues				
Indirect for dep't Admin	\$26,238	\$0	\$29,291	\$0
Fees, Permits & Charges	\$43,000	\$576,415	\$11,000	\$283,000
Intergovernmental	\$0	\$910,239	\$0	\$1,280,831
Total Revenue:	\$69,238	\$1,486,654	\$40,291	\$1,563,831

Explanation of Revenues

This program provides support services to other programs within the department. The revenue for this program represents work performed for other programs. Offsetting expenses are found in the program offers for the other programs as Internal Services - Other.

Sources of Revenue:

Dunthorpe-Riverdale Sewer District - \$25,000
 Mid-County Lighting District - \$25,000
 Fleet - \$28,000
 Elections - \$12,000
 Bridges - \$50,000
 Survey - \$40,000
 Animal Services - \$75,000
 Roads - \$39,000

In additions, \$1,280,831 is received as part of the Road Fund from the state distribution of registration fees and gas taxes.

Significant Program Changes

Last year this program was: #91011, Budget and Operations Support

Lead Agency: Community Services

Program Contact: Jim Clayton

Program Offer Type: Existing Operating

Related Programs: 91013, 91016, 91017, 91018

Program Characteristics:

Executive Summary

The County Surveyor's Office provides services which include: maintenance and restoration of public land survey corners, the review and filing of surveys and land division plats, providing survey records to the public and providing surveying support to other county programs and local agencies.

Program Description

The County Surveyor's Office provides several services, some of which are mandated by state law.

Mandated Functions (required by state statute)

- Maintenance and restoration of public land survey corner monuments under the Public Land Survey System: All property descriptions within the state are either directly or indirectly tied to public land survey corners. The maintenance and restoration of these corners is critical to ensuring the integrity of property boundaries within the county.
- Review, filing and indexing of records of survey: All surveys which set permanent monuments (property corners, etc.) within Multnomah County are required to be filed with our office. State statutes require that we review these surveys and file and index them in the County Survey Records.
- Review and approval of land division plats (subdivisions, partitions, and condominiums): Comprehensive reviews of all land division plats within the entire county are performed by our office to ensure correctness and compliance with state statutes and local ordinances.
- Providing access to the public survey records: We maintain a robust online records retrieval system that is widely used by the public and is essential for providing information required by land surveyors, developers, the title industry, planning jurisdictions, and others.

Other Functions

- Provide surveying support for capital projects on county roads and bridges. Current/recent projects include Sellwood Bridge Replacement Project, Morrison Bridgehead, NE Arata Road, NE 238th Drive, Penumbra Kelly Building.
- Provide surveying support for county departments and local agencies. Currently working on projects for Road Engineering and County Facilities.
- Provide surveying expertise to the public and to county and local agencies.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of new public land corner reports filed	154	150	175	150
Outcome	Percentage of plats reviewed within 21 days	100.0%	100.0%	100.0%	100.0%
Input	Number of plats received for approval	84	85	70	85
Quality	Number of affidavits of correction filed for errors on plats	3	3	2	3

Performance Measure - Description

The County Surveyor's Office maintains approximately 2000 public land survey corners. We file a detailed report after corner visits that require changes to monumentation.

The County Surveyor approves all land division plats (subdivisions, partitions, and condominiums) within the county, including within all cities. Our goal is to complete the initial review of all plats within 21 calendar days of submittal of all required documentation. We also strive to be very accurate with our reviews. We measure this by the number of affidavits of correction that are filed to correct errors on plats that were missed during our review.

Legal/Contractual Obligation

The County Surveyor is a position mandated by state statute. The duties of the County Surveyor are mandated by ORS Chapter 209, including those related to Public Land Corners. Plat review and approval is mandated by ORS 92.100 and ORS 100.115. Certain work regarding county roads is mandated by ORS 368.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,035,264	\$0	\$1,088,624
Contracts	\$0	\$1,500	\$0	\$1,500
Materials & Supplies	\$0	\$33,150	\$0	\$37,900
Internal Services	\$0	\$237,237	\$0	\$256,352
Capital Outlay	\$0	\$12,500	\$0	\$45,000
Unappropriated & Contingency	\$0	\$568,849	\$0	\$1,255,124
Total GF/non-GF:	\$0	\$1,888,500	\$0	\$2,684,500
Program Total:	\$1,888,500		\$2,684,500	
Program FTE	0.00	10.00	0.00	10.00
Program Revenues				
Indirect for dep't Admin	\$25,364	\$0	\$25,930	\$0
Fees, Permits & Charges	\$0	\$1,405,000	\$0	\$1,655,000
Other / Miscellaneous	\$0	\$483,500	\$0	\$1,029,500
Total Revenue:	\$25,364	\$1,888,500	\$25,930	\$2,684,500

Explanation of Revenues

The County Surveyor's Office is self supporting. All revenues are from user fees or charges for services. Maintenance and restoration of Public Land Corners makes up the largest part of our program. This is funded by a fee (currently \$10) charged whenever certain types of documents are recorded in the County Records.

Another large portion of our revenue is derived from a filing fee (currently \$400) which is charged for all records of survey and plats that are submitted to our office for review and filing. This revenue is used to fund our entire survey records operation, which includes a robust online records retrieval system that is widely used by the public.

Revenue estimates are as follows:

- Public Land Corner Preservation Fund – estimated 129,000 documents recorded at \$10 each - \$1,290,000
- Plats and Surveys submitted for filing/recording - estimated 400 at \$400 each = \$160,000.
- Plat review and approval - actual cost incurred - estimated \$105,000.
- Survey support for county road and bridge projects, and other county departments and local agencies – estimated \$100,000.
- Beginning Working Capital in Land Corner Fund - estimated \$1,025,000.
- Interest on Land Corner Fund - estimated \$4,500.

Significant Program Changes

Last year this program was: #91012, County Surveyor's Office

Lead Agency: Community Services

Program Contact: Kim Peoples

Program Offer Type: Existing Operating

Related Programs: 91012, 91018, 91020, 91022

Program Characteristics:

Executive Summary

The Road Services Division serves a fundamental community need by providing for the safe movement of people and goods. The Division ensures that the County-maintained road system is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost effective manner. Our citizens use roads in order to get to their places of employment, to have access to emergency services, businesses, retail outlets, schools and for recreational activities. Multnomah County's economy is dependent on the transportation system to move products to markets.

Program Description

Road Services is responsible for design and construction, maintenance, operation and preservation of County-owned roads. The Division contributes to the goals and strategies of the Department of Community Services in providing transportation services county residents rely upon. The Division focuses to provide quality roads through innovation, skilled workforce and efficient practices. Four program areas (engineering and operations, asset management, water quality and maintenance) deliver services to comply with local, state, and federal transportation requirements while striving to achieve the transportation priorities Multnomah County residents have communicated to the Division through our public outreach efforts.

The Division is a regional leader in sustainable maintenance policies and practices that respond to the Endangered Species Act, Safe Drinking Water Act, and Clean Water Act. The Division fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the building of roads and providing daily maintenance and traffic services that contribute to public safety, environmental protection, and livability.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Lane Miles maintained by Multnomah County forces	826	826	826	826
Outcome	Pavement Condition Index (PCI)	69	68	69	68
Input	Number of FTE's in Road Services	61	60	59	58
Outcome	Customer Survey	4	4	4	4

Performance Measure - Description

Road Services provides maintenance and emergency services to 579 lane miles of county roads annually. Beyond the County roads the Division continues to perform maintenance services to numerous cities and counties in the region. Providing these services beyond the County road network ensures the County maintains critical resource mass for County road operations and allows the Division overhead to be spread over a larger service base.

The County rates road surfaces using a pavement management system to assess the condition of the road surface. The system produces a numerical value, assigning a Pavement Condition Index (PCI) rating between 0 and 100, with a 100 as excellent. The target is to keep the PCI from falling, more than four points per year through limited contract overlays and judiciously applying routine maintenance applications.

The employees of Road Services construct and maintain roads, bridges and intersections to ensure safe passage through our County. This includes maintaining rights-of-way, ensuring appropriate road signage, ensuring intersection signals are functioning properly, and appropriate measures are taken when adverse weather affects driving conditions.

Customer Survey solicits feedback from the stakeholders we serve. The goal is an average rating of 4, this equates to "very good". The feedback offers the program the ability to evaluate the satisfaction of services the program delivers. The Division continues to use an online web survey tool in addition to targeted solicited feedback from selected customers. Balancing customer satisfaction against the road system needs within available revenue requires the Division to continuously evaluate how and where resources are used to achieve a favorable customer response. A zero to five scale is used.

Legal/Contractual Obligation

The Division fulfills its obligation as a road authority under the provisions of ORS-368 and the Federal Highway Administration's Manual on Uniform Traffic Control Devices. Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts provide standards under which we must incorporate in our service delivery.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$5,881,255	\$0	\$5,814,185
Contracts	\$0	\$309,500	\$0	\$277,500
Materials & Supplies	\$0	\$1,795,950	\$0	\$1,983,650
Internal Services	\$0	\$2,556,524	\$0	\$2,680,757
Capital Outlay	\$0	\$0	\$0	\$63,469
Total GF/non-GF:	\$0	\$10,543,229	\$0	\$10,819,561
Program Total:	\$10,543,229		\$10,819,561	
Program FTE	0.00	60.00	0.00	57.60
Program Revenues				
Indirect for dep't Admin	\$204,585	\$0	\$201,740	\$0
Fees, Permits & Charges	\$0	\$307,500	\$0	\$142,500
Intergovernmental	\$0	\$9,333,546	\$0	\$9,557,279
Taxes	\$0	\$50,000	\$0	\$50,000
Other / Miscellaneous	\$0	\$796,425	\$0	\$1,069,782
Total Revenue:	\$204,585	\$10,487,471	\$201,740	\$10,819,561

Explanation of Revenues

The program is funded by "County Road Funds". Road Funds are a combination of dedicated money received from the state highway fund, county gas tax and federal forest receipts, federal and state grants, developer contributions, and service reimbursement.

Significant Program Changes

Last year this program was: #91013, Road Services

The recent increase in the state gas tax is critical in helping to backfill a six year revenue decline to the Road Fund and is now providing for new investment into the County's road infrastructure. Although the Division finances are marginally enhanced, revenues remain vulnerable to the economic fluctuations of the nation, state and region. Reduced economic activity manifests itself in reductions in travel demands resulting in less fuel consumption. The State's economic health also extends into trucking activity and the number of registered vehicles inside Multnomah County both of which are key revenue drivers for the Road Fund.

This FY 2013-14 Program Offer maintains current service levels for the Division. The Division does plan to again make targeted increases in road surface treatments and restore a seasonal employee budget to maximize work plan efficiencies. The Division is excited to be piloting new data technologies for dispatching and tracking service requests and infrastructure inventories. Road Services also looks forward to provide support to the Sellwood Bridge project with employee resources where appropriate

Lead Agency: Community Services

Program Contact: Brian Vincent

Program Offer Type: Existing Operating

Related Programs: 91011, 91013, 91016, 91020

Program Characteristics:

Executive Summary

This program is entrusted with operating and preserving the County's long term investment in its six Willamette River Bridges. The program also offers technical support to the Roads Division for 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside, and Broadway) and two fixed structures (Sellwood and Sauvie Island).

Program Description

The Bridge Maintenance and Operations program is comprised of two main functional groups. The Maintenance group is made up of those who perform the everyday maintenance and preventative maintenance on the bridges. It is their responsibility to ensure the operational reliability of the bridge mechanical, electrical, structural and corrosion protection (paint) systems. Maintenance places priority on response to emergencies, performance of specialized preventative maintenance tasks and making repairs as needed. Some of the tasks performed by this group include: vehicle accident repair, bridge mechanical and electrical troubleshooting, minor roadway or sidewalk repairs, graffiti removal and snow removal. Bridge Operations raise and lower the draw spans to allow ships to pass. They also perform very minor preventative maintenance. Both these groups work closely with Bridge Engineering on a wide variety of projects and issues.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Preventative Maintenance tasks completed	1,863	1,750	1,800	1,750
Outcome	Percentage of Preventative Maintenance tasks completed	96.0%	95.0%	95.0%	95.0%
Outcome	Successful Bridge Openings	100.0%	99.0%	99.0%	99.0%

Performance Measure - Description

Preventative maintenance tasks help keep the bridges working properly and avoid the need for expensive capital rehabilitation projects. The percent of preventative maintenance tasks completed compared to the total scheduled measures the ability to control the work required to keep the bridges operating. Goal is 95%. The percent of successful drawbridge openings measures the ability of this group to provide access for river traffic. Goal is 99%

Legal/Contractual Obligation

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$0	\$2,174,843	\$0	\$2,299,384
Contracts	\$0	\$20,425	\$0	\$43,425
Materials & Supplies	\$0	\$288,950	\$0	\$303,950
Internal Services	\$0	\$640,509	\$0	\$543,912
Total GF/non-GF:	\$0	\$3,124,727	\$0	\$3,190,671
Program Total:	\$3,124,727		\$3,190,671	
Program FTE	0.00	23.00	0.00	23.00
Program Revenues				
Indirect for dep't Admin	\$50,121	\$0	\$51,905	\$0
Intergovernmental	\$0	\$2,739,777	\$0	\$2,818,150
Other / Miscellaneous	\$0	\$384,950	\$0	\$372,521
Total Revenue:	\$50,121	\$3,124,727	\$51,905	\$3,190,671

Explanation of Revenues

Revenue for this program comes entirely from gas taxes and vehicle registrations that are collected by the state and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for Willamette River bridges.

Significant Program Changes

Last year this program was: #91015, Bridge Maintenance & Operations
 No significant program changes are expected in FY 2014

Lead Agency: Community Services

Program Contact: Brian Vincent

Program Offer Type: Existing Operating

Related Programs: 91011, 91013, 91015, 91018, 91020

Program Characteristics:

Executive Summary

This program is entrusted with improving the safety and prolonging the life of the County's long term investment in its six Willamette River Bridges. The program also offers technical support to the Roads Division for 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside and Broadway) and two fixed structures (Sellwood and Sauvie Island). Bridge Engineering works closely with Bridge Maintenance and Operations as well as Road Engineering on a variety of projects and issues.

During FY 2014, the Sellwood Bridge Project will continue as the project team continues construction. As a result, construction expenses will continue through FY 2014.

Program Description

Bridge Engineering is composed of engineers, engineering technicians and support personnel. They provide planning, engineering and construction project management for preservation of structural, mechanical, electrical and corrosion protection (paint) systems of the County's bridges. Most design and construction work is performed by outside contractors with direction and oversight provided by Bridge Engineering personnel. Projects are identified and prioritized in the Transportation Capital Improvement Program to match available funds. Bridge Engineering works with other County, State and Federal agencies to secure funding from State and Federal sources. The primary focus of Bridge Engineering is the six Willamette River Bridges, of which most are classified as historic structures and some are approaching 100 years in age. The four drawbridges are complex structures with complicated mechanical and electrical systems to allow them to be raised and lowered.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Dollar Value of Capital	3,918,489	1,700,000	1,388,079	3,020,000
Outcome	Percent of project milestones met	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Dollar value of Capital Improvement includes County, State and Federal contribution. The percent of scheduled milestones met for all construction projects measures the ability to control workflow and provide completed projects to the public.

Legal/Contractual Obligation

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,426,678	\$0	\$2,821,631
Contracts	\$0	\$2,717,324	\$0	\$255,000
Materials & Supplies	\$0	\$99,350	\$0	\$96,350
Internal Services	\$0	\$830,668	\$0	\$324,132
Capital Outlay	\$0	\$0	\$0	\$1,307,143
Unappropriated & Contingency	\$0	\$75,694	\$0	\$0
Total GF/non-GF:	\$0	\$6,149,714	\$0	\$4,804,256
Program Total:	\$6,149,714		\$4,804,256	
Program FTE	0.00	18.15	0.00	19.15
Program Revenues				
Indirect for dep't Admin	\$64,557	\$0	\$18,765	\$0
Fees, Permits & Charges	\$0	\$3,600,000	\$0	\$3,194,500
Intergovernmental	\$0	\$2,549,714	\$0	\$975,585
Other / Miscellaneous	\$0	\$0	\$0	\$634,171
Total Revenue:	\$64,557	\$6,149,714	\$18,765	\$4,804,256

Explanation of Revenues

Revenue for this program comes entirely from gas taxes and vehicle registrations that are collected by the State and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for bridges. These funds are used to leverage Federal and State dollars to provide a greater benefit to the County. On most capital projects this leverage usually provides at least 10 Federal and/or State dollars for each County dollar spent on Multnomah County bridges.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #91016, Bridge Engineering

This program offer has increased by 1.0 FTE in the FY14 budget. This is due to the addition of one construction inspector on the Sellwood Bridge project.

Lead Agency: Community Services

Program Contact: Ian Cannon

Program Offer Type: Existing Operating

Related Programs: 91011, 91016, 91018

Program Characteristics:

Executive Summary

The Sellwood Bridge has deteriorated after approximately 88 years of service. The bridge has been weight-limited to 10 tons since 2005. TriMet buses and most trucks are excluded from the bridge. Approximately 30,000 vehicles cross the narrow two-lane bridge each day. Construction has begun on the project: the existing bridge truss has been relocated to serve as a detour bridge, significant progress has been made on the landslide stabilization, and construction of the work bridges to support construction of the main spans has begun. This program offer represents the effort required in 2013 to replace the Sellwood Bridge.

Program Description

The program is the overall work effort to replace the Sellwood Bridge in Southeast Portland. The scope of the project includes a new three-span steel deck arch bridge with shoulders and sidewalks, a new grade separated interchange at Oregon 43, improved trail connections at both ends, and environmental mitigation for project impacts. It includes the design, right of way, and construction phases of the project. It is estimated that the total cost of the project including design, right of way, and construction will be \$307.5 million. Completion is expected prior to November 2016.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of the new bridge construction complete	0.0%	20.0%	28.0%	50.0%
Outcome	Percent of project milestones met	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

✔ **Measure Changed**

Construction of the new bridge will continue throughout FY 2014. We are expected to be approximately 50% complete with the new bridge. The percent of scheduled milestones met for all construction projects measures the ability to control workflow and proved completed projects to the public on time.

Legal/Contractual Obligation

Multnomah County is required to maintain the Sellwood Bridge in accordance with; State Law; ORS 382.305 through 382.425, MB 2041 subsection 3a and HB2001 and the 1984 IGA with the City of Portland as amended in 1989.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$26,688,107	\$0	\$8,043,333
Materials & Supplies	\$0	\$107,000	\$0	\$290,503
Internal Services	\$0	\$10,193,099	\$0	\$7,559,576
Capital Outlay	\$0	\$101,558,383	\$0	\$121,244,137
Debt Service	\$0	\$40,985,000	\$0	\$5,427,100
Cash Transfer	\$0	\$9,065,000	\$0	\$0
Unappropriated & Contingency	\$0	\$24,389,863	\$0	\$0
Total GF/non-GF:	\$0	\$212,986,452	\$0	\$142,564,649
Program Total:	\$212,986,452		\$142,564,649	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$10,830,177
Intergovernmental	\$0	\$79,849,266	\$0	\$75,554,403
Other / Miscellaneous	\$0	\$133,137,186	\$0	\$56,180,069
Total Revenue:	\$0	\$212,986,452	\$0	\$142,564,649

Explanation of Revenues

Beginning Working Capital - \$56 million
 Tiger III Federal Grant - \$8.85 million
 State Appropriation for Interchange work - \$16.7 million
 City of Portland project reimbursement - \$50 million
 County vehicle registration fee revenue - \$10.8 million
 Interest earnings - \$155K

Significant Program Changes

Last year this program was: #91017, Sellwood Bridge Replacement
 No significant program changes are expected in FY 2013

Lead Agency: Community Services

Program Contact: Karen Schilling

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Transportation Capital program represents payments to contractors for capital improvement projects on County-owned Willamette River bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island) and County road infrastructure including bicycle and pedestrian facilities and culverts. The purpose of this program is to maintain and enhance the existing transportation system. Current capital needs are identified in the Transportation Capital Improvement Plan. The plan outlines needed Road and Bridge improvements during the next 20 years. The Transportation Capital Program prioritizes the projects and schedules projects to match available and new funds projected for a 5-year period.

Program Description

Capital improvements are relatively high dollar projects to rehabilitate, improve, or replace when needed, transportation infrastructure assets such as roads and bridges. This program represents County funds, and funds from outside sources that pass through the County, to make capital improvements on County owned bridges, roads, bicycle/pedestrian facilities and culverts. This program is dependent upon Bridge Engineering and Roadway Engineering programs to provide County labor to plan and oversee the design and construction associated with capital projects. Projects are identified, prioritized and scheduled in the Transportation Capital Improvement Program (CIP) to match available funds. This program is approved by the Board of County Commissioners. Transportation staff pursue outside sources of funding through grants and collaborative agreements for these projects. The County's transportation infrastructure assets are valued in excess of \$1.7 billion dollars. It is very important to protect these assets. Many factors contribute to the constant degradation of the transportation infrastructure so constant effort is required to maintain the current status.

Recent CIP updates include equity and health criteria for rating and ranking roadway, bike and pedestrian projects. In the coming years, similar criteria will be considered for bridge and culvert projects.

The major transportation capital projects included in the FY14 budget are the Sellwood Bridge replacement (program offer 91018), Broadway Bridge Paint and Rall Wheels and Burnside Bridge Miscellaneous Repairs . Other roadway projects are scheduled in East County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Dollar value of capital improvements	7,209,925	4,315,000	3,380,855	9,454,000
Outcome	% of cost growth	19.0%	0.0%	0.0%	0.0%

Performance Measure - Description

Dollar value of capital improvement include all County funds spent, regardless of source. The percentage of cost growth compares the total construction cost at completion at the beginning of the fiscal year to the total construction cost estimate at the end of the fiscal year for major projects. This measures the ability to control cost growth during the construction.

Legal/Contractual Obligation

This program is mandated by Federal Regulation CFR Title 33 which covers the responsibilities of drawbridge owners; ORS 366.744 and ORS 382.305-382.425 specifically addresses the Willamette River Bridges; ORS 366.514 addresses the Bike and Pedestrian Program; ORS 368 addresses the Road Capital Program, and revenue sharing agreements with the cities of Portland, Gresham, Fairview and Troutdale.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$5,387,500
Internal Services	\$0	\$771,381	\$0	\$535,006
Capital Outlay	\$0	\$6,050,000	\$0	\$9,454,000
Unappropriated & Contingency	\$0	\$358,500	\$0	\$409,575
Total GF/non-GF:	\$0	\$7,179,881	\$0	\$15,786,081
Program Total:	\$7,179,881		\$15,786,081	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$14,968	\$0	\$10,021	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$50,000
Intergovernmental	\$0	\$4,116,967	\$0	\$15,325,506
Other / Miscellaneous	\$0	\$3,062,914	\$0	\$410,575
Total Revenue:	\$14,968	\$7,179,881	\$10,021	\$15,786,081

Explanation of Revenues

Revenues come from dedicated Transportation Funds for construction, repair, maintenance and operation of County roads, bridges and bicycle/pedestrian facilities. Capital projects in this program receive allocations from State Motor Vehicle revenues (i.e., state gas tax, vehicle registration fees, weight/mile tax), County gasoline tax, County vehicle registration fees, permits, development charges, State and Federal grants, and through intergovernmental agreements.

Significant Program Changes

Last year this program was:

Lead Agency: Community Services

Program Contact: Karen Schilling

Program Offer Type: Existing Operating

Related Programs: 91011, 91013, 91015, 91016, 91017, 91021

Program Characteristics:

Executive Summary

Transportation Planning develops and implements strategies to improve all modes of transportation at the regional and local levels; advocates for transportation policies that support Multnomah County's health and social services mission, including Community Wellness and Prevention (CWPP) and the Climate Action Plan (CAP); reviews transportation impacts of proposed new development; prepares the County's Capital Improvement Plan and Program (CIPP); and identifies and secures funding for capital, maintenance and preservation of the County's transportation system.

Program Description

Transportation Planning staff undertake planning, project development and funding of the County's transportation system, and implement policies and programs that accomplish objectives of the Capital Improvement Plan and Program (CIPP). To accomplish this, staff provide expertise to the County's road and bridge engineering, maintenance and operations; maintains the transportation capital program; and manages the bicycle and pedestrian (active transportation) program. Partnering with the Health Department and Office of Sustainability aligns County efforts to accomplish multiple program objectives. Transportation staff represent the County in regional and local transportation planning forums providing technical and policy expertise on transportation equity, active transportation, and greenhouse gas reduction, and provide staff support for local transportation system planning and development in the cities of Fairview, Troutdale and Wood Village. Staff develop, analyze and advocate for regional and economic stability and growth. Transportation Planning is directly engaged in regional, state and federal decision-making on transportation funding that affects the County's ability to achieve many of its inter-departmental goals.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of development proposals reviewed	132	140	120	120
Outcome	Proposals approved with transportation evaluations, etc	93.0%	90.0%	95.0%	92.0%
Efficiency	Average review time in days*	9	10	7	9

Performance Measure - Description

A primary service of transportation planning is the timely review of development applications for land owners/developers. Two measurements used are the number of development proposals reviewed and the average number of days to review. The percent of proposals approved with transportation impact assessment and findings, and the percent of development applications approved with transportation conditions are indicators of the amount of effort required to process the applications and how effective the process is. The current year estimate includes the outcome of all applications initiated in FY '12. Some of these will be approved in FY '14 but counted in the FY '12-13 measures as they are completed. This practice is consistent with previous years' performance measurements.

Legal/Contractual Obligation

Transportation Planning operates under mandates from several statutes including ORS 368 and 371, OAR 660 Division 12, the Federal Clean Water Act, and Americans with Disabilities Act (ADA). Funding for Transportation Planning comes primarily from the County's share of State vehicle registration fees and state and local gas tax that may only be used for the County's roads and bridges. Our responsibilities include State-mandated transportation system planning including bicycle and pedestrian modes, capital improvement programming, and compliance with ADA and Congestion Management/Air Quality.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$0	\$378,402	\$0	\$382,337
Contracts	\$0	\$9,000	\$0	\$9,000
Materials & Supplies	\$0	\$8,445	\$0	\$8,445
Internal Services	\$0	\$52,925	\$0	\$60,368
Total GF/non-GF:	\$0	\$448,772	\$0	\$460,150
Program Total:	\$448,772		\$460,150	
Program FTE	0.00	3.40	0.00	3.40
Program Revenues				
Indirect for dep't Admin	\$8,708	\$0	\$8,622	\$0
Intergovernmental	\$0	\$448,772	\$0	\$460,150
Total Revenue:	\$8,708	\$448,772	\$8,622	\$460,150

Explanation of Revenues

Funding for the Transportation Planning Program comes from the dedicated Transportation Fund. The Transportation Fund is based on gas tax and vehicle registration fees that do not keep pace with inflation. This hampers the County's ability to preserve and maintain our existing facilities and undertake new transportation projects. Transportation Planning's effort over the next year will be directed at leveraging our limited resources by securing additional funds to address critical needs and maintain existing infrastructure.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #91018, Transportation Capital

The Land Use and Transportation program reorganized to meet span of control goals at the beginning of FY13. The supervisor position overseeing the Planners was eliminated resulting in eleven employees and one manager. The supervisor position was back-filled with a represented employee who serves in a lead position.

Lead Agency: Community Services

Program Contact: Karen Schilling

Program Offer Type: Existing Operating

Related Programs: 91020, 91025

Program Characteristics:

Executive Summary

Land Use Planning implements federal, state, and local policies and laws that preserve the rural farm and timber economy, protect the environment, and maintain the quality of life in our unincorporated communities. The program includes long range planning, current planning, and code compliance functions. Long Range Planning works with citizens to develop land use policies that meet the needs of our rural communities; updates County codes to incorporate changes to federal and state land use laws; and coordinates with regional partners to plan for the orderly urbanization of rural lands. Current Planning implements adopted policies and laws. Staff explains land use rules to the public; reviews land use and building applications for compliance with applicable laws; and problem solves complex land use issues with applicants. Code Compliance is largely complaint driven, emphasizing hands on work with property owners to achieve voluntary compliance with land use and transportation right-of-way rules.

Program Description

Land Use Planning facilitates and oversees compliance efforts to assure public policies regarding "what we want our rural communities to look like over time" are addressed. Statewide Planning Goals, Metro regulations and the National Scenic Area Act express values of the larger community and influence how we plan locally. Our program helps neighbors connect on land use issues by offering forums and providing a policy framework for citizens to engage in crafting a "vision" for their community. This vision is captured in a Comprehensive Plan containing land use planning policies, strategies, and maps that we implement daily to provide long term predictability to the land use pattern. Careful planning contributes to the County being an attractive place to live and work, ensuring that we have a safe, sustainable and healthy environment, a vibrant rural economy, beautiful parks and greenspaces, and accessible transportation choices. Policy choices support timber and agricultural economies, preserving natural amenities, and planned growth. Land use reviews focus on conflicting uses, namely residential development to ensure they do not undermine these objectives.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# land use/compliance inquiries	8,397	8,000	8,000	8,000
Outcome	# land use/compliance actions taken	490	500	450	475
Quality	% compliance cases resolved voluntarily	93.0%	100.0%	98.0%	100.0%
Efficiency	% land use decisions made in 120 days	97.0%	85.0%	90.0%	90.0%

Performance Measure - Description

The output measure includes calls received and responded to (6,487), walk-in customers assisted (1,829) and enforcement complaints logged (81). The outcome measure captures preliminary meetings held (125), land use reviews issued (115), zoning signoffs completed (184), and enforcement cases closed within the fiscal year (67). Numbers in parentheses are for FY11-12. For code compliance, our quality goal is 100% voluntary compliance for complaints closed. For land use, our efficiency goal is to issue decisions so that they become final within 120 days of when they are made complete, notwithstanding that state law allows counties 150 days.

Legal/Contractual Obligation

Multnomah County must adopt a Comprehensive Land Use Plan that meets Statewide Planning Goals, including enacting implementing regulations as provided under ORS 92, 195, 196, 197, 215, and 390. The County regulates land uses in the National Scenic Area (NSA) in accordance with federal law. These land use laws mandate the County review all development within its jurisdiction, distinguish between types of development and the level of review required, prescribe extensive procedures the County must follow to ensure due process, and set out a timeframe within which land use reviews must be completed (i.e. 150 day clock). The County must update its codes to comply with new laws adopted each legislative session or when the Gorge Commission revises its rules. The County must appoint a Planning Director and employ staff necessary to carry out these responsibilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$893,103	\$0	\$936,503	\$0
Contracts	\$75,200	\$43,083	\$72,960	\$41,037
Materials & Supplies	\$45,303	\$0	\$29,033	\$0
Internal Services	\$185,661	\$0	\$228,420	\$0
Total GF/non-GF:	\$1,199,267	\$43,083	\$1,266,916	\$41,037
Program Total:	\$1,242,350		\$1,307,953	
Program FTE	8.20	0.00	8.20	0.00
Program Revenues				
Fees, Permits & Charges	\$70,000	\$8,083	\$122,600	\$6,037
Intergovernmental	\$0	\$35,000	\$0	\$35,000
Total Revenue:	\$70,000	\$43,083	\$122,600	\$41,037

Explanation of Revenues

Land Use Planning historically receives a maximum of \$35,000 from the State to assist with implementing the land use rules in the National Scenic Area. These funds are reimbursed to the County at the end of each fiscal year based on the amount of time staff spends processing permits and resolving compliance issues in the NSA. Historically we spend almost double the amount that we are reimbursed.

Fees are set and collected for land use permits. We estimate \$122,600 in revenues from land use permit fees (\$70,000 baseline from current fee amounts plus \$52,600 increase from new fee structure).

The program also receives a small stipend from the Forest Service known as 1% Payments. The funding is intended to be a replacement for the property taxes the counties would have otherwise received had the US not acquired the land. For FY14, we are receiving just over \$6,000 for planning.

Significant Program Changes

 **Significantly Changed**

Last year this program was: #91021, Land Use Planning

The Land Use and Transportation program reorganized to meet span of control goals at the beginning of FY13. The supervisor position overseeing the Planners was eliminated resulting in eleven employees and one manager. The supervisor position was back-filled with a represented employee who serves in a lead position.

Lead Agency: Community Services

Program Contact: Tom Hansell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The county entered into intergovernmental revenue sharing agreements starting in 1984 whereby dedicated county road funds the County receives are transferred as county roads are annexed by the Cities of Portland, Gresham, Troutdale and Fairview. The supplemental payments executed by this program offer, fulfill the funding requirements of these agreements as it pertains to county road funds.

Program Description

These agreements require the county to transfer prescribed revenue amounts the county receives from the county gas tax and state highway funding. For Cities of Troutdale and Fairview the supplemental payment formula is adjusted annually based on the Consumer Price Index – Urban Index for the Portland metropolitan area. The Cities of Portland and Gresham the supplemental payment formula is adjusted based on actual receipts collected by the County.

Planned FY 2014 Payments

- City of Fairview \$12,500
- City of Troutdale \$15,350
- City of Gresham \$3,460,740
- City of Portland \$25,480,000

Between 1984 and 2012 the County has transferred 606 miles of roads to Cities.

This program offer does not deliver any county services and is submitted for the provision of a supplemental payment to the cities. The agreements remain subject to future appropriations by any future Board of County Commissioners or City Councils. The formulas in these agreements were intended to remain permanent unless amended by mutual agreement.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

The County road funds are transferred to the Cities where the county road funds are commingled into their transportation operating budgets. The agreements do not require the City to communicate how County funds were to be used. The Cities prescribed allowed use of these funds are defined under ORS 366 which requires funds only be used for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and the administration thereof.

Legal/Contractual Obligation

Funding obligations are prescribed in the city/county agreements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$28,936,877	\$0	\$28,968,590
Internal Services	\$0	\$260,431	\$0	\$260,718
Total GF/non-GF:	\$0	\$29,197,308	\$0	\$29,229,308
Program Total:	\$29,197,308		\$29,229,308	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$86,811	\$0	\$86,906	\$0
Intergovernmental	\$0	\$21,597,308	\$0	\$22,129,308
Taxes	\$0	\$7,100,000	\$0	\$7,100,000
Other / Miscellaneous	\$0	\$500,000	\$0	\$0
Total Revenue:	\$86,811	\$29,197,308	\$86,906	\$29,229,308

Explanation of Revenues

Monies transferred to the Cities originate from State Highway Money and County Gas Tax received by Multnomah County.

Significant Program Changes

Last year this program was: #91022, City Supplemental Payments

Changes in the cash transfer to all cities were minor due continued flat revenue receipts from both the State Highway Fund and County Gas Tax.

Lead Agency: Community Services
Program Offer Type: Innovative/New Program
Related Programs: 91021
Program Characteristics: One-Time-Only Request

Program Contact: Karen Schilling

Executive Summary

This program offer is an update to the Sauvie Island/Multnomah Channel Rural Area Plan (RAP) and the corresponding area of the West Side Transportation System Plan (TSP). The project is to be carried out by the Land Use and Transportation Planning Division. The Sauvie Island/Multnomah Channel RAP is one of five land use plans for rural areas. The West Side TSP guides transportation plans for Multnomah Channel and the West Hills. Both the land use and transportation plans for Sauvie Island were adopted at least 15 years ago and updates are needed to respond to community planning needs. Rural Area Plans provide the policy for land use planning to develop zoning codes for each of the areas within the County. A Transportation System Plan identifies deficiencies in area transportation systems that can be included in the County's Capital Improvement Plan and Program (CIPP).

Program Description

Land Use and Transportation Planning implement the Rural Area and Transportation System Plans for the five planning subareas of the County through the zoning code and other development regulations. Area plan development presents the opportunity for the county to engage the community in a comprehensive examination of circumstances that affect livability, to articulate policies to guide future development, and to ensure that the county plan meets federal and state regulations. The initial Sauvie Island/Multnomah Channel RAP was adopted in 1997 with a planning horizon of 15 to 20 years. Over the 16 years the plan has been in effect, this area has continued to support an important agricultural area, wildlife habitat, activities and events related to farming and recreation, and rural lifestyles. This mix of uses and needs occurring within a relatively small geographic area results in difficult development reviews. All of these uses take place at the doorstep of the Portland-metro area, making it accessible to a large and growing population. The effects of this proximity, along with other issues affecting the planning area, will initially be informed by a public outreach process and scoping report to be completed in FY 13. Appropriate issues identified in the scoping report will define the work program for this RAP/TSP update.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome	Percent complete of Updated Rural Area Plan/Transportation System Plan	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

Legal/Contractual Obligation

The program fulfills key objectives of the Land Use and Transportation planning program by updating county policies and laws to remain consistent with federal and state laws and by developing new land use and transportation policies and regulations needed to respond to the needs of rural communities. These objectives carry out statewide planning Goals 1, Citizen Involvement, and 2, Land Use Planning. This project will require a professional services contract with a planning/public involvement firm. The selected firm will assist land use and transportation staff with design and conduct of public outreach, development of a process that engages the community, production of a plan and policy document and amendments to regulations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Contracts	\$0	\$0	\$0	\$60,000
Total GF/non-GF:	\$0	\$0	\$0	\$60,000
Program Total:	\$0		\$60,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

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Significant Program Changes

✔ Significantly Changed

Last year this program was:

This is a one-time-only program offer. The personnel funding will come from allocating existing staff to support this program. No additional budget is requested for this purpose.

The program will require funding for professional services that will be awarded through the county competitive bid process. This portion of this program offer will be funded with \$60,000 of Video Lottery funds.

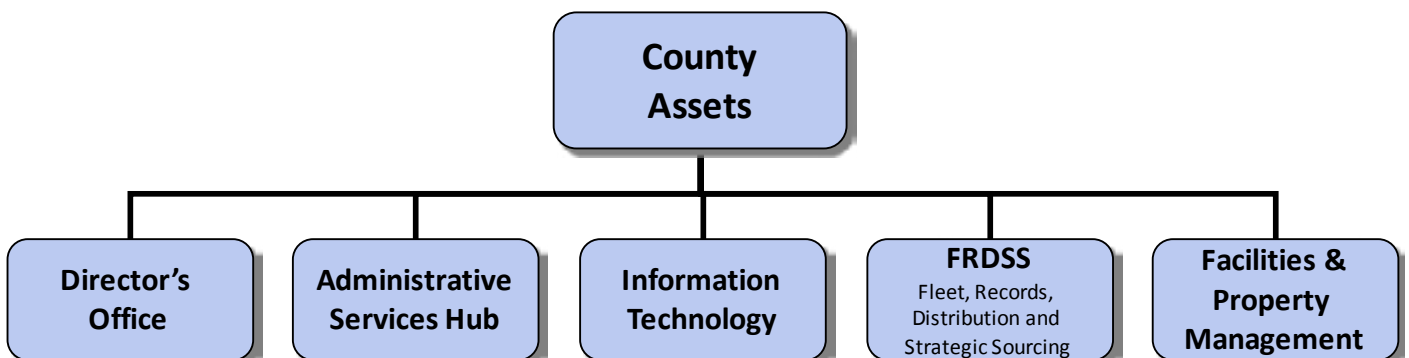
Department Overview

The Department of County Assets (DCA) plans for, acquires, and manages County operating assets. DCA coordinates use of the tools and infrastructure that County employees and programs need to provide community services efficiently and effectively. Major programs within the department include:

- Facilities and Property Management, responsible for managing over 3 million square feet of general office, library, court, jail, probation, clinic, shop, warehouse and other types of specialized space primarily owned by the county in over 130 locations, as well as the associated Facilities Capital Program
- Information Technology, providing telecommunication, network, and hardware infrastructure support, as well as managing over 5,100 PCs, lap tops and tablets, 114 network circuits, and over 300 business applications used by county employees and their business partners, and
- Countywide Fleet, Records, Distribution, and Strategic Sourcing
- Administrative Services Hub, providing human resources, procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, and other services to DCA, the Department of County Management (DCM) and Nondepartmental agencies and offices.

The Department of County Assets created in FY 2012, continues to evaluate opportunities to implement best practices, integrate service delivery, improve internal service rate models, and significantly “rethink” County business tools and processes. The long-range goals of DCA driven by the County’s efforts to focus scarce financial resources on the delivery of direct services include:

- creating financial accountability for the County’s assets;
- streamlining business processes and implementing best practices for asset portfolio management, and
- providing cost-effective, customer-focused internal services.



Budget Overview

The Department of County Assets (DCA) has a FY 2014 budget of \$189.4 million, an increase of \$48.4 million from the FY 2013 adopted budget. \$42.9 million of the increase is in the Capital Improvement Fund, primarily for the new Health Department headquarters. General Fund makes up a small portion of DCA's budget and remains flat at \$5.7 million in FY 2014.

The following program offers in the FY 2014 budget include items funded with one-time-only General Fund cash transfers into internal service funds:

- Facilities Capital Improvement Fund (78006A) - \$8.9 million to the Capital Improvement Fund for projects that include the Health Department head quarters building, relocation of the Sheriff's Office from and re-capitalization of the Hansen Building site and energy conservation projects in various County facilities.
- IT Innovation & Investment Fund (78013A) - \$500,000 to the Information Technology Fund to evaluate the ongoing use of SAP for the County's ERP system and create a road map for moving forward.
- IT Capital Replacement (78013B) - \$1 million to the Information Technology Fund for large-scale IT system projects and replacements.
- Fleet Vehicle Replacement Gap (78031) - \$1.2 million to the Fleet Management Fund for Fleet Vehicle Replacement to replace approximately 90 vehicles over 3 years (or approximately 30 vehicles per year).

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	308.64	306.55	306.55	311.15	4.60
Personnel Services	\$34,579,284	\$37,334,529	\$39,244,725	\$41,104,019	1,859,294
Contractual Services	23,906,700	\$14,898,982	16,755,998	16,046,112	(709,886)
Materials & Supplies	40,117,484	\$55,900,643	57,331,363	48,650,495	(8,680,868)
Capital Outlay	<u>4,284,658</u>	<u>\$3,613,598</u>	<u>27,679,345</u>	<u>83,630,000</u>	<u>55,950,655</u>
Total Costs	\$102,888,126	\$111,747,752	\$141,011,431	\$189,430,626	48,419,195

*Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain contingencies, transfers, and unappropriated balances.

Successes and Challenges

A number of strategic projects were completed in FY 2013 in support of DCA's long-term goals, including:

- Facilities & Property Management Strategic Plan,
- Multnomah Evolves Project to decommission Central Stores,
- Opening of the East County Courthouse and the County's new data center, and
- Implementation of the new Mental Health Client Case Management and Billing System.

Several other important projects are in process:

- Implementation of Network Convergence project delivering Voice over IP communication systems,
- Implementation of a new Countywide Budget System,
- Fleet Maintenance pilot project with the City of Portland, and
- Planning and initial design for the construction of the County's new Health Department headquarters facility.

In these endeavors, DCA considers the county's values and industry best practices. For example, the East County Courthouse is a LEED Gold certified building with the data center using on-site well water for primary cooling and providing heat from the servers to heat the building. In analyzing alternatives for Fleet Maintenance, DCA recently began a pilot project with the City of Portland who was voted #1 in the 2011 Top 100 Best Fleets in North America program for their use of industry best practices. And finally, in completing the Multnomah Evolves recommendation for Central Stores, DCA implemented strategic sourcing including supporting technology, Multco Marketplace, and the first county-wide Strategic Sourcing Council. In FY 2014, this program will develop sourcing plans for key commodities, which can allow the County to negotiate the best contracts, and to make purchasing decisions based on values of sustainability and supporting the local economy.

Key challenges include:

- Effectively managing change. As DCA continues to implement the recommendations of Multnomah Evolves projects, it is critical to have effective communication and organizational change management. The senior management team continues to work closely with Talent Development to create a unified vision for change.
- Staying focused on priority projects. Saying "yes" to the projects that are most important as well as ensuring there is appropriate oversight and project management to ensure success. DCA is establishing consistent governance and project management across all DCA projects.
- Continuing to focus on best practices for retaining excellent, existing staff and recruiting new staff to fill vacancies.

Diversity and Equity

DCA supports County diversity and equity goals through its policies and its participation in diversity and equity activities. DCA is represented on the Equity Council and the Dignity and Respect campaign. In FY 2013, DCA created department Mission, Vision, and Values that support Diversity and Equity. DCA is identifying new ways to recruit, analyze adverse impacts of hiring decisions and to integrate diversity and equity into its culture. DCA's management team attends Executive Learning Series diversity trainings and provided department-wide diversity and equity training opportunities via a number of Building Partnerships Across Differences (BPAD) forums.

DCA's management team is working with ODE on summer intern hires. Department-wide, DCA monitors diversity, equity, and inclusion communications on the County's Diversity, Equity, and Inclusion Scorecard.

DCA works with Minority, Women, and Emerging Small Business (MWESB) communities and agencies in its procurement processes to ensure collaboration, solicitation, and partnership with MWESB contractors, vendors, and suppliers to meet the annual division goal of 98% participation in contracts and/or procurements. Facilities and Property Management promotes the MWESB program through the Good Faith Effort Program by making subcontractors aware of County construction projects to allow ample time to provide bids to prime contractors and ensure diverse construction contracting opportunities.

The Information Technology Division sponsors iUrban Teen Tech summits to introduce at-risk youth to careers in IT. The first conference was attended by 100 young people and the fourth summit is scheduled for May, 2013.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$579,777	\$0	\$579,777	2.00
Facilities and Property Management	0	125,848,850	125,848,850	88.50
Information Technology	0	45,541,367	45,541,367	156.15
Distribution, Fleet, Records and Strategic Sourcing	497,602	15,257,565	15,755,167	29.00
Administrative Services Hub	<u>4,650,795</u>	<u>0</u>	<u>4,650,795</u>	<u>35.50</u>
Total County Assets	\$5,728,174	\$186,647,782	\$192,375,956	311.15

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

The DCA Directors' Office provides leadership, strategic direction, operational assessment, and accountability in oversight and management of County assets, including information technology, facilities and real property, fleet, records, distribution services, and strategic sourcing. The office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement and disposal.

Multnomah Evolves (ME) initiatives will continue to be a focus in FY 2014. Initiatives include continued focus on Strategic Sourcing, implementing the Facilities Strategic Plan, and enhancements in fleet maintenance, fleet replacement, and motor pool services. In FY 2013, the first county-wide Strategic Sourcing Council was created. In FY 2014, the Strategic Sourcing Council will develop sourcing plans for targeted commodities and perform spend analysis to ensure that the county gains the benefits of strategic sourcing. The results of the City of Portland fleet maintenance pilot will be evaluated and FY 2014 changes will be finalized. Facilities and Property Management will focus on recapitalization strategies for the county's aging building portfolio, as characterized by the partnership with Home Forward for the Health Department's new headquarters building.

Administrative Services Hub teams will continue to streamline services and Information Technology projects will focus improving the county's technology infrastructure and replacing unsupported platforms.

Significant Changes

The Multnomah Evolves initiative will continue to result in significant programmatic changes for asset management at the County. Ongoing initiatives that rely on the Director's Office's leadership include:

- Evaluating the results of the City of Portland fleet maintenance pilot and implementing the best solution for providing fleet maintenance in the long-term.
- Implementing systems to improve business operations including the budget system, a motor pool reservation system, a facilities project tracking system, HR and benefits enhancements, and health care transformation initiatives.
- Implementing the Facilities Strategic Plan recommendations to evaluate the recapitalization of the County's aging building portfolio and to improve the prioritization of capital projects, changing from a reactive to a proactive approach.
- Developing asset management structures and enhanced replacement funding strategies for County assets including hardware, software, vehicles, and equipment used to operate County programs.
- Replacing technology infrastructure for aging/unsupported platforms, e.g. the MS Windows 7 upgrade and the network convergence project.

Administrative Hub

The DCA Administrative Hub provides human resources, procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, and other administrative services to over 600 County employees in DCA, DCM and Nondepartmental agencies and offices.

Functional areas include:

- Human Resources and Administration that provides HR services including strategic planning, recruiting, investigations, performance management, and HR transaction processing and administrative services including reception; supplies ordering, and timekeeping.
- Procurement and Contracting that provides contracting and procurement services for commercial services, construction, lease, software, maintenance and repair, and architectural contracts, including contract development, negotiation, risk assessment and management, supplier/vendor management, and ongoing contract administration.
- Budget and Planning that provides budget, rate setting, and capital planning service for DCA, DCM, and Nondepartmental agencies. Activities include countywide rate analysis and creation, budget development, management, ongoing analysis, and capital planning/analysis.
- Finance that processes all types of accounts payable and receivable transactions, performs grant accounting, and books travel and training arrangement.

Significant Changes

The Administrative Hub has several business process improvement initiatives underway during FY 2013, continuing into FY 2014.

- In conjunction with Central Accounts Payable, the Finance Team is piloting a post-approval payment process for the County's utility bills.
- The Human Resources Team will focus on improvements to the recruitment process, targeting its efforts on those positions that are difficult to fill and will support the best practice of "stay" interviews for existing staff.
- The Procurement and Contracting Team continues to develop contracting standardization across DCA divisions, implement enhanced contract development practices, and exercise advanced contract negotiation techniques.
- All of the Administrative Hub teams continue to evaluate activities and tasks that can be shared across work teams, maximizing economies of scale and aligning processes across functions.

Fleet, Records, Distribution and Strategic Sourcing

Fleet, Records, Distribution and Strategic Sourcing provide operational support services to all County departments and agencies.

- Fleet Services maintains and manages over 700 vehicles of various types, including four all-electric vehicles added to the passenger fleet in FY 2012.
- Records and Archive Management develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.
- Distribution Services provides pickup and delivery of mail and miscellaneous supplies, medical lab tests, processing and metering of US Mail, US Mail training and consultation, and management of mail services contracts.
- As a key outcome of the Multnomah Evolves initiative, the County's Strategic Sourcing program focuses on the holistic approach to the selection and sourcing of goods and services. This is achieved through the development, implementation, oversight and direct delivery of key strategic sourcing practices across the County, providing strategy, leadership, expertise, and analytical information to county departments.

Significant Changes

Significant changes for FY 2014 include:

- The County's Strategic Sourcing program was kicked off in 2013, with the implementation of an eMarketplace (the Multco Marketplace) and the initiation of a Strategic Sourcing Council, as well as strategies and tactics for on ongoing Strategic Sourcing practice.
- The Department of County Assets entered into an agreement with the City of Portland to pilot the County's use of the City's award winning Fleet Maintenance program (CityFleet). The pilot lays the foundation for the County to identify the best solution for providing fleet maintenance services for the County's fleet of vehicles.
- The executive budget includes a one-time General Fund capital contribution of \$1.2 million toward replacing approximately 90 aged vehicles in the County's fleet over three years.

Facilities and Property Management

The Facilities and Property Management Division (FPM) acquires, constructs, repairs and maintains the County's portfolio of building assets. FPM manages an inventory of more than 3 million square feet of owned and leased space in 131 buildings located throughout the County. Its mission is to pro-actively plan, operate, and manage all County properties in a safe, accessible, effective and efficient manner. Further, FPM is embarking on a renewed emphasis on the Strategic Plan in order to recapitalize or replace aging County buildings.

FPM clients are the key drivers for all business decisions. FPM strives to provide innovative workplace solutions for its customers coupled with long-term strategies that address emerging and future needs. To assist customers with planning and decision making, FPM developed reporting tools that provide County departments greater access to their space inventory, billing data and capital projects status. In addition to serving its customers' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayers' assets. FPM demonstrates environmental sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling, sustainable procurement, and Green Building construction practices. Further, 98% of FPM's requirement contracts use MWESB and QRF businesses.

FPM strives for workplace excellence, high efficiency and strong employee morale.

Significant Changes

Significant changes for FY 2014 include:

- Implementation of the Facilities Strategic Plan recommendations.
- Integration of Electronic Services into the Facilities Operations and Maintenance Program from the prior FREDS organization.
- Increase of 1.00 HVAC Engineer.
- Increase of 2.00 Professional Engineers for heavy capital construction work and leading complex new building design work.
- Conversion of 1.00 limited duration (LD) position from a Facilities Specialist to a Civil Engineer/Construction Manager within the Strategic Projects team.
- The budget includes a one-time General Fund capital contribution of \$8.9 million for the following capital projects: the Health Department headquarters building on the U2 block; relocation of the Sheriff's Office and re-capitalization of the Hansen Building site; re-capitalization analyses for several County buildings; and selected energy conservation projects in various County facilities.

Information Technology

The Information Technology Division's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the information they need, any time, any place. IT has worked hard to define a mission and vision that focuses on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2014 IT initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages over 5,000 PCS and lap tops, 337 virtual servers, 35 physical servers, 129 network circuits, and approximately 300 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use planning, library, jail management, and community justice. County employees using these systems are located in 96 different sites across the County, and the technologies required are as diverse as are the lines of business.

Significant Changes

Significant changes for FY 2014 include the implementation of the following projects:

- Network Convergence (Voice Over IP. See program offer 78013 for details).
- Countywide upgrade to Windows7, a technology issue facing all Microsoft Windows customers.
- Countywide budget system, TeamBudget.
- New mobile device management system to manage and secure mobile devices such as smart phones and tablet computers

Additionally, IT will work closely with Health Share Oregon to implement changes required by health care transformation initiatives.

The executive budget includes a one-time General Fund capital contribution of \$1.0 million to begin creating a capital fund for the on-going replacement of large-scale technology investments that are required for the County to successfully provide critical services to its citizens. An additional \$500,000 in one-time funds are included for an analysis of the ongoing functionality and cost of using the County's enterprise resource planning system.

Department of County Assets

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Director's Office					
78000	DCA Director's Office	\$579,777	\$0	\$579,777	2.00
Facilities & Property Management					
78001	Facilities Director's Office	0	2,109,392	2,109,392	2.50
78002	Facilities Debt Service and Capital Fee Pass Through	0	6,054,081	6,054,081	0.00
78003	Facilities Operations and Maintenance	0	7,180,830	7,180,830	55.00
78004	Facilities Property Management	0	5,677,595	5,677,595	8.00
78005	Facilities Capital Operation Costs	0	1,813,001	1,813,001	13.00
78006A	Facilities Capital Improvement Fund	0	72,304,530	72,304,530	0.00
78007	Facilities Capital Asset Preservation	0	10,518,960	10,518,960	0.00
78008	Facilities Building Materials and Services	0	6,992,051	6,992,051	0.00
78009	Facilities Utilities Pass Through	0	6,000,000	6,000,000	0.00
78010	Facilities Lease Management	0	5,685,811	5,685,811	2.00
78011	Facilities Strategic Planning and Projects	0	1,512,599	1,512,599	8.00
Information Technology					
78013A	IT Innovation & Investment Fund	0	6,132,279	6,132,279	2.00
78013B	IT Capital Replacement	0	1,000,000	1,000,000	0.00
78014	IT Shared Operating Expenses	0	5,391,879	5,391,879	3.00
78015	IT Planning, Projects & Portfolio Management	0	1,902,278	1,902,278	10.00
78016	IT Data Center & Technical Services	0	3,772,926	3,772,926	19.25
78017	IT Help Desk Services	0	1,227,568	1,227,568	7.90
78018	IT Telecommunications Services	0	2,656,344	2,656,344	5.00
78019	IT Network Services	0	4,256,775	4,256,775	12.00
78020	IT Desktop Services	0	3,083,331	3,083,331	23.00
78021	IT Asset Replacement	0	2,533,775	2,533,775	0.00
78022	IT Health & Human Services Application Services	0	2,806,024	2,806,024	19.00
78023	IT Public Safety Application Services	0	2,611,494	2,611,494	17.00

County Assets

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Information Technology (cont.)					
78024	IT General Government Application Services	0	1,136,163	1,136,163	6.00
78025	IT Data & Reporting Services	0	2,397,207	2,397,207	12.00
78026	IT SAP Application Services	0	2,350,497	2,350,497	10.00
78027	IT Enterprise, Web & Library Application Services	0	2,282,827	2,282,827	10.00
Distribution, Fleet, Records and Strategic Sourcing					
78028	Fleet Services	0	4,666,119	4,666,119	11.80
78029	Fleet Vehicle Replacement	0	4,648,368	4,648,368	0.00
78030	Motor Pool	0	252,149	252,149	2.20
78031	Fleet Vehicle Replacement Gap	0	1,203,958	1,203,958	0.00
78032	Distribution Services	0	2,674,748	2,674,748	6.90
78033	Records Management	0	864,357	864,357	3.60
78034	Countywide Strategic Sourcing	497,602	0	497,602	3.50
78035	Mobile Device Expense Management	0	947,866	947,866	1.00
Administrative Hub					
78036	Administrative Hub Budget & Planning	886,569	0	886,569	7.00
78037	Administrative Hub Procurement & Contracting	1,651,134	0	1,651,134	11.50
78038	Administrative Hub Finance	816,812	0	816,812	8.00
78039	Administrative Hub Human Resources	<u>1,296,280</u>	<u>0</u>	<u>1,296,280</u>	<u>9.00</u>
Total County Assets		\$5,728,174	\$186,647,782	\$192,375,956	311.15

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Lead Agency: Department of County

Program Contact: Sherry Swackhamer

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Assets aligns the management of County assets including information technology, facilities, fleet vehicles, and records. Creating DCA was the first step in "Multnomah Evolves" with the goals of managing costs and ensuring that the County's limited resources are invested where they are needed most. The pilot of the Administrative Hub best practice was also included. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

Program Description

The DCA Director's Office is accountable for leadership in the oversight and management of county assets including information technology, fleet, facilities, records and the related functions. In FY13, the stand-alone Electronics group was moved to the Facilities and Property Management Division to provide enhanced supervision and alignment with the existing Alarms group.

The organization also includes an administrative hub providing services in Human Resources and Adm, Procurement and Contracting, and Budget and Finance. The hub provides services to DCA, the Department of County Management, the Chair's Office, the Board of County Commissioners, and other non-departmental entities. The hub is designed to eliminate duplication of resources and streamline processes through economies of scale across these groups.

Additionally, the department includes the county-wide Strategic Sourcing initiative, also a result of Multnomah Evolves. Strategic Sourcing moves the county to an industry standard practice of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similiar commodities. This change frees up resources previously used in leasing and maintaining a large warehouse and inventories of commodities. In FY13, the county's first "Strategic Sourcing Council" was created to provide county-wide governance and decision-making.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of Multnomah Evolves projects completed	0	2	2	2
Outcome	Continued streamlining of department operations	0.0%	0.0%	0.0%	0.0%

Performance Measure - Description

Output--A minimum of 2 Multnomah Evolves projects completed in FY2014 year.

Outcome--Continued streamlining in department organization w/at least 40% reviewed and analyzed based on FTE count.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$448,647	\$0	\$497,844	\$0
Contracts	\$61,800	\$0	\$50,000	\$0
Materials & Supplies	\$15,700	\$0	\$9,500	\$0
Internal Services	\$31,069	\$0	\$22,433	\$0
Total GF/non-GF:	\$557,216	\$0	\$579,777	\$0
Program Total:	\$557,216		\$579,777	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Fees, Permits & Charges	\$557,216	\$0	\$579,777	\$0
Total Revenue:	\$557,216	\$0	\$579,777	\$0

Explanation of Revenues

Internal Service charges in the Facilities, Information Technology, Fleet, and Distribution funds support the Director's Office.

Significant Program Changes

Last year this program was: #78000, DCA Director's Office

Lead Agency: Department of County

Program Contact: Michael Bowers

Program Offer Type: Administration

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance on real property and facilities to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities Division within the Department of County Assets, and helps ensure the proper operation and functioning of the County's 130+ buildings.

Program Description

The Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities Division creates safe and cost effective work environments for County programs operating in a wide variety of types of facilities, from office space to jails to health clinics to libraries.

In addition to Facilities operations, the Director's Office oversees the County's 5-Year Facilities Capital Improvement Program, and ensures that decisions made about County facilities are guided by Climate Action Plan goals (CAP 18-1, 18-2, 18-4, 18-8, 18-9).

In 2012, the Facility Asset Strategic Plan (FASP) was completed. During FY 2013 and continuing in FY 2014, the Director's Office will play an integral role in developing and implementing a multi-year recapitalization strategy for aging County facilities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual Employee Performance Reviews Completed	0.0%	100.0%	95.0%	100.0%
Outcome	Customer Satisfaction Rating	0.0%	90.0%	92.0%	92.0%
Outcome	Sustainability Goals integrated into project plans	0.0%	100.0%	95.0%	100.0%
Outcome	Building systems operability rating	0.0%	99.0%	99.0%	99.0%

Performance Measure - Description

All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities.

Facilities strives to provide quality services to County clients. Customer surveys are issued to clients to solicit feedback and identify areas for improvement.

FPM strategies and operations are a major component of the Climate Action goals. All facility plans include sustainability criteria that must be considered to achieve the County's Climate Action objectives.

All building systems will be functional and operable over 99% of the time to prevent closure of any County owned facility.

Legal/Contractual Obligation

Public Contracting Review Board (PCRB) rules and County purchasing guidelines; State of Oregon BOLI requirements for construction contracts; OSHA safety requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$275,930	\$0	\$373,210
Contracts	\$0	\$75,000	\$0	\$75,000
Materials & Supplies	\$0	\$39,650	\$0	\$29,854
Internal Services	\$0	\$1,745,952	\$0	\$1,631,328
Total GF/non-GF:	\$0	\$2,136,532	\$0	\$2,109,392
Program Total:	\$2,136,532		\$2,109,392	
Program FTE	0.00	2.00	0.00	2.50
Program Revenues				
Fees, Permits & Charges	\$0	\$2,136,532	\$0	\$2,109,392
Total Revenue:	\$0	\$2,136,532	\$0	\$2,109,392

Explanation of Revenues

Facilities receives 79% of its revenues from internal service reimbursements. 8% of revenues are from external leases or IGAs (Intergovernmental Agreements). The remaining 13% of revenues are generated through department service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

Significant Program Changes

Last year this program was: #78001, Facilities Director's Office
No significant program changes for FY 2014.

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on accurate occupancy data.

Program Description

The Facilities & Property Management Division collects payments from departments for the following obligations:

- Series 2004 Advance Refunding (\$54.2 million) - Full Faith & Credit
- Series 2003 Refunding (\$9.6 million) - Full Faith & Credit
- Series 2010A (\$9.8 million) - Full Faith & Credit
- Sellwood Library 2002 (\$1.1 million) - Capital Lease
- Sheriff's Office Warehouse 2010 (\$815,000) - Capital Lease

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah, McCoy, and Mead buildings, health clinic equipment and improvements, deferred capital maintenance, construction of the East County Courthouse, and various computer applications. All binding obligations were approved by the Board of County Commissioners.

FPM pays building debt service and capital cash transfers which are administratively "passed through" as an expense to County departments. Due to funding requirements by departments for Federal/State/Local grants these expenses are allocated back to the tenants either occupying or leasing the facility. This process equitably distributes costs between County departments and ensures that facilities costs for grant funded projects are appropriately charged to those grants and not subsidized by the County General Fund.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Complete annual allocations to departments	0.0%	0.0%	100.0%	100.0%
Outcome	Complete building occupancy data for accurate allocations	0.0%	0.0%	100.0%	100.0%

Performance Measure - Description

Facilities and Property Management ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

Legal/Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Internal Services	\$0	\$5,449,772	\$0	\$5,449,771
Cash Transfer	\$0	\$547,815	\$0	\$604,310
Total GF/non-GF:	\$0	\$5,997,587	\$0	\$6,054,081
Program Total:	\$5,997,587		\$6,054,081	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$5,997,587	\$0	\$6,054,081
Total Revenue:	\$0	\$5,997,587	\$0	\$6,054,081

Explanation of Revenues

This program receives internal service reimbursements from the County departments that occupy space that has been purchased or improved with County-issued debt.

Significant Program Changes

Last year this program was: #78002, Facilities Debt Service and Capital Fee Pass-Through

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Operations and Maintenance (O&M) Program comprises a broad spectrum of services ensuring Multnomah County's 131 buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. The O&M Program maintains all County buildings and systems, including electrical and HVAC systems, alarms and locks, lighting, and other systems.

Program Description

The Facilities Operations and Maintenance program consists of 54 FTE in 9 trade groups who cover the 24/7, day-to-day activities necessary to maintain the County's 131 buildings and their respective systems/equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Conserves energy and resources by optimizing the efficiency of equipment and systems (Climate Action Plan actions 18-4, 18-8, and 18-9);
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant and functional facilities that meet programmatic requirements;
- Maximizes occupant comfort; and
- Maintains credible relations with clients by providing well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Work Orders Completed	0	25,000	23,000	23,500
Outcome	Customer Satisfaction Rating	0.0%	90.0%	92.0%	92.0%
Efficiency	Billable hours as a percentage of total available labor hours	0.0%	75.0%	75.0%	75.0%
Outcome	Fire, Life, Safety Priority Work Orders completed on time	0.0%	90.0%	95.0%	95.0%

Performance Measure - Description

The number of work orders completed/closed indicates the volume of work performed annually. This number varies primarily due to the amount of client requested work (e.g. office moves). Customer service surveys are issued with each closed work order notification. O&M strives for an A rating of 92% client satisfaction.

Increasing scheduled work improves productivity as demonstrated by the billable hours measurement.

Completing Priority 9 work orders (fire, life & safety issues) within the prescribed due date keeps County employees and the public safe while meeting regulatory requirements.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$5,897,162	\$0	\$6,125,662
Contracts	\$0	\$58,700	\$0	\$52,033
Materials & Supplies	\$0	\$424,650	\$0	\$199,082
Internal Services	\$0	\$452,163	\$0	\$804,053
Capital Outlay	\$0	\$5,000	\$0	\$0
Unappropriated & Contingency	\$0	\$56,086	\$0	\$0
Total GF/non-GF:	\$0	\$6,893,761	\$0	\$7,180,830
Program Total:	\$6,893,761		\$7,180,830	
Program FTE	0.00	48.00	0.00	55.00
Program Revenues				
Fees, Permits & Charges	\$0	\$6,551,676	\$0	\$6,955,524
Intergovernmental	\$0	\$225,306	\$0	\$225,306
Other / Miscellaneous	\$0	\$302,723	\$0	\$0
Total Revenue:	\$0	\$7,079,705	\$0	\$7,180,830

Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. An additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services that are beyond basic building needs.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78003, Facilities Operations and Maintenance

This past year as part of Multnomah Evolves the Electronic Services team (6 FTE) joined the Facilities Operations and Maintenance program. Electronics Services was formerly budgeted in the Fleet, Records, Electronics, Distribution, and Stores Division.

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Property Management program manages more than 3,000,000 square feet of County facilities space. The team of seven property managers serves as the liaison between County programs and the Facilities Division, coordinating all aspects of building management and activities to ensure the smooth operation of County programs.

Program Description

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each have direct oversight of their respective building portfolios, and are responsible for coordinating both routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings.

Property Managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Public procurement compliance for contracted services	0.0%	100.0%	100.0%	100.0%
Outcome	Customer Service Satisfaction Rating	0.0%	95.0%	90.0%	92.0%

Performance Measure - Description

All procurement activities must be in compliance with statutory mandates and contracting rules.

Facilities customers are emailed a link for a Zoomerrang Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

Legal/Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment. Facilities has over \$7,000,000 in operational contracts, of which \$2.5M are QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$0	\$1,001,793	\$0	\$1,021,107
Contracts	\$0	\$5,336,177	\$0	\$4,132,382
Materials & Supplies	\$0	\$595,452	\$0	\$430,614
Internal Services	\$0	\$585,586	\$0	\$93,492
Total GF/non-GF:	\$0	\$7,519,008	\$0	\$5,677,595
Program Total:	\$7,519,008		\$5,677,595	
Program FTE	0.00	8.00	0.00	8.00
Program Revenues				
Fees, Permits & Charges	\$0	\$4,569,008	\$0	\$4,317,595
Intergovernmental	\$0	\$610,000	\$0	\$620,000
Other / Miscellaneous	\$0	\$2,340,000	\$0	\$740,000
Total Revenue:	\$0	\$7,519,008	\$0	\$5,677,595

Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. An additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services that are beyond basic building needs.

Significant Program Changes

Last year this program was: #78004, Facilities Property Management

Lead Agency: Department of County

Program Contact: John Lindenthal

Program Offer Type: Internal Service

Related Programs: 78003, 78004, 78006A, 78007, 78011

Program Characteristics: Climate Action Plan

Executive Summary

The Capital Program Section manages the County's long-term replacement plan for the major building systems in all County owned buildings. The program prioritizes required work within available resources and provides management and oversight of all the required construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

Program Description

The section provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result are buildings that are usable and functional for their intended uses.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, etc.) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

The Capital Program Section is funded by the Capital Improvement Program (#78006) and the Asset Preservation (#78007) Program Offers. The section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Output Completed Projects Program Offers 78006 and 78007 combined	85.4%	85.0%	73.0%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier 1	66.7%	66.7%	66.7%	66.7%
Outcome	Project Management costs (\$/hr)	91	92	92	95
Quality	Provide monthly FM Capital status Report	0	12	11	12

Performance Measure - Description

The measures for completed projects and project management costs encompass both the Capital Improvement Program(CIP) and Asset Preservation (AP) program offers. The metric (output) for completed projects are those adopted stand-alone projects that are scheduled (planned) to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. We project to fall short of this metric in FY13, primarily due to the number of staffing vacancies and the large workload spike in completing the East County Courthouse, however we have updated the 5 year project workload to meet completion targets in FY14.

A Tier I building is one which is designated for long-term retention and which meets current County standards.

Comparable project management costs at the City of Portland in FY13 are \$115/hr.

Monthly Capital Project Status reporting started in November, 2011. December 2012's report was not posted due to delay in project updates and holiday schedules. This will be corrected next year.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,309,869	\$0	\$1,643,439
Contracts	\$0	\$5,000	\$0	\$5,000
Materials & Supplies	\$0	\$35,900	\$0	\$39,408
Internal Services	\$0	\$30,151	\$0	\$125,154
Total GF/non-GF:	\$0	\$1,380,920	\$0	\$1,813,001
Program Total:	\$1,380,920		\$1,813,001	
Program FTE	0.00	11.00	0.00	13.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$345,592
Other / Miscellaneous	\$0	\$1,380,920	\$0	\$1,467,409
Total Revenue:	\$0	\$1,380,920	\$0	\$1,813,001

Explanation of Revenues

This program is funded through internal service reimbursements from departments and from the Capital Improvement and Asset Preservation Funds.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78005, Facilities Capital Operating Costs

Two professional engineering positions are being added to the Capital Program. These positions will bring licensed mechanical and electrical engineering staff "in house," reducing our reliance on contracted architectural/engineering firms.

Lead Agency: Department of County

Program Contact: John Lindenthal

Program Offer Type: Internal Service

Related Programs: 78003, 78004, 78005, 78007, 78011

Program Characteristics: Climate Action Plan

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III (substandard) buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities.

Program Description

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 17 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program is working on modifying the Facility Asset Management Evaluation (FAME) database into PULSE (Planned Useful Life - System Evaluation). The modified database will more closely reflect our business practices on capital improvements. This effort will be completed in FY 13.

The Facilities Asset Strategic Plan (FASP) will also alter the projections on capital needs into the future. There is currently an identified capital need estimated at \$25,000,000 per year in fiscal years just outside the current 5-yr Capital plan (FY18-FY22). Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

The Chair's executive budget adds \$8.8M for the following capital projects: the Health Department building on the U2 block; relocation of the Sheriff's Office and re-capitalization of the Hansen Building site; re-capitalization efforts for the Tabor Square and Central Probation buildings; and selected energy conservation projects in various County facilities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Completed CIP Projects	84.4%	85.0%	73.9%	85.0%
Outcome	Percent of Primary Owned Buildings which are rated as Tier 1	66.7%	66.7%	66.7%	66.7%
Outcome	Project Management costs (\$/hr)	91	92	92	95

Performance Measure - Description

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. We project to fall short of this metric in FY13, primarily due to the number of staffing vacancies and the large workload spike in completing the East County Courthouse, however we have updated the 5 year project workload to meet completion targets in FY14.

Comparable project management costs at the City of Portland in FY13 are \$115/hr.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$30,724	\$0	\$0
Contracts	\$0	\$3,273,855	\$0	\$2,000,000
Materials & Supplies	\$0	\$7,594,000	\$0	\$2,200,000
Internal Services	\$0	\$450,000	\$0	\$450,000
Capital Outlay	\$0	\$17,244,221	\$0	\$67,654,530
Total GF/non-GF:	\$0	\$28,592,800	\$0	\$72,304,530
Program Total:	\$28,592,800		\$72,304,530	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,129,267	\$0	\$3,422,511
Intergovernmental	\$0	\$367,656	\$0	\$496,264
Other / Miscellaneous	\$0	\$25,095,877	\$0	\$68,385,755
Total Revenue:	\$0	\$28,592,800	\$0	\$72,304,530

Explanation of Revenues

Revenues for this program consist of:

- \$3,252,940 FY14 Capital fee collected at \$3.45 per square foot on Tier II & III owned space for all departments except the Library.
- \$169,571 FY14 Capital fee collected at \$3.45 per square foot on Tier II & III owned space for the Library only
- \$18,000,000 estimated beginning working capital. Includes restricted funds of \$9.2 million from the Portland Development Commission for redevelopment of the west-end Hawthorne Bridge Ramp.
- \$458,764 Intergovernmental agreement with the City of Portland at the Justice Center
- \$37,500 Intergovernmental agreement with Clackamas County for Jail Bed rentals
- \$110,000 Interest Earnings
- \$338,110 Cash Transfer from fund 3505 (Facilities Fund)
- \$13,700,000 OTO Financing Proceeds for U2 Block Health Department building
- \$26,900,000 OTO Capital Other Portland Development Commission for U2 Block
- \$8,861,646 of one-time General Fund resources for critical capital improvements.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78006, Facilities Capital Improvement Program (CIP)

The significant increase in the Capital Improvement Fund is due to funding for the upcoming Health Department building in downtown Portland.

This program includes \$476,000 set aside for a new Asset Replacement Revolving Fund. This revolving loan fund is intended to provide short-term (no more than five-year) internal loans for capital asset replacements that are not accounted for in other County asset replacement programs. The Chief Financial Officer is responsible for the use of this fund, and will establish criteria for use and repayment schedules.

The complete list of individual capital projects is found in the "Capital Budget" section of the County budget. Of note, this program contains \$995,000 set aside for Downtown Courthouse development. Additionally, \$9.2 million of PDC funding is set aside pending decisions on the Downtown Courthouse site.

Lead Agency: Department of County

Program Contact: John Lindenthal

Program Offer Type: Internal Service

Related Programs: 78003, 78004, 78005, 78006A, 78011

Program Characteristics: Climate Action Plan

Executive Summary

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, functional and efficient.

Program Description

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their program needs. The program focuses on the County's 34 primary owned Tier I buildings and provides the funding to complete capital projects within these buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program is managed via annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings over two decades and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Completed AP Projects	87.5%	85.0%	71.4%	85.0%
Outcome	Percent of Primary Owned Buildings which are rated as Tier 1	66.7%	66.7%	66.7%	66.7%
Outcome	Project Management costs (\$/hr)	91	92	92	95

Performance Measure - Description

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.

We project to fall short of this metric in FY13, primarily due to the number of staffing vacancies and the large workload spike in completing the East County Courthouse, however we have updated the 5 year project workload to meet completion targets in FY14.

A Tier I building is one which is designated for long-term retention and which meets current County standards.

Comparable project management costs at the City of Portland in FY13 are \$115/hr

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$965,000	\$0	\$2,000,000
Materials & Supplies	\$0	\$3,655,000	\$0	\$125,000
Capital Outlay	\$0	\$3,120,158	\$0	\$8,393,960
Total GF/non-GF:	\$0	\$7,740,158	\$0	\$10,518,960
Program Total:	\$7,740,158		\$10,518,960	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,621,892	\$0	\$3,732,759
Other / Miscellaneous	\$0	\$4,118,266	\$0	\$6,786,201
Total Revenue:	\$0	\$7,740,158	\$0	\$10,518,960

Explanation of Revenues

Revenues for this program consist of:

\$2,910,593 FY14 Asset Preservation fee collected at \$3.45 per square foot on Tier I owned space for all departments except the Library

\$822,166 FY14 Capital fee collected at \$3.45 per square foot on Tier I owned space for the Library only

\$6,500,000 estimated beginning working capital.

\$20,000 Interest Earnings

\$266,202 Cash Transfer from fund 3505 (Facilities Fund)

Significant Program Changes

Last year this program was: #78007, Facilities Capital Asset Preservation (AP)

Lead Agency: Department of County

Program Contact: Colleen Bowles

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Facilities Building Materials and Services program accounts for the procurement and administration of inventory and contracted services for the County's portfolio of 131 buildings.

Program Description

This program provides the materials and services that are required to both extend the resources of the in-house Operations & Maintenance (O&M) staff (PO #78003) and to provide County tradespeople with needed materials and supplies. Contract services are used for those functions or technologies that are needed part-time or intermittently. These contract services include the repair and maintenance of emergency generators, boilers, chillers, and plumbing. Building supplies include lumber, tools, mechanical parts, and consumables such as oil, fluids, filters and light bulbs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Implement inventory system for consumables	0	0	0	1
Outcome	Inventory system reporting accuracy	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

 **Measure Changed**

An important goal in FY 2014 will be the successful implementation of an inventory system for trades materials and stock.

*Create an accurate and accountable inventory management system that aligns with annual spend history and reporting capability.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$2,323,181	\$0	\$1,829,282
Materials & Supplies	\$0	\$3,875,328	\$0	\$4,214,564
Internal Services	\$0	\$0	\$0	\$423,205
Unappropriated & Contingency	\$0	\$525,000	\$0	\$525,000
Total GF/non-GF:	\$0	\$6,723,509	\$0	\$6,992,051
Program Total:	\$6,723,509		\$6,992,051	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,187,429	\$0	\$2,548,761
Other / Miscellaneous	\$0	\$3,536,080	\$0	\$4,443,290
Total Revenue:	\$0	\$6,723,509	\$0	\$6,992,051

Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

Significant Program Changes

Last year this program was: #78008, Facilities Building Materials and Services

Lead Agency: Department of County

Program Contact: Peggidy Yates

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

This program accounts for the energy and utility costs incurred in County facilities. Expenses are passed through to County departments as a building charge based on occupancy. Facilities and Property Management (FPM) tracks and assesses energy and utility consumption, including electricity, natural gas, water, sewer, and waste for 80 County owned buildings. FPM continually evaluates building operating efficiencies to reduce the financial impact on County programs and services.

Program Description

FPM monitors and evaluates energy and utility use across the County in order to maximize energy conservation and minimize the County's costs for utilities. Utility expenses are charged to the building tenants that either occupy or lease space in County facilities. The waste/recycling disposal contract for the majority of the county is also included in this program and directly impacts Item 18-8 of the Local Government Operations section of the County's Climate Action Plan.

As a part of FPM's continual effort to reduce energy and utility consumption to support the County's Climate Action Plan, increase operating efficiencies, and effectively invest in energy efficient equipment through energy savings, the County is assessing opportunities associated with an Energy Savings Performance Contract with an Energy Service Company.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual Increase in Recycled Waste Diverted from Landfill	0.0%	3.0%	3.0%	3.0%
Outcome	Annual Reduction in Energy Consumption	0.0%	2.0%	2.0%	2.0%

Performance Measure - Description

✔ **Measure Changed**

Annual Reduction in Waste Diverted from Landfill reflects the year to year percent change in the amount of County refuse that is diverted from the Landfill and recycled. The recycling material includes compost / paper / glass / metal.

Annual Reduction in Energy Consumption reflects the year to year percent change in the energy consumption including electricity and natural gas in btu's.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Materials & Supplies	\$0	\$6,100,000	\$0	\$6,000,000
Total GF/non-GF:	\$0	\$6,100,000	\$0	\$6,000,000
Program Total:	\$6,100,000		\$6,000,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$6,060,000	\$0	\$5,940,000
Other / Miscellaneous	\$0	\$40,000	\$0	\$60,000
Total Revenue:	\$0	\$6,100,000	\$0	\$6,000,000

Explanation of Revenues

County departments pay a service reimbursement to Facilities based on utility consumption in each County building.

Significant Program Changes

Last year this program was: #78009, Facilities Utilities Pass Thru

Facilities initiated an Energy Savings Performance Contract with an Energy Service Company in FY 2013. The outcome of the Commercial Audit and potential systems investments may result in capturing long term energy and utility saving for the County.

Lead Agency: Department of County

Program Contact: Peggidy Yates

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Lease Management Program optimizes space use, strategically locates County programs, and effectively manages operating expenses. The Lease Management Program team supplements the County's owned real estate portfolio with leased space to ensure departments can deliver programs and services effectively, efficiently, and in the right locations. In addition, Lease Management leases excess County building space to external clients to reduce vacancy rates in County owned facilities and reduce operations & maintenance rates to departments.

Program Description

The Lease Management program is responsible for approximately 445,000 square feet, or 14%, of the County's portfolio. Team members work directly with departments to identify space criteria based upon program needs, logistics, operating efficiencies, adjacency opportunities and time lines. As a result of department requirements, Lease Management identifies potential County owned space and available leased space to populate a Lease Evaluation Matrix that the department and County leadership can use to evaluate the most cost effective solution.

In addition to the Lease Evaluation Matrix tool, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes, and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and the protection of Multnomah County's interests.

To reduce the vacancy rate and generate revenues that reduce departments rates, Lease Management works with departments to evaluate existing and potential vacant space. Excess space may be leased to external programs including community service organizations, food services businesses, and other government entities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Real Estate files updated 10 days after receipt of executed documents	0.0%	98.0%	98.0%	98.0%
Outcome	Percent of leases renewed or terminated by expiration	0.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Annual lease administration enforcement is managed through the Facilities Lease Information Administration Database which manages building data, property tax exemptions, expense calculations, revenue reconciliations and lease renewal/expiration dates.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$218,516	\$0	\$233,749
Contracts	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$5,336,503	\$0	\$5,422,128
Internal Services	\$0	\$2,676	\$0	\$19,934
Total GF/non-GF:	\$0	\$5,567,695	\$0	\$5,685,811
Program Total:	\$5,567,695		\$5,685,811	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Fees, Permits & Charges	\$0	\$5,567,695	\$0	\$5,685,811
Total Revenue:	\$0	\$5,567,695	\$0	\$5,685,811

Explanation of Revenues

The existing revenue leases represent approximately 70,000 square feet and represent approximately \$1.9 million in annual revenue. This revenue is applied against operating expenses and consequently reduces Facilities rates to departments.

Significant Program Changes

Last year this program was: #78010, Facilities Lease Management

As a result of the Facilities Asset Strategic Plan, the lease management team is working in conjunction with the departments to evaluate lease requirements and termination dates three to five years in advance to assess potential opportunities for consolidation and/or collaboration with internal and external partners.

Lead Agency: Department of County

Program Contact: Peggidy Yates

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Strategic Planning & Projects program develops, implements, and assesses Facilities & Property Management's performance against the objectives of the Facility Asset Strategic Plan. The program evaluates strategic portfolio opportunities, compiles and maintains building information, evaluates and recommends energy efficiency measures and activities, and assesses and makes recommendations to decision-makers on facilities-related infrastructure investments.

Program Description

The Facilities Strategic Planning & Projects program includes the Building Data Management Center, Strategic Planning, and Energy & Utility Assessment.

The Building Data Management Center is responsible for the development and maintenance of accurate, complete and timely building data for 3.1 million square feet of owned and leased building space.

The Strategic Team coordinates FPM's work related to the Facilities Asset Strategic Plan. This County-wide Plan addresses overall facility needs, incorporates the needs of County programs, and focuses on long term operating efficiencies. The Strategic Team provides professional strategic planning services that are consistent with industry standards, and supports timely and informed decisions by the Board and departmental leadership about space planning strategy and priorities.

Large strategic projects are implemented by the Facilities Capital Improvement Program (#78006). Strategic Planning & Projects provides planning support for these projects, recent examples of which include the disposition of the Morrison Bridgehead, development of the Health Department building, disposition of the Wikman Building, options for re-locating Sheriff's Office patrol operations, river patrol facilities, and planning for the Downtown Courthouse.

The Strategic Program ensures that consistent policies and procedures for facilities are developed and implemented, and that consistent evaluation standards are used for decision-making. This program also provides space optimization and work place planning services to ensure that space in County facilities is compatible with program needs, supports long term operational efficiencies, and incorporates the work space needs of the future.

Energy and Utility Assessment focuses on monitoring, evaluating, and identifying energy efficiencies to reduce the County's cost for utilities. This function works cooperatively with the Office of Sustainability.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	PULSE Database with costs for buildings systems in County owned Buildings	0.0%	90.0%	98.0%	99.0%
Outcome	Current life-cycle analysis and capital costs for each County facility & system.	0.0%	90.0%	98.0%	98.0%
Outcome	Number of priority projects evaluated using a new Sigma Six Model.	0	0	0	10

Performance Measure - Description

 **Measure Changed**

The PULSE database is the system of record for key building systems and provides the opportunity to routinely verify data consistency across the division (SAP Plant Maintenance module, AutoCAD, Siemens Building Automation Systems). It is an effective tool to track and evaluate the life cycle of select site and building systems, and estimate current and future system replacement costs based on the lifecycle of the equipment.

The Facilities Asset Strategic Plan identified an evaluation model to assess strategic and capital projects. This model considers the objectives identified in the plan including space optimization, strategic location, workplace environment, integrated service model and quantitative decision tools.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,033,674	\$0	\$1,089,540
Contracts	\$0	\$57,250	\$0	\$250,000
Materials & Supplies	\$0	\$64,119	\$0	\$68,361
Internal Services	\$0	\$7,353	\$0	\$104,698
Total GF/non-GF:	\$0	\$1,162,396	\$0	\$1,512,599
Program Total:	\$1,162,396		\$1,512,599	
Program FTE	0.00	8.00	0.00	8.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,059,119	\$0	\$1,112,599
Other / Miscellaneous	\$0	\$103,277	\$0	\$400,000
Total Revenue:	\$0	\$1,162,396	\$0	\$1,512,599

Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements).

Significant Program Changes

Last year this program was: #78012, Facilities Strategic Planning & Projects

In FY 2014 the Strategic Planning Team will be evaluating the County's use of existing buildings, including the size of our buildings, program use, and potential alternative work spaces. The Team is also working with other jurisdictions to identify beneficial economic opportunities including partnerships, co-locations and shared use. An additional task will be the development and implementation of a Project Evaluation Matrix to use in the County's facilities-related decision making process.

Lead Agency: Department of County

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 criteria and governance for selecting and monitoring cross-departmental technology capital investment projects. The process is designed to ensure the County measures and receives value from these investments. Requests are accompanied by scope documents and total cost of ownership model, with an analysis of one-time-only and ongoing operational funding impacts. Once approved, project sponsors must commit to measures, which are monitored to analyze and report on the value proposition.

Program Description

The County Operations Council functions as the county-wide IT Advisory Board (ITAB) to oversee the county's cross-departmental capital investments in technology. The program includes carryover dollars for in-process projects supporting DCJ, DCM/HR, DCM/BO, including the new county-wide Budget System, TeamBudget. Two of these projects are currently in process in FY13, with finalization planned in FY14 and one is complete. Projects in process:

- Network Convergence
- County-wide Budget System
- DCJ Content Management
- MHASD Client Tracking and Billing--Post-Implementation Enhancements
- MCHD Restaurant Inspection System Replacement (to be repaid through fees)
- Facilities Asset/Portfolio Management-Phase 1 (FM Tracker Replacement)
- SAP Enhancements--eTimesheets and Employee Self Service Benefits
- Motorpool Reservation System

High priority projects underway that will be a focus in FY14 include:

- ~ The network convergence project, which will significantly enhance the County's network so that it can support data and voice services, and replace the legacy phone systems. It will reduce risks associated with the current phone system vendor. It will provide increased functionality, mobility and reduce operational costs by dramatically cutting cost when employees move from one location to another e.g. there will no longer be a need for wiring to move an employee (An employee can just login to a phone at a new location).
- ~ The budget system replacement, which will eliminate the need for several legacy systems past the end of their useful lives.

In FY13, the ITAB will create a county-wide roadmap for IT Application and Infrastructure replacement that will enhanced planning capabilities for future capital requirements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of projects monitored per monitoring process	100	100	100	100
Outcome	Increase in value derived from IT capital project	0.0%	80.0%	80.0%	80.0%

Performance Measure - Description

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

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

Legal/Contractual Obligation

Projects recommended for funding by the ITAB are approved by the Board of County Commissioners prior to implementation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$277,060	\$0	\$328,720
Contracts	\$0	\$3,877,885	\$0	\$3,716,363
Materials & Supplies	\$0	\$1,049,978	\$0	\$1,018,884
Internal Services	\$0	\$49,850	\$0	\$0
Capital Outlay	\$0	\$2,835,727	\$0	\$1,068,312
Cash Transfer	\$0	\$60,000	\$0	\$0
Total GF/non-GF:	\$0	\$8,150,500	\$0	\$6,132,279
Program Total:	\$8,150,500		\$6,132,279	
Program FTE	0.00	0.00	0.00	2.00
Program Revenues				
Other / Miscellaneous	\$0	\$8,150,500	\$0	\$6,132,279
Total Revenue:	\$0	\$8,150,500	\$0	\$6,132,279

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78023, IT Innovation and Investment Fund

One project from last year's program offer, 78024, IT Strategic Modernization Projects, was moved to this program offer since the bond funds in 78024 have been spent and the Data Center Project was completed in FY13. The remaining funds for the 2nd project, the Network Convergence project, from beginning working capital approved in prior years, will be moved to this program offer and the project will be overseen by ITAB.

Additionally, the Chair's Executive Budget allocates \$500,000 in one-time General Fund resources toward evaluating the ongoing use of SAP for the County's ERP system.

Lead Agency: Department of County
Program Offer Type: Innovative/New Program

Program Contact: Sherry Swackhamer

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

In the past five years, Multnomah County has made significant strides in modernizing our technology platforms and application systems to support the provision of direct services to the citizens of our county. For example, the Multnomah County Health Department is one of the only health departments in the U.S. to have electronic medical records in all primary and specialty care delivery settings, as well as in pharmacy and corrections health. DCHS recently implemented a new mental health client case management system, DCJ implemented a new juvenile justice tracking system, the District Attorney's Office has an electronic document management system that integrates with the criminal records system, and our Library just launched a new, nationally acclaimed website. Additionally, Multnomah County has invested in technology infrastructure including a new data center with disaster recovery capabilities and a new voice/unified communications system. We were also one of the first local governments to utilize cloud computing, e.g. Google Apps for Government to reduce costs and increase productivity. The county must create a funding model to protect these current investments and to provide capital to invest in areas where there remain risks of legacy technology failure.

Program Description

This program offer provides funding for the on-going replacement of large-scale technology investments that are required for the county to successfully provide critical services to the citizens of Multnomah County. The source of funding for this program offer will be the GF one-time-only dollars available at the beginning of the fiscal year equaling a minimum of \$1M annually.

The fund will provide options for county-wide technology funding for the replacement of IT capital via the current process administered by the County Operations Council in their role as the IT Advisory Board (ITAB). This group has representation from all county departments including MCSO and MCDA. There is also a defined process and evaluation criteria for making county-wide decisions that ensure the appropriate return on the county's investment in technology. ITAB is currently evaluating the top 20+ systems across the county and the potential replacement life-cycle and costs which over time will drive the funding needs for this program, along with new program requirements.

This program offer will fund projects identified in the IT Innovation & Investment Fund.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Establish countywide replacement schedule for major IT systems countywide	0	0	0	1
Outcome	Have a plan for sustainable investments in County IT infrastructure	0	0	0	1

Performance Measure - Description

✔ **Measure Changed**

This is a new program for FY 2014. Work anticipated to be completed in FY 2014 includes establishing a long-term replacement plan for the County's IT systems infrastructure like the capital replacement schedules we maintain for County-owned buildings. A significant task involved in establishing the replacement plan is calculating the annual cost for a sustainable, reliable investment program for IT system replacements.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF:	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,000,000
Total Revenue:	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Revenues in this program are available one-time General Fund resources.

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

This is a new program for FY 2014.

Lead Agency: Department of County

Program Contact: Sherry Swackhamer

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes repayment of bonds issued for the Network Convergence Project and the Data Center relocation project, facilities and Administrative Hub costs, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

Program Description

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facilities charges for the division's two locations (in the Multnomah and Lincoln Buildings), debt service charges for fund borrowed for the Network Convergence and Data Center Relocation projects, the cost of IT trainers supported by the IT organization to provide IT training and consultation county-wide are budgeted here.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Timely repayment of borrowed funds.	0.0%	0.0%	0.0%	100.0%
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	2013	2013	2014	2014
Personnel	\$0	\$380,428	\$0	\$300,617
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$425,500	\$0	\$271,560
Internal Services	\$0	\$4,110,123	\$0	\$4,150,192
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$669,510
Total GF/non-GF:	\$0	\$4,916,051	\$0	\$5,391,879
Program Total:	\$4,916,051		\$5,391,879	
Program FTE	0.00	2.00	0.00	3.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,936,673	\$0	\$4,302,998
Other / Miscellaneous	\$0	\$979,378	\$0	\$1,088,881
Total Revenue:	\$0	\$4,916,051	\$0	\$5,391,879

Explanation of Revenues

Revenues for this program consist of service reimbursements from departments.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78035, IT Data and Reporting Services

These costs were accounted for in the Data & Reporting Services program last year. As they are properly shared among all IT programs, they are aggregated here for FY 2014.

Lead Agency: Department of County

Program Contact: Tracey Massey

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The IT Planning, Projects, and Portfolio Management offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects. The program also includes oversight of the IT Advisory Board and Bond funded projects, as well as ensuring project management standards and processes are in place across the Department of County Assets.

Program Description

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements, associated with strategic projects. In FY12, the IT Project Portfolio consisted of 294 projects active during the course of the year and 159 of those completed. The PPPM maintains a strategic Countywide Project Portfolio consisting of approximately 20 of the highest priority projects across the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Increased percentage of planned work	87	70	78	80
Outcome	Strategic reports are regularly shared with leaders to improve transparency	4	4	4	4

Performance Measure - Description

Output Measure - This measure is designed to ensure that project management staff are working on planned project work rather than administrative support. Planned project work is the primary focus of this program offer.

Outcome Measure - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,835,234	\$0	\$1,665,884
Contracts	\$0	\$94,100	\$0	\$65,000
Materials & Supplies	\$0	\$179,419	\$0	\$171,294
Internal Services	\$0	\$250	\$0	\$100
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,109,003	\$0	\$1,902,278
Program Total:	\$2,109,003		\$1,902,278	
Program FTE	0.00	10.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,977,257	\$0	\$1,902,278
Other / Miscellaneous	\$0	\$131,746	\$0	\$0
Total Revenue:	\$0	\$2,109,003	\$0	\$1,902,278

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78025, IT Planning Projects & Portfolio Management

Lead Agency: Department of County

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, and the technical and operational support for all County computing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during service disruptions 24x7. These teams provide reliable, responsive, and secure systems, ensuring maximum server up time 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, software upgrades, problem resolution, server and storage management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this service are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup and restoration services, storage management, emergency response and physical data center security. The primary data center is located in the new East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Recovery data available off site and refreshed at least once every 24 hours.	99.0%	99.0%	99.0%	99.0%
Outcome	Production system scheduled availability for hardware and operating systems	98.0%	99.0%	99.0%	99.0%

Performance Measure - Description

Output Measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption.

Outcome measure - measures the availability of production systems. The goal is to 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	2013	2013	2014	2014
Personnel	\$0	\$2,714,988	\$0	\$2,830,138
Contracts	\$0	\$38,000	\$0	\$78,000
Materials & Supplies	\$0	\$1,028,142	\$0	\$864,788
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$3,781,130	\$0	\$3,772,926
Program Total:	\$3,781,130		\$3,772,926	
Program FTE	0.00	19.25	0.00	19.25
Program Revenues				
Fees, Permits & Charges	\$0	\$3,747,304	\$0	\$3,772,926
Other / Miscellaneous	\$0	\$33,826	\$0	\$0
Total Revenue:	\$0	\$3,781,130	\$0	\$3,772,926

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78026, IT Data Center and Technical Services

Lead Agency: Department of County

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Help Desk program offer provides a single point of contact for computer system troubleshooting, information, and technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Friendly and professional staff provide support, track service requests, answer questions, offer informal instruction, and resolve problems or escalate them 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 resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. Services are provided 24x7, 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 provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2500 customer tickets per month. Of those tickets, an average of 1700 (69%) are resolved at the Help Desk. The other 21%, that are not able to be resolved at the Help Desk, are escalated to Level 3 for resolution.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of customer tickets	36,000	38,000	38,183	38,500
Outcome	Abandonment rate	5.0%	5.0%	5.0%	5.0%
Outcome	Calls resolved at the Help Desk	69.0%	70.0%	69.0%	69.0%

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 Help Desk 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 at the Help Desk - 69% or more of the tickets entered by Help Desk staff into the call tracking database will be resolved by a Help Desk agent without requiring escalation to other IT staff. This metric is impacted by the complexity of our software and hardware environment and the training time to learn new products.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$937,625	\$0	\$983,623
Contracts	\$0	\$90,000	\$0	\$60,000
Materials & Supplies	\$0	\$155,085	\$0	\$183,945
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,182,710	\$0	\$1,227,568
Program Total:	\$1,182,710		\$1,227,568	
Program FTE	0.00	7.90	0.00	7.90
Program Revenues				
Fees, Permits & Charges	\$0	\$1,182,710	\$0	\$1,227,568
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$1,182,710	\$0	\$1,227,568

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78027, IT Help Desk Services

Lead Agency: Department of County

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Telecommunications program manages all voice and video communication services for about 5,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

The Telecom group purchases, implements, and manages voice switches, desktop phones, vendor service contracts, customer billing processes, employee moves adds and changes, and equipment for special projects. Telecom also maintains an Intergovernmental Agreement with the City of Portland to provide citizens an Information & Referral service.

Program Description

The County maintains a large voice system that processes over 25,000 incoming calls and voice mails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for about 5,000 customers across 99 County locations. Telecom works closely with Departments to identify communication needs then implement technologies to address them. Key services supported by this program include all the County's call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom include office relocations, facilities provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of 26 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders. Telecom is in the process of implementing a new technology platform funded in program offer 78014 IT Strategic Modernization.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Output Measure - High priority incidents are problems that cause service disruptions. Problems are reported to the Help Desk, at which time they are logged and technicians dispatched.

Outcome Measure - measures the amount of time required to resolve high priority incidents. The percentage 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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$784,015	\$0	\$693,919
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$2,022,507	\$0	\$1,945,645
Internal Services	\$0	\$16,580	\$0	\$16,780
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,823,102	\$0	\$2,656,344
Program Total:	\$2,823,102		\$2,656,344	
Program FTE	0.00	5.00	0.00	5.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,823,102	\$0	\$2,656,344
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,823,102	\$0	\$2,656,344

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78028, IT Telecommunications Services

Lead Agency: Department of County

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Network Services program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between county buildings, data centers, and to external networks. This facilitates public access to the county by offering Internet access at the libraries, connections to the Internet for the County's website 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 Program component of this offer is focused on cybersecurity functions associated with protecting the County's information assets. Cybersecurity threats are increasing at all levels of government, federal, state and local. The Security program develops policy, provides cybersecurity consulting services to departments, delivers Identity and Access Management services, network endpoint protection, and responds to audit and investigative requests.

Program Description

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data. The Security program is responsible for instituting the appropriate cost-effective safeguards to keep Multnomah County's IT information assets secure. The security team achieves this through policy, audit and compliance, incident response and investigations, system monitoring, identity and access management. encryption and antivirus as well as education and awareness.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	County WAN sites network availability during business hours 8:00 - 17:00	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with antivirus agent installed with current virus signatures	95.0%	95.0%	95.0%	95.0%

Performance Measure - Description

Outcome Measure - Network availability to County WAN sites will be equal or greater than 99.9% between the hours of 8:00 - 17:00, Monday thru Friday, excluding County observed holidays. The percent of network availability will be measured by calculating the actual number of available minutes divided by the total possible number of available minutes. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

Output Measure - Percentage of county workstations with antivirus defense.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,731,325	\$0	\$1,872,972
Contracts	\$0	\$60,000	\$0	\$70,000
Materials & Supplies	\$0	\$1,860,411	\$0	\$2,277,579
Internal Services	\$0	\$350	\$0	\$724
Capital Outlay	\$0	\$0	\$0	\$35,500
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$3,652,086	\$0	\$4,256,775
Program Total:	\$3,652,086		\$4,256,775	
Program FTE	0.00	12.00	0.00	12.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,652,086	\$0	\$4,225,275
Other / Miscellaneous	\$0	\$0	\$0	\$31,500
Total Revenue:	\$0	\$3,652,086	\$0	\$4,256,775

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78029, IT Network Connectivity

Lead Agency: Department of County

Program Contact: Stanley Johnson G.L. III

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Desktop Services program offer supports desktops, laptops, tablets, Smartphone's, printers, multifunction devices, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal. Remote and on-site repair and support are provided to improve user (customer) productivity. In FY2013, this offer will also support the evaluation of new technologies such as centralized fax server(s) and desktop virtualization to drive innovation and reduce on-going operational costs.

Program Description

Desktop Services manages over 4,500 employee PC's and 6,000 devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for the lifecycle management (renewal and replacement), software upgrades and inventory asset management. Desktop support staff follow best practices for standardization resulting in faster performance, reliability, better stability and greater security. They also provide help desk ticket resolution and on-site support. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of SCCM Software distribution packages created	0	0	0	125
Outcome	High Priority problem tickets resolved within two days	95	95	95	95

Performance Measure - Description

✔ **Measure Changed**

Output Measure - This output measure measures the number of desktop software installation packages created for the County PCs.

Outcome Measure - This measures the length of time from notification of an issue until it is resolved. This measure is directly impacted by the number of available desktop staff to support the environment.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,688,268	\$0	\$2,825,329
Contracts	\$0	\$68,000	\$0	\$68,000
Materials & Supplies	\$0	\$53,895	\$0	\$175,002
Internal Services	\$0	\$15,000	\$0	\$15,000
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,825,163	\$0	\$3,083,331
Program Total:	\$2,825,163		\$3,083,331	
Program FTE	0.00	23.00	0.00	23.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,825,163	\$0	\$2,983,331
Other / Miscellaneous	\$0	\$0	\$0	\$100,000
Total Revenue:	\$0	\$2,825,163	\$0	\$3,083,331

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78030, IT Desktop Services

Lead Agency: Department of County

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged IT assets allowing the county to spread the cost of the equipment replacements over multiple years. It will also enable IT to better keep pace with rapidly changing technology in the computer industry.

Program Description

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/Tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of decommissioned hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is five years. The County looks for opportunities to assist local public schools, e.g. Portland Public Schools, by donating operational retired systems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percentage of personal computer devices replaced according to published schedule	100	100	100	100
Outcome	Asset database quality: Accuracy and completeness	98	98	98	99

Performance Measure - Description

Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the published schedule.

Outcome Measure - Measures the effectiveness of the asset database(s) for quality for accuracy and completeness.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$2,047,329	\$0	\$2,177,775
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$368,000	\$0	\$356,000
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,415,329	\$0	\$2,533,775
Program Total:	\$2,415,329		\$2,533,775	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,415,329	\$0	\$2,533,775
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,415,329	\$0	\$2,533,775

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78031, IT Asset Replacement

Lead Agency: Department of County

Program Contact: Becca Beck

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department(67 systems) and Department of County Human Services (80 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents. This Program improves the delivery of County services through automating business operations and providing easy access to information, and supporting health care transformation in Multnomah County.

Program Description

Services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and county needs. Also, understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The Program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	64.0%	60.0%	62.0%	65.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	5.0%

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Increase the the amount of hours spent on planned work by 5 points (increasing from current year purchased 60% to 65%).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,540,026	\$0	\$2,731,070
Contracts	\$0	\$187,000	\$0	\$0
Materials & Supplies	\$0	\$70,070	\$0	\$73,254
Internal Services	\$0	\$2,000	\$0	\$1,700
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,799,096	\$0	\$2,806,024
Program Total:	\$2,799,096		\$2,806,024	
Program FTE	0.00	17.00	0.00	19.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,799,096	\$0	\$2,806,024
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,799,096	\$0	\$2,806,024

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78032, IT Health and Human Services Application Services

Lead Agency: Department of County

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

IT Public Safety Application Services provides reliable, effective software systems for Community Justice (25 systems), Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office (10 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents while adequately performing activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability. 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 customer relationships; capturing, prioritizing and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

This program ensures that requests are well-defined, prioritized and scheduled in alignment with department and County priorities. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and 3) using Total Cost of Ownership to make informed IT investment decisions. These strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned versus unplanned work	72.0%	70.0%	68.0%	70.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	0.0%

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 70% planned/30% unplanned. This includes available work time(excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Maintain the the amount of hours spent on planned work from the current purchase year.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,197,177	\$0	\$2,450,708
Contracts	\$0	\$55,000	\$0	\$80,000
Materials & Supplies	\$0	\$83,925	\$0	\$80,386
Internal Services	\$0	\$0	\$0	\$400
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,336,102	\$0	\$2,611,494
Program Total:	\$2,336,102		\$2,611,494	
Program FTE	0.00	17.00	0.00	17.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,336,102	\$0	\$2,611,494
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,336,102	\$0	\$2,611,494

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78033, IT Public Safety Application Services

Lead Agency: Department of County

Program Contact: Tony Chandler

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

IT General Government Application Services provide reliable, effective software systems for the County Assets, County Management, and Community Services. Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

The Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining and supporting existing systems through improving application life-cycle planning, project governance and prioritization, and resource accountability.

Program Description

The IT General Government Application Services Group supports 23 systems for DCM and DCA and 9 systems for DCS. The program includes the following services for the Departments of County Assets, County Management, Community Services, and others:

- Managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities
- Understanding and defining operational needs and recommending effective, innovative technology solutions
- Designing, building, testing, and implementing the selected solutions while sustaining existing systems

Strategies include:

- 1) Freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests
- 2) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions

Strategies will result in an increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	41	60	30	60
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	0

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities. The General Government Application Services team has historically been focused on keeping the basic services going. Under new management and with an increasing focus on providing strategic services and improved value, there will be an increase in the work hours spent on planned versus unplanned work.

Outcome Measure - Achieve 60% of employee hours spent on planned work.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$812,679	\$0	\$1,108,548
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$41,211	\$0	\$27,415
Internal Services	\$0	\$0	\$0	\$200
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$853,890	\$0	\$1,136,163
Program Total:	\$853,890		\$1,136,163	
Program FTE	0.00	5.00	0.00	6.00
Program Revenues				
Fees, Permits & Charges	\$0	\$853,890	\$0	\$1,136,163
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$853,890	\$0	\$1,136,163

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78037, IT General Government and Enterprise Web Services

Lead Agency: Department of County

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve more than one or all County lines of business. Services include geographic maps, 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.

Measures are focused on increasing the amount of planned work vs support activity. Planned or project work is preferable because it is associated with creating new customer capabilities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	33.0%	22.0%	21.0%	25.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	3.0%

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 25% planned/75% unplanned. Planned work provides better customer value, as work can be targeted toward high priority activities. The Data & Reporting Services Application team generally provides support for day to day activities, and as such, we expect a higher percentage of time to be spent on unplanned work. As more processes become automated, over time the DARS team will be able to refocus on planned project work.

Outcome Measure - Increase the the amount of hours spent on planned work by 3 points (increasing from current year purchased 22% to 25%). Note: Actuals for the previous year are inflated due to the large Data Center Project.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,852,416	\$0	\$1,947,919
Contracts	\$0	\$20,000	\$0	\$88,000
Materials & Supplies	\$0	\$382,099	\$0	\$360,888
Internal Services	\$0	\$0	\$0	\$400
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,254,515	\$0	\$2,397,207
Program Total:	\$2,254,515		\$2,397,207	
Program FTE	0.00	14.00	0.00	12.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,254,515	\$0	\$2,397,207
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,254,515	\$0	\$2,397,207

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78035, IT Data and Reporting Services

Lead Agency: Department of County

Program Contact: Michelle Smith

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.

Major initiatives to be worked on for SAP over the next fiscal year are:

- Employee Self Service for Electronic Time sheets Phase I Pilot Project
- New Library Distracting - SAP changes
- New Budgeting system that is integrated with SAP
- SAP Enhancement Pack 6 to enable HR Employee Self Service and Manager Self Service projects
- Employee Self Service Benefits Project
- SAP NetWeaver Portal 7.3 Upgrade for Chrome support

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	63	55	43	55
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	0

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Maintain the amount of hours spent on planned work. Current Year has been tracking to 40% due to SRM post go live stabilization. Previous Year Actuals are inflated due to the large SRM project. Goal is to meet 55% planned.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,686,396	\$0	\$1,573,032
Contracts	\$0	\$1,300	\$0	\$151,245
Materials & Supplies	\$0	\$617,360	\$0	\$626,220
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,305,056	\$0	\$2,350,497
Program Total:	\$2,305,056		\$2,350,497	
Program FTE	0.00	11.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,305,056	\$0	\$2,350,497
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,305,056	\$0	\$2,350,497

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78036, IT SAP Support Team

Lead Agency: Department of County

Program Contact: Josh Mitchell

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Enterprise, Web and Library Application Services program offer combines two services:

- Library and Non-department Application Services which is responsible for managing systems for the Chair, Commissioners, Library, and non-departmental customers.
- Enterprise Web Services which provides reliable services used across departmental boundaries--serving more than one or all County lines of business.

Program Description

Enterprise, Web and Library Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems. Additionally, this team provides the primary web application support and customer consulting for the Multnomah County Library.

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration and integration support, and support for specific web systems including the public website, the Intranet (Multco Commons) and the Learning Management System (Multco Learns).

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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Employee hours spent on planned work versus unplanned	55.0%	40.0%	53.0%	55.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	15

Performance Measure - Description

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Increase the the amount of hours spent on planned work by 15 points (increasing from current year purchased 40% to 55%.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,474,246	\$0	\$1,700,114
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$580,700	\$0	\$582,313
Internal Services	\$0	\$0	\$0	\$400
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,054,946	\$0	\$2,282,827
Program Total:	\$2,054,946		\$2,282,827	
Program FTE	0.00	9.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,054,946	\$0	\$2,282,827
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,054,946	\$0	\$2,282,827

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last year this program was: #78037, IT General Government and Enterprise Web Services

Lead Agency: Department of County

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Related Programs: 78029

Program Characteristics: Climate Action Plan

Executive Summary

Fleet Services provides vehicle and equipment purchasing and maintenance services; including offering transportation and related support services that are responsive to the needs of the County organization.

Program Description

The County owns and operates over 700 units of vehicles, equipment, and other related rolling stock. Fleet Services focuses on collaborative relationships with other work functions of the County, such as Sheriff's Office Equipment Unit, Facilities Management, and Road Operations, to ensure coordinated service delivery with minimal customer business interruptions. Services and customer support provided by Fleet include:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Preventive maintenance; emission inspections; and towing;
- Coordinated vendor repairs; equipment fabrication and modification specialty work;
- Scheduled, unscheduled and emergency in-shop and field repairs;
- Warranty/recall management and support; and failure analysis;
- Fuel management (onsite/offsite); tire repair/replacement (onsite/offsite); and cleaning;
- Driver safety, risk and liability management; accident claims management.

Fleet Services, through the Fleet Vehicle Replacement program (offer # 78029), continues to invest in hybrid and electric vehicle technologies. An ongoing component of this work is the continuing education of the Fleet Technician work force to ensure subject matter expertise in vehicle/equipment maintenance in these emerging technologies. Fleet Services also engages in Tire and Oil Filter recycling programs. These efforts contribute to the 2009 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, item numbers: 18-6 fuel efficiency standards, 18-7 electric and plug-in hybrid vehicles, and 18-8 reduce waste.

Fleet Services also supports the Urban Form and Mobility component of the Climate Action Plan, specifically 9-1 regarding the install of charging stations for electric vehicles. Fleet supplied revenue support for the install of 12 charging stations, four of which are dedicated use for Multnomah County Electric Vehicles, with eight available for public use.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Billable Hours	0.0%	0.0%	0.0%	65.0%
Outcome	Vehicles out of service 1 day or less	0.0%	0.0%	0.0%	90.0%
Quality	Customer satisfaction	99.9%	100.0%	99.0%	100.0%

Performance Measure - Description

"Customer satisfaction" is a measure as reported on comment cards provided to customers on individual jobs with good to excellent ratings (reporting range: 1) poor, 2) fair, 3) good, 4) excellent).

Two (2) new Performance Measures are being implemented for FY14. Both of these important, industry standard measures do not currently have reliable data to allow an accurate assessment. Changes to be made in FY13 will allow Fleet Services to track these in FY14. These measures are:

- "Billable Hours" is a measure of productivity that will evaluate how much of our Fleet Technician's time is spent working on vehicles/equipment. This is an important measure to ensure we are utilizing our skilled labor in an effective manner. The measure takes into account time not spent on the job, such as vacation and sick, to provide a complete accounting.
- "Vehicles out of service 1 day or less" is a measure that will look at the % of vehicles and equipment returned to programs in a day or less. The less time we have vehicles out of service, the more time they can be utilized by their respective assigned programs.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,395,626	\$0	\$1,221,163
Contracts	\$0	\$27,250	\$0	\$30,050
Materials & Supplies	\$0	\$2,425,256	\$0	\$1,478,844
Internal Services	\$0	\$870,541	\$0	\$922,561
Capital Outlay	\$0	\$0	\$0	\$353,501
Unappropriated & Contingency	\$0	\$406,271	\$0	\$660,000
Total GF/non-GF:	\$0	\$5,124,944	\$0	\$4,666,119
Program Total:	\$5,124,944		\$4,666,119	
Program FTE	0.00	15.60	0.00	11.80
Program Revenues				
Fees, Permits & Charges	\$0	\$3,382,607	\$0	\$3,329,633
Intergovernmental	\$0	\$571,115	\$0	\$35,000
Other / Miscellaneous	\$0	\$781,009	\$0	\$3,986,626
Total Revenue:	\$0	\$4,734,731	\$0	\$7,351,259

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY13 charge rates. The FY14 budget has been developed based on FY12 cumulative charges.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78016, Fleet Services

Fleet Services previously received significant revenues for work performed for outside agencies. During FY13 this work was severely curtailed in order to reduce costs and refocus the work of Fleet Services on its core mission, maintenance of Multnomah County's fleet.

Fleet Services is a focus of ongoing work related to the Multnomah Evolves initiative. Significant changes to this operation are possible in FY14, but unknown at this time. Budget modeling for FY14 including potential operations changes have shown only a minor budgetary impact if implemented during FY14. Long term budgetary impacts, such as cost reductions, would be reflected in future budget cycles.

Lead Agency: Department of County

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

Vehicle Replacement Planning is provided as an interdependent function within Fleet Services (offer # 78028). The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping Department customers supplied with vehicle and equipment options that support their core operational missions.

Program Description

Fleet Services, through the Fleet Vehicle Replacement program, provides the following services:

- Collects and manages the funding for future replacement of vehicles and equipment;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received used to offset future vehicle and equipment purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Collaborates with departments and programs to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); department/program needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles. The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2009 Climate Action Plan:
 - 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.";
 - 18-7 "Buy electric and plug-in hybrid vehicles for City and County fleets as they become commercially available."

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Vehicles and equipment on delayed replacement	28.0%	50.0%	50.0%	25.0%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase price	14.0%	10.0%	14.0%	14.0%

Performance Measure - Description

"Vehicles and equipment on delayed replacement" is based on the % of vehicles that have gone beyond the date established for purchasing a replacement. This had been significantly reduced in FY12 from 83% in FY11. The current year estimate is projecting a slight spike due a significant # of vehicles due for replacement in FY13.

"Surplus gross vehicle and equipment sales revenue as % of purchase price" looks at the revenue we receive when we bring a surplus vehicle to auction. We have seen this # increase 4% over previous years with the implementation of a new vendor contract for auction services, coupled with a more aggressive approach to replacing vehicles on time.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Capital Outlay	\$0	\$4,106,239	\$0	\$4,648,368
Total GF/non-GF:	\$0	\$4,106,239	\$0	\$4,648,368
Program Total:	\$4,106,239		\$4,648,368	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,404,393	\$0	\$1,611,540
Other / Miscellaneous	\$0	\$2,634,370	\$0	\$149,000
Total Revenue:	\$0	\$4,038,763	\$0	\$1,760,540

Explanation of Revenues

Vehicle and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment. If a vehicle or piece of equipment is not replaced after its predetermined replacement life is reached, replacement charges are stopped. Proceeds from vehicle sales are returned to the Fleet fund to offset future replacement costs.

Significant Program Changes

Last year this program was: #78017, Fleet Vehicle Replacement

Lead Agency: Department of County

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County Departments. The program meets customer expectations by monitoring daily usage and vehicle availability while also offering sustainable transportation options such as hybrid and electric vehicles.

Program Description

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system. The purpose of the centrally managed Motor Pools is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and almost zero administrative effort.

The Motor Pool site in downtown Portland also operates as a public parking lot and provides parking at market rate for County-owned and employee privately-owned vehicles, including car pool spaces.

As part of continued efforts to streamline operations, the Motor Pool program will be implementing a new reservation system in FY14. This system upgrade will allow for web-based customer reservations, facilitate leveling of vehicle use to extend the life of the Motor Pool fleet, and will also reduce operational inefficiencies by eliminating redundant data entry points and increasing accuracy of data capture.

The Motor Pool Program supports the Local Government Operations component of the 2009 Climate Action Plan, action 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.", through the standardization of the Motor Pool vehicle inventory with fuel efficient vehicles such as Nissan Leaf EV's and Toyota Prius Hybrids.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Motor Pool trips	15,698	14,750	15,722	15,700
Outcome	Vehicle availability	99.9%	99.0%	99.9%	99.9%

Performance Measure - Description

Motor pool trips is a measure of customers' business transportation needs. Vehicle availability is a measure of ability to supply vehicles for those needs. The two measures determine the optimal size of the motor pool.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$170,861	\$0	\$172,626
Contracts	\$0	\$3,000	\$0	\$3,000
Materials & Supplies	\$0	\$10,560	\$0	\$14,400
Internal Services	\$0	\$29,728	\$0	\$62,123
Unappropriated & Contingency	\$0	\$10,707	\$0	\$0
Total GF/non-GF:	\$0	\$224,856	\$0	\$252,149
Program Total:	\$224,856		\$252,149	
Program FTE	0.00	2.30	0.00	2.20
Program Revenues				
Fees, Permits & Charges	\$0	\$423,536	\$0	\$450,277
Intergovernmental	\$0	\$7,710	\$0	\$4,560
Other / Miscellaneous	\$0	\$65,355	\$0	\$0
Total Revenue:	\$0	\$496,601	\$0	\$454,837

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursement estimates are based on historical data, current service levels, and FY13 charge rates. Outside agency revenue is based on providing current service levels at FY13 charge rates.

Significant Program Changes

Last year this program was: #78020, Motor Pool

Lead Agency: Department of County
Program Offer Type: Innovative/New Program
Related Programs: 78029

Program Contact: Garret Vanderzanden

Program Characteristics: One-Time-Only Request

Executive Summary

Through one-time only funding, Fleet Services seeks to bring the current inventory of vehicles up to date based on established replacement schedules. This would occur over the course of a three year cycle in order to mitigate financial impact to Fleet customers and operational impact to the Fleet operation.

Program Description

Multnomah County's current sedan and truck inventory consists of 81 units that are beyond their scheduled replacement dates. The mechanism for replacing these vehicles, the Fleet Replacement Fund, currently has a significant funding gap due to delayed replacements. For example, when a vehicle due to be replaced in 2004 with revenue collection based on the 2004 purchase price is not replaced until 2013, the purchase value of the new vehicle far exceeds the collected replacement funds. There are some vehicles that are long overdue for replacement, such as the 1999 Mercury Mystique currently active in the Multnomah Building Motor Pool.

Maintaining an aging Fleet has a negative impact resulting in increased costs in both maintenance and fuel consumption. An example, a compact vehicle purchased in 1998 with a fuel efficiency of 25 mpg versus a like vehicle from 2010 at 28 mpg. Upgrading to hybrid vehicles could improve the fuel efficiency up to 40 mpg. This increase in fuel efficiency not only reduces our fuel consumption costs but also significantly impacts our carbon footprint. Subsequently, Fleet Services is requesting one time-only money to eliminate the existing back log of aging vehicle inventory.

The plan to execute the required purchasing to update the Fleet inventory would occur over three years, approx. 30 vehicles per year. This time frame will ensure that there is not a significant purchasing spike on top of on-time scheduled replacements in a single year. Budgetary impacts will be mitigated for funding collection on the new vehicles for future replacements. This activity would be in addition to our normal Fleet Replacement Planning for vehicles that are on schedule to be replaced in coming years.

Fleet Services will mitigate any future replacement fund gap risks by concentrating on the following areas. A description of each is available in the Significant Program Changes section of this program offer:

- 1) Right-sizing the County Fleet
- 2) Leveling the Replacement Schedule
- 3) Standardization of the County Fleet
- 4) The Right Vehicle for the Right Use
- 5) Strategic Sourcing
- 6) Alternative Technologies

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Capital Expenditures	0.0%	0.0%	0.0%	30.0%
Outcome	Fuel Efficiency Increase	0.0%	0.0%	0.0%	2.0%

Performance Measure - Description

Capital Expenditures - this metric will track the % of one-time only allocated funds spent year to year to ensure the program is on target for elimination of the replacement back log.

Fuel Efficiency - this metric will track the overall increase in fuel efficiency across the County Fleet. As the backlog is eliminated we will be able to take advantage of advances in vehicle technologies to reduce our gas consumption and associated carbon emissions and fuel costs.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$134,129
Capital Outlay	\$0	\$0	\$0	\$1,069,829
Total GF/non-GF:	\$0	\$0	\$0	\$1,203,958
Program Total:	\$0		\$1,203,958	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,203,958
Total Revenue:	\$0	\$0	\$0	\$1,203,958

Explanation of Revenues

Funding for this program comes from available one-time-only General Fund resources.

Significant Program Changes

✔ Significantly Changed

Last year this program was:

The following measures will be implemented to mitigate future Replacement Fund revenue gaps:

Right-sizing the County Fleet - Enforcement of current rule sets such as an annual review of assigned vehicle utilization and reallocating or resigning those vehicles that are underutilized. This will also entail ongoing evaluation of the County Motor Pool, a program managed by County Fleet, to ensure we have the appropriate number of vehicles available for use.

Leveling the Replacement Schedule - Utilization of better planning to ensure a more even distribution of purchasing across fiscal years. We currently have 36 vehicles on schedule for replacement in 2014, 30 in 2015, and 83 in 2016. This type of spike causes administrative and operational challenges that will be mitigated through better planning and even distribution of purchases year to year.

Standardization of the County Fleet - Implementation of limited set of standard vehicle choices. This will streamline purchasing and financial practices and increase maintenance operations efficiency. For example, less variety in fuel filters yields less purchasing and payment transactions, and less space required for storage of unique filters.

The Right Vehicle for the Right Use - Consultation with programs to ensure vehicle purchases match their work requirements. Is a full-size sedan needed for a program that does not regularly transport individuals other than the driver? Would a mid-size or compact be a better fit?

Strategic Sourcing - Fleet Services will work with the newly implemented Strategic Sourcing program to identify opportunities for cost savings and process efficiencies in vehicle purchasing.

Alternative Technologies - All vehicle replacements will include evaluation of alternative vehicle technologies such as hybrid or EV vehicles. This will include capital funding research to identify grant opportunities and collaborative partnerships to defray up front capital costs to Multnomah County for these emerging technologies.

Lead Agency: Department of County

Program Contact: Dwight Wallis

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Distribution Services provides county agencies pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts.

Program Description

Distribution Services effectively manages County resources and minimizes service delivery costs by:

1. Centrally coordinating a complex and multifaceted system of distribution logistics across 98 County locations. Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. In addition, Distribution Services seamlessly coordinates with other governments throughout the Portland metropolitan region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.
2. Managing a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the US Post Office. These savings are further enhanced by centralized metering of U.S. Mail, ensuring accuracy, timeliness of delivery, lower cost single-point pickup for mail services partners, and the reduction of county-wide meter maintenance costs. Distribution Services also maintains county-wide mail services contracts (for example, in folding/insertion, addressing and metering) that lower departmental costs for tax mailings, license renewals, and other projects.
3. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Distribution Services shares that expertise by providing clear instruction and training to County employees on existing and proposed USPS standards, ensuring efficient mailings that maximize available savings.
4. Serving a vital role in emergency preparedness for Multnomah County. Distribution Services is a component of the Receipt, Stage and Storage Center.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of pieces of mail processed.	920,984	921,000	897,427	897,000
Outcome	% postage discount over full postal rate, due to presorting of mail.	33.0%	33.0%	32.0%	32.0%
Input	Number of mail stops receiving delivery services.	131	116	125	121

Performance Measure - Description

 **Measure Changed**

Removed US mail delivery measure due to insufficient data to support it.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$468,737	\$0	\$544,977
Contracts	\$0	\$36,500	\$0	\$10,000
Materials & Supplies	\$0	\$1,088,149	\$0	\$1,393,903
Internal Services	\$0	\$160,867	\$0	\$189,358
Capital Outlay	\$0	\$0	\$0	\$50,000
Unappropriated & Contingency	\$0	\$87,308	\$0	\$486,510
Total GF/non-GF:	\$0	\$1,841,561	\$0	\$2,674,748
Program Total:	\$1,841,561		\$2,674,748	
Program FTE	0.00	6.40	0.00	6.90
Program Revenues				
Fees, Permits & Charges	\$0	\$1,370,516	\$0	\$1,332,341
Intergovernmental	\$0	\$79,726	\$0	\$62,820
Other / Miscellaneous	\$0	\$391,319	\$0	\$1,279,587
Total Revenue:	\$0	\$1,841,561	\$0	\$2,674,748

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last year this program was: #78019, Distribution Services

Lead Agency: Department of County

Program Contact: Dwight Wallis

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Records Management supports County agencies and the public by maintaining public records in accordance with operational, legal, fiscal, public access and historic preservation needs.

Program Description

The program supports cost reduction and compliance with public records regulations by developing and implementing policies for the orderly maintenance and disposition of county records generated by all departments. Addressing a wide variety of formats, the program maintains over 111 million documents in a centralized Records Center, including the County's historic archives dating back to 1855. Storage of these records reduced the need for office space storage by over 49,000 square feet in FY12.

The program also recycles large volumes of public records (50 tons in FY12) in a sustainable manner that ensures confidentiality. The program provides consultation in the establishment and organization of electronic records keeping; enterprise document conversion; retention scheduling; archival research, access and preservation; essential records protection, and records management best practices.

The program continues to expand its web presence with the Archon web tool and external web site, resulting in a 53% increase in reference and referral activities in FY12. Significant progress has been made in managing electronic records through the establishment of a county electronic records repository, and through increasing e-records training and consultation. In conjunction with the State Archives, the program is pursuing the county's first fully functional electronic records management system, utilizing cloud technology to substantially lower start up costs. This is intended to replace the program's current antiquated system, and allow for management of both active and inactive records throughout the county, regardless of format.

The program continues to work with the Office of Emergency Management to address essential records protection county-wide, utilizing FEMA based standards. These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8, due to the large amount of paper recycling the program does each year, and due to its ongoing consultation with Departments on ways to increase their use of reliable, compliant, and trusted electronic records systems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Retrieval, Refiles, and Interfiles (Record Actions) performed	14,464	14,000	13,500	13,000
Outcome	% of Archival Holdings Described On-Line	0.0%	0.0%	39.0%	59.0%
Output	Boxes/Digital Objects, Microfilm Rolls, Maps and Plans Maintained in Storage	90,456	91,000	90,000	89,000
Quality	% of Records Retrievals Delivered to Customers within 1 Business Day	97.0%	98.0%	92.0%	91.0%

Performance Measure - Description

 **Measure Changed**

Discontinued use of retention schedule outcome measure, due to changes in retention scheduling practices which made measure obsolete.

New archival measure reflects the percentage of archival collections processed and described to a point which allows for public access and usage.

Reduction in records retrieval measure due to changes in shared position utilized in providing service.

Legal/Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention and access. Executive Rule 301 assigns the retention schedule function to the Records Management program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$364,905	\$0	\$382,148
Contracts	\$0	\$32,000	\$0	\$32,757
Materials & Supplies	\$0	\$31,536	\$0	\$25,365
Internal Services	\$0	\$455,878	\$0	\$424,087
Unappropriated & Contingency	\$0	\$44,216	\$0	\$0
Total GF/non-GF:	\$0	\$928,535	\$0	\$864,357
Program Total:	\$928,535		\$864,357	
Program FTE	0.00	4.00	0.00	3.60
Program Revenues				
Fees, Permits & Charges	\$0	\$840,818	\$0	\$864,357
Other / Miscellaneous	\$0	\$87,717	\$0	\$0
Total Revenue:	\$0	\$928,535	\$0	\$864,357

Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY12.

Significant Program Changes

Last year this program was: #78018, Records Section

Lead Agency: Department of County

Program Contact: Tony Dornbusch

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

This program offer represents the Strategic Sourcing component of the Strategic Sourcing, Procurement and Contract Administration unit, which is part of the Department of County Assets' (DCA) Administrative Services Hub. This unit works collectively with the other DCA Administrative Service Hub units to deliver services to both departments and divisions supported by DCA as well as the entire County. This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This unit provides strategy, leadership, expertise, and analytical information to the County and its Departments relative to these strategic sourcing practices including leadership of the county's first Strategic Sourcing Council.

Program Description

This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The program includes Strategic Sourcing Analysts and Strategic Sourcing Data Analyst for the County and provides strategy, leadership, practice development, oversight and monitoring, detailed spend analysis, strategic sourcing plans and compliance analysis/oversight for hundreds of contracts and millions of dollars each year. The program will be responsible for addressing the strategic sourcing needs of all County Departments across all commodities and types of transactions, which includes commercial, personal services, construction, lease, software, technology goods and services, maintenance and repair, and architectural services. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices as necessary, in support of strategic sourcing initiatives. Strategic Sourcing is the practice of taking a holistic approach to the selection and sourcing of goods and services necessary to an organization's operations.

Strategic Sourcing includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total lifecycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend, and achieve better prices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Commodity Sourcing Plans developed	0	0	0	8
Outcome	% of annual goods purchased via MarketPlace	0.0%	0.0%	80.0%	80.0%

Performance Measure - Description

Output - Number of Commodity Sourcing Plans developed and implemented reflects the implementation and adoption rate of the County's Strategic Sourcing practices, which improve strategic purchases.

Outcome - % of annual goods purchased via the County's eMarketplace (Multco MarketPlace) indicates the volume of spending that has been driven to the eMarketplace where all goods available for purchase are under contract and where controls are applied to drive purchasing which is consistent with County values. The % under contract will increase over time.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. State Qualified Rehabilitation Facilities laws are enforced via purchasing through the Multco MarketPlace.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$470,751	\$0	\$449,602	\$0
Contracts	\$0	\$0	\$40,000	\$0
Materials & Supplies	\$21,700	\$0	\$8,000	\$0
Total GF/non-GF:	\$492,451	\$0	\$497,602	\$0
Program Total:	\$492,451		\$497,602	
Program FTE	3.50	0.00	3.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded in the General Fund. A portion of the costs are recovered through the county's indirect cost allocation plan.

Significant Program Changes

Last year this program was: #78046, Countywide Strategic Sourcing

Lead Agency: Department of County
Program Offer Type: Innovative/New Program

Program Contact: Tony Dornbusch

Related Programs:

Program Characteristics:

Executive Summary

The Mobile Device Expense Management program is a new program offer intended to centralize the management of all wireless voice and data communications for approximately 5,000 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

Program Description

The County maintains approximately 1,600 wireless devices. This group works closely with Departments to identify wireless communication needs then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices. This group works closely with IT, Desktop and Security, as well as Departments to identify mobile communication needs then sources and/or negotiates the services for delivery to internal County customers.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of new requests processed within defined procedures	0.0%	0.0%	0.0%	99.0%
Outcome	Reduced overall cost over prior year	0.0%	0.0%	0.0%	10.0%

Performance Measure - Description

Output - Program will process 99% of all new and replacement mobile device requests following procedures and will audit carrier records for any exceptions not ordered by program.

Outcome - Reduce overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The baseline for this measure will be set at the end of fiscal year 2013 and will likely be based upon an average overall cost per minute. The total overall costs will factor in the total cost of the program, plus the costs for all wireless services.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$94,193
Contracts	\$0	\$0	\$0	\$60,000
Materials & Supplies	\$0	\$0	\$0	\$783,704
Internal Services	\$0	\$0	\$0	\$9,969
Total GF/non-GF:	\$0	\$0	\$0	\$947,866
Program Total:	\$0		\$947,866	
Program FTE	0.00	0.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$947,866
Total Revenue:	\$0	\$0	\$0	\$947,866

Explanation of Revenues

Mobile Device Management is funded through a per device internal service charge which recovers the costs associated with usage and support of county mobile devices.

Significant Program Changes

✔ Significantly Changed

Last year this program was:

This is a new Program Offer. The staff member contained in this program offer was previously part of Program Offer 78037 - IT General Government. The position was previously responsible for a portion of the procurement, contracting and administrative oversight of traditional and mobile telecommunication services and will now focus on the centralization and consolidation of Mobile Device Expense Management.

Lead Agency: Department of County

Program Contact: Julie Neburka

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Budget and Planning team is one of the four service teams in the County's first inter-departmental Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to the departments of County Management and County Assets, and to nondepartmental County agencies and offices, a combined portfolio of \$371 million. The team assembles and publishes County-wide annual internal service rates; bills for County facilities, fleet, information technology, telecommunications, and records and distribution services; and coordinates planning for the County's asset management and Facilities capital improvement functions.

Program Description

This program focuses on several primary functions:

- Coordinating County-wide annual capital planning and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring for two large departments and a variety of nondepartmental agencies and corporate obligations.
- Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's capital, internal service, and debt service funds.

The team provides recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations used by every County department.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Track staff time spent on customer activities	0.0%	100.0%	42.0%	100.0%
Outcome	Allocate Hub resources fairly among users	0.0%	100.0%	100.0%	100.0%

Performance Measure - Description

The Administrative Hub is a new, interdepartmental County organization, intended to streamline the provision of various administrative services and allocate resources appropriately to service recipients in DCA, DCM, and Nondepartmental agencies.

An important activity in FY 2013 is developing the mechanisms and business processes needed to track staff time spent on activities for each department and agency, in order to gauge and manage demand.

As of February, 2013, a tracking tool has been chosen and is being configured to support demand planning and time tracking for the Budget & Planning team.

Legal/Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$742,543	\$0	\$819,362	\$0
Materials & Supplies	\$9,615	\$0	\$7,100	\$0
Internal Services	\$66,205	\$0	\$60,107	\$0
Total GF/non-GF:	\$818,363	\$0	\$886,569	\$0
Program Total:	\$818,363		\$886,569	
Program FTE	7.00	0.00	7.00	0.00
Program Revenues				
Fees, Permits & Charges	\$628,175	\$0	\$717,371	\$0
Total Revenue:	\$628,175	\$0	\$717,371	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last year this program was: #78042, Administrative Hub: Budget, Rate-Setting, Capital Planning

Lead Agency: Department of County

Program Contact: Tony Dornbusch

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

This program offer represents Procurement & Contracting (P&C), which is part of the Department of County Assets' (DCA) Administrative Services Hub. This unit works collectively with the other DCA Administrative Service Hub units to deliver services. Support is also provided to the Department of County Management, Board of County Commissioners and several nondepartmental Offices allowing departmental leadership and elected officials to focus their efforts on delivering vital program services.

This offer focuses on the consultation, oversight and direct delivery of procurement, purchasing, and contracting related activities to HUB customers. These activities span several categories of Goods and Services and include commercial contracts, personal services contracts, construction contracts, technology contracts, operations and maintenance contracts, and intergovernmental agreements across all areas of DCA, DCM and nondepartmental units.

Program Description

The program includes the administrative group responsible for formal, informal and cooperative procurements. The program also includes commercial, personal services, construction, lease, software, maintenance and repair, and architectural contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration. This group processes over 700 procurements and contract documents per year, with oversight of approximately 3,500 active procurements, contracts and amendments.

This group includes a Finance Supervisor to provide contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, and software and hardware contracts. Support also includes collaboration with departmental partners in the review of County Administrative Procedures, policies and the implementation of best practices.

During the past fiscal year, through new strategies the Program was responsible for enabling the no cost, early replacement of copiers no longer meeting County standards, saving the County over \$400,000 in the fiscal year and providing for additional savings in reduced costs per copy going forward.

The Program has also undertaken contracting standardization activities, implemented enhanced contract development practices, and exercised advanced contract negotiation techniques. A single software contract renegotiation activity will result in savings of nearly \$3,000,000 over the next 5 years.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of procurements and contracts processed	0	365	730	700
Outcome	Percentage of Contracts processed following established processes	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

Number of Procurements and contacts processed output measures the total volume of procurements, contracts, amendments and renewals processed by the P&C staff. These procurements and contracts span facilities, construction, leases, building equipment, IT equipment, software, administrative goods, fleet, and various professional services. This number does not include stand alone purchase orders utilized as contracts for purchases that are not against a contract. This measure will provide valuable tracking/identification of each procurement/contracting activity, establishing the beginnings of a baseline for the total contracts under management in P&C.

% of Contracts processed following established processes is the percentage of procurements that are solicited or contracts that are developed and executed following the County and DCA policies, procedures and processes. This measure provides valuable process improvement feedback and effectively demonstrates reduced or mitigated risk relating to damages, liability, infringement, warranty, etc. This is a new measure & very aggressive.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurements using cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,477,006	\$0	\$1,388,332	\$0
Contracts	\$0	\$0	\$80,000	\$0
Materials & Supplies	\$60,215	\$0	\$57,786	\$0
Internal Services	\$138,068	\$0	\$125,016	\$0
Total GF/non-GF:	\$1,675,289	\$0	\$1,651,134	\$0
Program Total:	\$1,675,289		\$1,651,134	
Program FTE	13.50	0.00	11.50	0.00
Program Revenues				
Fees, Permits & Charges	\$1,364,097	\$0	\$1,293,725	\$0
Total Revenue:	\$1,364,097	\$0	\$1,293,725	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #78043A, Administrative Hub: Contracts and Procurement

This program offer previously included 2 staff members responsible for a portion of the procurement, contracting and administrative oversight of traditional and mobile telecommunication services. These staff have been moved to Program Offer #78018 to focus on the centralization and consolidation of Mobile Device Expense Management.

Lead Agency: Department of County

Program Contact: Patrick Williams

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Administrative Hub Finance Team provides business and financial services to the departments of County Assets (DCA) and County Management (DCM), and to Nondepartmental offices and agencies. Services include processing of accounts payable and receivable, travel and training arrangements, grant accounting, internal services billing, and management reporting.

Program Description

This program aligns with business services functions in other departments, allowing programs and elected officials to leverage administrative resources. The Finance Team is a part of the Administrative Services Hub, and supports the operational activities of DCA, DCM, and Nondepartmental offices and agencies by providing financial services such as accounts payable, accounts receivable, and procurement card management; additionally, the unit provides general administrative support functions such as travel planning and reconciliations, timekeeping, financial data collection and analysis, and general administrative support to a diverse range of programs. Support also includes collaboration with departmental partners in the review and refinement of financial processes, administrative procedures, policies, and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts payable transactions	0	0	13,968	14,000
Outcome	Percent of accounts payable invoices paid on time	86.0%	95.0%	83.0%	90.0%
Outcome	% of grant reports submitted on time	100.0%	0.0%	100.0%	100.0%

Performance Measure - Description

 **Measure Changed**

AP Transactions – The volume of vendor invoices processed annually by the finance unit. This is a new measure for FY 2013, and is descriptive of the team's work volume.

AP invoices paid on time is the percentage of invoices paid within 30 days of the invoice date and measures the timeliness of the accounts payable process. The county-wide performance of this measure has historically been about 85%. The Finance unit's ability to leverage administrative resources should allow it to exceed historical county-wide performance.

Grant reports submitted on time reflects performance quality and grant compliance.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$790,685	\$0	\$729,968	\$0
Materials & Supplies	\$16,050	\$0	\$6,700	\$0
Internal Services	\$96,050	\$0	\$80,144	\$0
Total GF/non-GF:	\$902,785	\$0	\$816,812	\$0
Program Total:	\$902,785		\$816,812	
Program FTE	9.00	0.00	8.00	0.00
Program Revenues				
Fees, Permits & Charges	\$617,796	\$0	\$512,858	\$0
Total Revenue:	\$617,796	\$0	\$512,858	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last year this program was: #78044, Administrative Hub: Finance & Administration

Lead Agency: Department of County

Program Contact: Mary Beth Allen

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The DCA Administrative Hub was created as part of Multnomah Evolves to eliminate duplication of services while providing administrative support to the Department of County Assets (DCA), the Department of County Management (DCM), and non-departmental entities. As one of three Administrative Hub service teams--along with budget, finance and planning, and contracts and procurement--human resources provides direct human resources, labor relations and related services to over 600 county employees. Human Resources team members provide guidance on managing both represented and unrepresented employees, in addition to providing direct human resources (HR) services such as recruitment, HRIS transaction data entry, and records management.

Program Description

This program provides a full range of HR services to 594 regular employees and 43 temporary and/or on-call employees. The roster of employees includes 374 members of AFSCME Local 88 as well as a significant number of unrepresented employees, including 78 executive employees, 67 management employees, 43 employees who serve as staff to elected officials, and six elected officials. In addition to AFSCME, IUOE Local 701 (engineers) and IBEW Local 48 (electrical workers) represent Hub employees.

Key program responsibilities include advising department directors, division managers and supervisors on the following:
 --the development and implementation of staffing and related plans (including reorganizations) that support organizational goals and objectives;
 --creating and/or revising position descriptions to align work tasks with the business needs of work units;
 --managing recruitments for open positions, including coordinating outreach activities, developing selection processes, evaluating online applications, scheduling interviews and scoring applicant tests;
 --performance management, including the timely and thorough completion of performance plans and appraisals; and
 --interpretation of the collective bargaining agreements, including sections related to work assignment and schedules and progressive discipline.

Other critical responsibilities include:

- serve as a resource for all DCA/DCM/non-departmental employees in connection with County policies, conflicts with supervisors or co-workers, training and career development, and other employee concerns;
- administer the County's pay and benefits programs, classification plans, collective bargaining agreements, personnel rules, and workers' compensation and safety programs in conjunction with the County's Central Human Resources Department and Risk Management Division;
- ensure compliance with all state and federal labor and employment laws, including those covering wage and hour, protected leaves, workers' compensation, and Equal Employment Opportunity; and
- administer and track state and federal family medical and other leaves in conjunction with the Benefits Division.

In addition, the Administrative Hub Human Resources Team's HR maintainers enter data for all personnel transactions related to the Hub's 600-plus employees and manage personnel files and other records. The Team also includes the fourth floor receptionist, who fields calls from the public and directs walk-in traffic, enters timesheet data for 300-plus employees who work in the Multnomah County headquarters building, and performs other administrative tasks.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of all recruitments conducted	107	80	80	80
Outcome	Newly hired employees who successfully complete probation	90.0%	0.0%	90.0%	92.0%
Output	Number of personnel transactions in SAP	1,842	1,800	1,800	1,800

Performance Measure - Description

Number of recruitments tracks those conducted for all departments/offices served by the Hub. Personnel transactions entered in SAP include all data pertinent to employee life cycle. The outcome (new this budget cycle; thus no purchase data for FY 12-13) tracks the number of new hires subject to a probationary period who successfully complete probation.

Legal/Contractual Obligation

County is subject to federal, state, and local laws and regulations covering all aspects of labor and employment law. Additionally, the County is covered by three collective bargaining agreements necessitating contract compliance, administration and interpretation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,000,319	\$0	\$1,170,375	\$0
Contracts	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$12,100	\$0	\$22,144	\$0
Internal Services	\$63,681	\$0	\$93,761	\$0
Total GF/non-GF:	\$1,076,100	\$0	\$1,296,280	\$0
Program Total:	\$1,076,100		\$1,296,280	
Program FTE	7.00	0.00	9.00	0.00
Program Revenues				
Fees, Permits & Charges	\$612,778	\$0	\$824,779	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$612,778	\$0	\$824,779	\$0

Explanation of Revenues

Costs for the Administrative Hub are allocated proportionately among the users: the County's internal services and the department of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last year this program was: #78045, Administrative Hub: Human Resources

Department Overview

The Department of County Human Services' (DCHS') mission is to enhance the quality of life for individuals and families with a vision of safe, healthy, caring, and diverse communities where hope, independence, learning, and opportunity prevail for all.

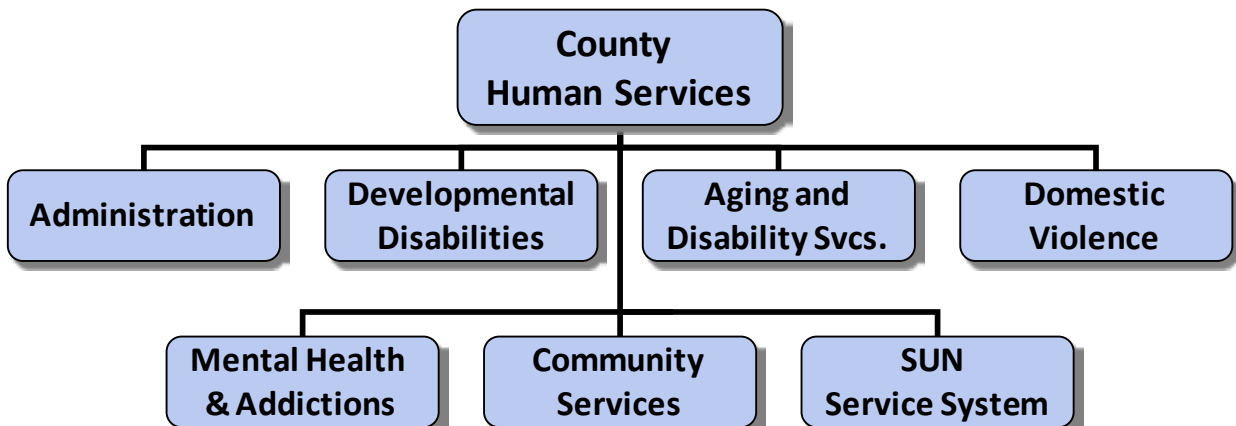
DCHS has a budget of over \$221 million and 700 employees. The department is the primary funder and provider of social services in Multnomah County for families in poverty, homeless families, homeless youth, survivors of domestic violence, low income seniors, people recovering from mental illness and addiction, and people with disabilities.

DCHS has deep collaborations with many local non-governmental organizations, other local governments and community advocates. The department is the managing partner for the Schools Uniting Neighborhoods (SUN) collaboration to provide wraparound services and enrichment for school age children and youth, many of whom live in poverty.

DCHS is the Local Mental Health Authority, the largest Mental Health Organization under Health Share of Oregon and the designated Community Action Agency for Multnomah County, serves as the Area Agency on Aging and is the only Area Agency on Aging with a 24/7 ADRC (Aging & Disability Resource Connection) call center. DCHS also is the managing partner for the Schools Uniting Neighborhoods (SUN) Coordinating Council.

The department is responsible for developing systems of care, leading service development, coordinating and linking services for the county's most vulnerable and at-risk residents.

DCHS has seven divisions: Department Administration, Aging and Disability Services (ADS), Mental Health and Addiction Services (MHAS), Developmental Disabilities Services (DDS), Schools Uniting Neighborhoods Services System (SUN SS), Community Services, and the Domestic Violence Coordinator's Office (DVCO).



Budget Overview

DCHS has a FY 2014 budget of \$221.3 million, an increase of \$11.4 million from the FY 2013 adopted budget with increases across divisions and funds.

DCHS' General Fund budget (including the Video Lottery fund) increases by \$5.9 million from \$53.7 million in the FY 2013 adopted budget to \$59.6 million. \$3.17 million of additional General Fund is allocated for the following new programs:

Mental Health First Aid (25076)	\$207,000
Coordinated Entry for Homeless Families (25111E&F)	\$1,000,000
SUN Community Schools - Levy Funded (25145B)	\$986,035
SUN Long Term Evaluation (25157)	\$50,000
SUN Early Learning HUB Development (25158)	\$50,000
East County Education Outcomes Support (25159)	\$250,000
Capital Development at Earl Boyles (25160)	\$500,000
Children's Center at Stevens Creek Crossing (25161)	\$125,000

Programs Funded with one-time-only General Funds include:

Director's Office - Health System Transformation (25000D)	\$109,090
Director's Office - Business Systems Analysis (25000E)	\$100,000
Coordinated Entry for Homeless Families (25111F)	\$610,000
HSPV - Short-Term Rent Assistance (25133B)	\$1,500,000
Facility Based Transitional Housing (25133F)	\$238,009
HYS - MH and Addictions Engagement Services (25136B)	\$471,000
AP - Computers for Head Start Graduates (25139C)	\$20,000
SUN Long Term Evaluation (25157)	\$50,000
SUN Early Learning HUB Development (25158)	\$50,000
East County Education Outcomes Support (25159)	\$250,000
Capital Development at Earl Boyles (25160)	\$500,000
Children's Center at Stevens Creek Crossing (25161)	\$125,000

DCHS' Fed/State Fund budget increases by \$3.9 million from \$111.9 million to \$115.8 million and its Behavioral Mental Health Fund budget increases \$1.7 million from \$44.3 million to \$46.0 million.

Budget Trends*	FY 2012		FY 2013		FY 2014	Difference
	FY 2012	Current	Adopted	Proposed		
	Actual	Estimate	Budget	Budget		
Staffing FTE	688.37	719.95	713.44	722.84		9.40
Personnel Services	\$60,474,768	\$64,083,791	\$65,775,172	\$69,511,844		\$3,736,672
Contractual Services	133,723,402	121,336,740	127,380,545	134,866,269		7,485,724
Materials & Supplies	16,252,098	15,848,679	16,679,241	16,930,365		251,124
Capital Outlay	0	25,334	0	0		0
Total Costs	\$210,450,268	\$201,294,544	\$209,834,958	\$221,308,478		\$11,473,520

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

The Aging and Disabilities Services Long Term Care program helped divert or transition 534 people from nursing facilities back into their communities. A savings estimate of this effort is \$20 million in Medicaid costs, with an ongoing savings projection of \$32 million per year.

In the summer of 2012 the SUN Service System provided seed funding to SUN lead agencies and school districts to offer early kindergarten transition programs at 12 SUN Community Schools. Two hundred sixty young children and their caregivers, participated in this 3 week “kindergarten orientation” program designed to ease transitions into kindergarten for children who have had little to no formal pre-school experience. This effort leveraged over \$90,000 in resources from school districts, Social Venture Partners, the Children’s Institute and Portland State University.

Multnomah Mental Health (formerly Verity) insurance plan has transitioned to the Coordinated Care Organization, Health Share of Oregon, and continues to collaborate regionally.

Domestic Violence Enhanced Response Team (DVERT) established Multnomah County’s first nighttime and weekend emergency response program for victims of domestic violence crimes. Victim advocates provide immediate, on-scene crisis intervention, safety planning and other victim support following police response to domestic violence crimes in North and East Portland.

Homeless Benefits Recovery (HBR) program assisted 170 of our most vulnerable citizens to obtain federal benefits, producing a total annual benefit to the community of \$1,379,002 including direct savings of \$397,606 to the General Fund for services paid in the previous 12 months.

Developmental Disabilities nearly tripled its yearly allocation for Short-term Rent Assistance (STRA) through a competitive funding process this year, from \$44,000 to \$124,700, providing housing assistance to families with a member in services with DDS that are experiencing homelessness or are at risk of homelessness.

The Mental Health Call Center staffed 24 hours, seven days a week by master’s level clinicians answered 63,530 calls. The call center is a crisis line and dispatcher for the Mobile Crisis Outreach Team. Staff also answer dedicated lines for the Department of Community Justice, Police, EASA, Healthshare/ Multnomah Mental Health, and accepts warm transfers from 911.

Throughout the state case managers and adult protective service workers continue to be challenged by high case loads and increasing case complexity. Multnomah County is not unique and has implemented several process improvements to address and streamline workload and improve customer satisfaction.

Diversity and Equity

DCHS is making progress toward creating an equitable workplace through an examination of hiring and retention data and enhancing efforts to recruit diverse pools of employment candidates. This is an ongoing priority supported by the DCHS Human Resources outreach campaign, “This Work Matters” to develop DCHS as an employer of choice. DCHS also aims to include the equity lens as a key component of its decision-making processes and to integrate it into the fabric of everything it does.

Overall, the department workforce continues to diversify, with an increase in the percentage of employees of color, from 23% to 24% in FY 2012. The applicant pool increased from 23% to 29% people of color. DCHS also hired more people of color with 32% of all hired employees in FY 2012 being people of color.

To increase the retention rate of employees of color DCHS has focused on increasing the percentage of work-out-of-class opportunities and promotions for employees of color. Progress in the area of work-out-of-class has been slow, but DCHS has seen improvement in promotions. Thirty-seven percent of promoted employees were people of color in FY 2012, up from 30% in FY 2011, and only 12% in FY 2010.

This year DCHS is embarking on the Visibility Initiative, which will allow standardization of the demographic data it keeps on consumers across the department and among contractors. As the Initiative rolls out, DCHS will be able to assess racial and ethnic inequities and respond with interventions and culturally-specific programs based on accurate data.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$4,753,612	\$2,536,557	\$7,290,169	50.50
Developmental Disabilities	2,100,538	16,681,796	18,782,334	128.15
Aging and Disability Services	8,426,273	37,129,595	45,555,868	312.60
Domestic Violence Coordination Office	2,537,954	1,615,182	4,153,136	9.25
Mental Health & Addiction Services	16,481,989	82,932,299	99,414,288	171.64
Community Services	12,159,777	21,371,117	33,530,894	31.00
SUN Service System	<u>11,166,002</u>	<u>1,415,787</u>	<u>12,581,789</u>	<u>19.70</u>
Total County Human Services	\$57,626,145	\$163,682,333	\$221,308,478	722.84

Department Administration

The DCHS Administration provides leadership, vision and policy direction to the service divisions.

The Director's Office meets regularly with division leadership, sets policy, addresses issues of cultural competency, researches and evaluates programs, directs service delivery, provides emergency management coordination and serves as the Mental Health Authority.

Human Resources (HR) supports more than 700 departmental employees. HR staff address recruiting, hiring and retention issues; workforce planning; training; performance management; and labor relations.

Business Services provides the financial and business functions of the department including: development, management and oversight of the department's budget; accounts receivable and payable; purchasing; facilities coordination; and grants management. It also ensures that the department is in compliance with all County, State and Federal policies.

The Contracts Unit coordinates department procurement and contracting functions and ensures implementation and compliance with all county contracting and procurement policies. This is a key function since the majority of funds administered within the department are contracted out to community partners.

Significant Changes

Department Administration has undergone no significant structural changes in the previous year but has focused on these important initiatives

- In this phase of Health System Transformation, the Multnomah Mental Health (formerly Verity) insurance plan has transitioned to the Coordinated Care Organization, Health Share of Oregon, and continues to collaborate regionally. Working with partners in Clackamas and Washington County, DCHS has moved into the implementation phase of Health System Transformation, including discussion of administrative simplification, standardized payment methodologies and metrics for the integration of physical and behavioral health care.
- DCHS is heavily involved in the implementation of the contracts redesign process. Unit staff actively participate in the implementation of Supplier Relationship Management system, while processing over 400 contracts
- DCHS has enhanced efforts to recruit diverse pools of candidates for open positions. This is an ongoing priority, and is supported by the DCHS Human Resources outreach campaign, "This Work Matters" to make DCHS an employer of choice.

Developmental Disabilities Service Division

The Developmental Disabilities Service Division (DDSD) provides case management services linking consumers and families to available resources in the community and, where eligible, to Medicaid funded residential, employment and brokerage services. The goal is to assure that every person is safe, healthy and integrated into their community. This is done with person-centered planning to assure that each person's choices are respected and honored. DDSD serves over 4,950 people with intellectual and developmental disabilities diagnosed prior to the age of twenty-two. Services may span the entire lifetime.

DDSD is the host for Region One, a five county regional crisis diversion program for DDSD consumers who meet certain crisis criteria. Partner counties include Clackamas, Clatsop, Columbia and Washington. The program may provide crisis residential placement, but is focused on providing behavioral and situational assessment and support so people can stay in their current home.

DDSD will continue in FY 2014 to do outreach to the under-represented and marginalized families and consumers with developmental disabilities. The importance of case management in assisting these families continues to be a subject of research (National Association of Social Workers) and cannot be overstated. Case management is the cornerstone for positive change in the lives of DDSD clients.

Significant Changes

DDSD is finalizing corrections and response to a comprehensive review by the State's Office of Developmental Disabilities Services (ODDS) of DDSD's performance of its responsibilities as a county Community Developmental Disabilities Program (CDDP) per Oregon Administrative Rules Chapter 411, Division 320. Since the review, State staff have commented on several occasions that DDSD's results were exceptional. DDSD will implement corrections as reported by ODDS and continue to improve responsiveness and quality of services to people with developmental disabilities in Multnomah County.

Aging and Disability Services

Aging and Disability Services Division (ADS), the county's Area Agency on Aging and Disability, helps the county's 217,000 older adults, people with disabilities and veterans live independently by linking them to a wide range of quality services and resources that meet their diverse needs and preferences.

A key division goal is to reach older adults and people with disabilities and their families early to help them plan for their changing needs and to maintain their health and independence. National studies have repeatedly shown that assuring early and easy access to information and options for greater independence helps older adults and people with disabilities remain in their communities and transition back to community settings more quickly. The result is fewer and less protracted nursing facility stays.

ADS is experiencing the predicted increase in the aging population. As a consequence, the division is completing the transformation of its information and assistance services in accordance with the Aging and Disability Resource Connection (ADRC) model, a national best practice. In addition, the division is leading efforts in the Portland metro area to transform the long term care system by aligning service delivery with the Governor's Coordinated Care Organization (CCO) initiative. This will result in both cost savings and better health outcomes for clients.

Significant Changes

ADS is working on several fronts to meet the needs of a growing aging population. The division and its county partners have established an ADRC Metro Collaborative to provide coordinated and streamlined access to long term care services and supports. It is integrating the learnings from recent grants to pilot core ADRC services, including options counseling and care transition, services that support efforts to reach older adults and people with disabilities earlier, faster, and more efficiently in order to reduce costs, improve outcomes and positively impact the customer experience.

These activities are also positioning ADS to respond to the changes now transforming the Oregon health care system. ADS is currently providing choice counseling and enrolling clients in metro-area CCOs.

Domestic Violence Coordination Office

The Multnomah County Domestic Violence Coordination Office (DVCO) provides leadership, consultation and technical assistance in the development of effective responses to domestic violence. DVCO manages County, State and Federal funds for victim services; leads and facilitates the development and implementation of collaborative projects; and assists in procuring resources for those projects. Collaborative projects led by DVCO include the Domestic Violence Enhanced Response Team (DVERT), assistance to victims and their children involved in the Child Welfare System (Safe Start), transitional housing and supportive services collaborations, and the Defending Childhood Initiative to improve responses to children exposed to a wide range of violence.

The county has built a multi-disciplinary, coordinated system that responds to victims and perpetrators: 5,000 victims receive community-based, in-person services; 2,000 receive District Attorney-based services; and 30,000 receive assistance by phone. Over 4,000 offenders are jailed, 1,400 are prosecuted and 1,000 are supervised by the Department of Community Justice annually. Despite these efforts, domestic violence remains a significant and complex problem. New national surveys indicate that more than one in four women experience severe physical violence by a partner during their lifetimes (NISVS, 2010). One in 15 children witness domestic violence each year, and these children face a 3 to 9 times greater risk for other victimizations such as child abuse, sexual abuse and bullying (National Survey of Children's Exposure to Violence, 2011).

Significant Changes

Grants: DCHS is one of eight demonstration sites nationally selected for the US Attorney General's Defending Childhood Initiative. In 2013, DCHS received a third Defending Childhood Initiative grant to direct mental health and domestic violence services for children and families exposed to violence. This is in addition to the existing efforts focused on multidisciplinary training and capacity-building to improve service providers' ability to recognize, respond to and mitigate the effects of children's exposure to violence.

Victim Services: Gateway Center for Domestic Violence Services, which opened in September 2010 through a Multnomah County-City of Portland partnership, continues to serve as an essential entry point for domestic violence victims. In 2012, Gateway served over 2,200 first-time visitors and 820 children with more than 9,900 visits, including 1,055 victims who accessed restraining orders through Gateway. However, local victim services organizations continue to report that funding shortfalls are severely straining their organizations and that victims continue to face significant needs, particularly in the areas of emergency shelter and housing assistance, civil legal assistance and mental health services. These challenges led the YWCA to close its domestic violence emergency shelter in the spring of 2013. In December 2012, the Oregon Commission on Public Safety recognized that funding for victim services, a critical component of the public safety system, is inadequate to meet current needs and should be increased.

Mental Health and Addiction Services

Multnomah County Mental Health and Addiction Services Division (MHASD) provides a comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in adults, youth and children. Through consumer-focused, culturally responsive and evidence-based practices, MHASD serves low-income, uninsured, and homeless individuals and families, as well as anyone who is in crisis.

An estimated 19% of Multnomah County adult residents living at or below 200% of the Federal Poverty Level have a mental illness. MHASD serves a large number of adults with mental illness who require residential care in one of the county's 563 licensed beds. County Involuntary Commitment Program staff investigate 71% of the emergency holds placed in the tri-county region.

Approximately 300,000 Oregonians are estimated to have a substance use disorder. MHASD's addiction outpatient providers serve 5,000 non-Medicaid eligible adults each year.

MHASD manages a system of care that all citizens can use, whether they are uninsured or are one of the more than 100,000 Oregon Health Plan members enrolled in Multnomah Mental Health, the county's mental health organization. DCHS' 24/7 crisis services and involuntary commitment investigation services are available for anyone in need, regardless of insurance or income.

Significant Changes

Statewide and local health care transformation changes continue to impact MHASD in fiscal year 2013. Verity, the county's Medicaid mental health organization, and its 100,000 members transitioned to Health Share/Multnomah Mental Health on September 1, 2012. However, MHASD continues to operate Multnomah Mental Health as a subcontractor.

In addition, MHASD is collaborating with Washington and Clackamas counties to standardize administrative functions and reduce burden on providers. Key staff are involved in multiple work groups related to these major transformation efforts.

MHASD is managing reductions in both Medicaid and state crisis funding. Effective July 1, 2012, it reduced reimbursement and implemented monthly budget caps to adjust to an 11% reduction in Oregon Health Plan reimbursement and remain within revenue. This required significant partnership with providers to balance fiscal responsibility with client care.

MHASD convened crisis system stakeholder meetings, which included the Portland Police, to plan how to absorb the \$1.6 million reduction in state funding for crisis services. Mental health call center volume increased by 23% in 2012, to a high of 67,375 calls. Volume of calls transferred from 9-1-1 is also higher than anticipated. MHASD is investigating how to incorporate recommendations from stakeholders to add crisis services within reduced available funding. MHASD is also examining how to continue the successful Suicide Prevention training after the grant supporting it ends this year.

Community Services Division

The Community Services Division's mission is to align services in order to create systems of support that impact poverty and increase academic success. Services are organized into three areas: Energy; Homelessness and Housing; and Anti-Poverty/Prosperity. A variety of services and supports are provided to 20,624 of the approximately 70,000 county households who meet 200% of federal poverty guidelines. This is achieved through a mix of contracted services provided by non-profit social service organizations, direct services provided by county staff, and involvement with community and cross-jurisdictional initiatives. The division is the Community Action Agency for Multnomah County.

Forty-five percent of Portland households pay more than 30% of their monthly income for housing (cost burdened). Workers with a full-time, minimum wage job cannot afford apartments of any size in the metro area at fair market rates without being cost burdened. County unemployment rates continue in the double digits. 25% of county children under the age of 5 live in poverty, with children of color represented at three times the rate of Caucasian children.

When the economy is bad and too many citizens struggle to meet their basic needs, Community Services provides creative, innovative, and strategic leadership, taking action to invest in economic development of human capital, remove barriers, and build upon strengths so that we all have the greatest opportunity possible to succeed and thrive as a prosperous, caring community.

Division changes in the past year fall into three categories:

Systems Alignment: on-going implementation of the Assertive Engagement model and practice among all Division contractors; completion of the 10 Year Plan to End Homelessness reset process and report; initiation of aligned budget for housing and homelessness discussions with jurisdictional partners.

Innovation: pilot of coordinated entry and mobile housing placement services for homeless families; continued implementation of the Inter-Faith Initiative resulting in technical assistance, relationship building, and shared service delivery among County departments and diverse communities of faith; building of Green and Healthy Homes collaborative.

Efficiencies: reduction of 2.00 FTE through job reassignments to improve Weatherization Program client service; creation of approximately \$177,143 in savings to the Multnomah Treatment Fund (MTF) through the Homeless Benefits Recovery Project, allowing MTF to serve additional uninsured members of the community living with mental illness.

Significant Changes

SUN Service System

The SUN Service System Division has three principal areas of oversight: contracting for services that promote academic success and family self sufficiency within the SUN Service System (SUN SS); program delivery and service coordination through the Bienestar Social Service program at the Baltazar Ortiz Community Center; and management of data collection, reporting and evaluation activities.

As a service delivery system, the division contracts for a continuum of school-based and community-sited services that support student success and family self-sufficiency. Services include 67 SUN Community Schools, youth case management, early childhood supports and anti-poverty/prosperity services for families. An important emphasis in the SUN SS is on partnership development and administrative staff engage in activities to align services, build partnerships and strengthen the system. Staffing for the SUN Service System Coordinating Council and its workgroups, and program development are examples of these efforts. The Bienestar Social Service program is an important gateway into an array of services for Multnomah County's Latino community. Staff at Bienestar coordinate resources and services on site, triage hundreds of requests for assistance, and provide alcohol and drug and mental health services. Data collection, technical assistance, reporting and program evaluation functions are implemented across both the SUN SS and the Community Services divisions.

Significant Changes

The FY 2014 budget for the SUN Service System Division includes the Department assuming responsibility for contracting for eight SUN Community School sites previously funded and managed through the Portland Children's Levy. In addition to managing the sites, the SUN budget includes additional staffing capacity to manage this increased workload.

In FY 2013 the SUN Service System was audited by the County Auditor's Office. The resulting Letter to Management highlighted some key areas for the Division to focus on in order to strengthen its overall contract and program management functions. In FY 2014 the Division will continue development and implementation of key items to the greatest extent possible.

For the third year, the division was granted an AmeriCorps member to be sited at the Bienestar de la Familia program to enhance meaningful youth engagement opportunities for Latino youth in the NE Cully neighborhood. The addition of this resource has filled a very important service gap in this particular community.

Department of County Human Services

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Department Administration					
25000A	Director's Office	\$456,684	\$746,332	\$1,203,016	6.00
25000B	Director's Office - Quality Improvement	100,000	0	100,000	1.00
25000D	Director's Office - Health System Transformation	109,090	0	109,090	0.00
25000E	Director's Office - Business Systems Analysis	100,000	0	100,000	1.00
25001	Human Resources	396,084	600,152	996,236	7.00
25002	Business Services	2,531,944	1,142,715	3,674,659	25.50
25003	Contracts Unit	1,059,810	47,358	1,107,168	10.00
Developmental Disabilities Services					
25010	DD Administration & Support	843,968	1,842,612	2,686,580	17.00
25011	DD Systems, Contracts and Budget	582,696	4,190,135	4,772,831	9.00
25012	DD Services for Adults	0	3,675,260	3,675,260	36.00
25013	DD Services for Children	24,140	3,411,579	3,435,719	33.80
25014	DD Abuse Investigations	243,778	787,182	1,030,960	10.00
25015	DD Monitoring and Crisis Services	0	2,291,126	2,291,126	14.35
25016	DD Eligibility & Intake Services	405,956	483,902	889,858	8.00
Aging and Disability Services					
25020A	ADS Access & Early Intervention Services	3,249,192	5,957,392	9,206,584	21.90
25021	Multnomah Project Independence	295,301	0	295,301	1.00
25022	ADS Adult Care Home Program	79,396	1,749,147	1,828,543	13.00
25023A	ADS Long Term Care Program	2,028,891	23,385,356	25,414,247	214.80
25023B	ADS Long Term Care Program - Continuing Service Level	0	361,381	361,381	4.00
25024A	ADS Adult Protective Services	868,206	4,194,087	5,062,293	35.60
25024B	ADS Adult Protective Services - Continuing Service Level	0	214,009	214,009	2.00
25026A	ADS Public Guardian/Conservator	1,212,408	0	1,212,408	10.00
25027	ADS Administration	163,710	1,023,009	1,186,719	5.80
25028	Bed Bug Eviction Mitigation	130,000	0	130,000	0.50
25030	ADS Elders in Action Commission and Personal Advocacy	165,189	0	165,189	0.00
25037	ADS Restore County General Fund Match to Maintain Staffing	233,980	245,214	479,194	4.00

County Human Services

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Domestic Violence					
25040A	Domestic Violence Victims Services Continuum	1,895,506	793,719	2,689,225	2.00
25044	Domestic Violence Administration & Coordination	453,839	510,130	963,969	6.00
25047	Domestic Violence Enhanced Response Team	188,609	311,333	499,942	1.25
Mental Health and Addiction Services					
25050A	MHASD Administration	273,726	1,079,570	1,353,296	6.00
25052	Medical Records for MHASD	726,764	65,532	792,296	9.00
25053	Mental Health Quality Management & Protective Services	912,593	2,922,021	3,834,614	20.20
25055A	Behavioral Health Crisis Services	957,930	3,137,432	4,095,362	16.56
25055B	Behavioral Health Crisis Services Backfill	0	1,600,000	1,600,000	0.00
25056A	Mental Health Crisis Assessment & Treatment Center (CATC)	597,500	2,840,149	3,437,649	0.00
25057	Inpatient, Subacute & Residential MH Services for Children	0	5,092,291	5,092,291	0.00
25058	Mental Health Commitment Services	1,172,756	5,869,669	7,042,425	26.50
25059A	Peer-run Supported Employment Center	80,000	0	80,000	0.00
25060A	Mental Health Residential Services	1,110,249	9,705,806	10,816,055	8.60
25061	Adult Mental Health Initiative (AMHI)	0	3,023,714	3,023,714	6.25
25062A	Mental Health Services for Adults	0	20,596,738	20,596,738	4.45
25063A	Mental Health Treatment & Medications for the Uninsured	1,373,812	91,794	1,465,606	0.00
25064A	Early Assessment & Support Alliance	0	1,258,275	1,258,275	7.95
25065	Mental Health Services for Victims and Survivors of Domestic Violence	33,500	33,500	67,000	0.00
25066	Mental Health Organization Provider Tax	0	3,000	3,000	0.00
25067A	Community Based MH Services for Children & Families	1,612,669	10,797,575	12,410,244	21.45
25068	Multnomah Wraparound	0	1,909,351	1,909,351	13.70
25075A	School Based Mental Health Services	653,208	1,113,990	1,767,198	14.68
25076	Mental Health First Aid	207,000	0	207,000	0.00
25078	Culturally Specific Mental Health Services	1,354,347	0	1,354,347	0.00

County Human Services

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Mental Health and Addiction Services (cont.)					
25080A	Adult Addictions Treatment Continuum	2,962,227	6,021,104	8,983,331	7.83
25085	Addiction Services Gambling Treatment & Prevention	0	521,505	521,505	0.17
25086	Addiction Services Alcohol & Drug Prevention	0	425,193	425,193	0.00
25088	Coordinated Diversion for Persons with Mental Illness	251,194	765,813	1,017,007	8.30
25090	Addictions Detoxification & Post Detoxification Housing	1,410,343	2,081,207	3,491,550	0.00
25091	Sobering	657,892	0	657,892	0.00
25094	Family & Youth Addictions Treatment Continuum	134,279	979,959	1,114,238	0.00
25098A	Family Involvement Team	0	997,111	997,111	0.00
Community Services					
25111A	Homeless Families Shelter & Emergency Services (HFSES)	811,115	490,111	1,301,226	0.00
25111E	HFSES - Coordinated Entry for Homeless Families	390,000	0	390,000	0.50
25111F	HFSES - Coordinated Entry for Homeless Families - OTO	610,000	0	610,000	0.00
25115A	Homeless Benefit Recovery Project (HBR)	420,551	0	420,551	0.00
25118A	Community Services Division Administration (CSA)	916,512	0	916,512	7.50
25119	Energy Assistance	51,971	10,103,829	10,155,800	5.20
25121	Weatherization	0	4,152,946	4,152,946	6.80
25123	Community Healing Initiative	1,340,805	0	1,340,805	1.00
25133A	Housing Stabilization for Vulnerable Populations (HSVP)	2,103,342	1,503,552	3,606,894	3.00
25133B	HSVP - Short-Term Rent Assistance	1,500,000	0	1,500,000	0.00
25133C	HSVP - Streetroots	20,000	0	20,000	0.00
25133E	HSVP - Flex Funds for Veterans	30,000	0	30,000	0.00
25133F	Facility Based Transitional Housing	238,009	0	238,009	0.00
25135A	Commercial Sexual Exploitation of Children (CSEC) - Victims System of Care	30,675	46,278	76,953	0.00
25135B	CSEC - Shelter, Housing, and Assertive Engagement	429,450	0	429,450	0.00
25136A	Homeless Youth System (HYS)	664,194	3,508,406	4,172,600	0.83
25136B	HYS - MH and Addictions Engagement Services	471,000	0	471,000	0.00

County Human Services

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Community Services -(cont.)					
25138A	Runaway Youth Services (RYS)	821,391	0	821,391	0.17
25138B	RYS - Maintain Current Service Level	0	161,132	161,132	0.00
25139A	Anti-Poverty Services (AP)	1,234,759	1,032,413	2,267,172	5.00
25139B	AP - Increased Tax Prep Capacity	0	20,000	20,000	0.00
25139C	AP - Computers for Head Start Graduates	0	20,000	20,000	0.00
25140	Community Development	76,003	332,450	408,453	1.00
SUN Service System					
25143	SUN Service System Administration	973,417	0	973,417	7.25
25145A	SUN Community Schools	3,711,820	1,008,016	4,719,836	2.05
25145B	SUN Community Schools - Levy Funded	986,035	0	986,035	2.00
25147A	Child & Family Hunger Relief	167,562	0	167,562	0.50
25149A	Social & Support Services for Educational Success	2,003,562	0	2,003,562	1.00
25149B	Social & Support Services for Educational Success Scale	0	302,582	302,582	0.00
25151A	Parent Child Development Services	1,447,467	0	1,447,467	1.00
25151B	Parent Child Development Services Scale	0	105,189	105,189	0.00
25154	Alcohol, Tobacco & Other Drug Services	130,767	0	130,767	0.00
25155	Services for Sexual Minority Youth	112,080	0	112,080	0.00
25156A	Bienestar Social Services	658,292	0	658,292	5.40
25157	SUN Long Term Evaluation	50,000	0	50,000	0.00
25158	SUN Early Learning HUB Development	50,000	0	50,000	0.50
25159	East County Education Outcomes Support	250,000	0	250,000	0.00
25160	Capital Development at Earl Boyles	500,000	0	500,000	0.00
25161	Children's Center at Stevens Creek Crossing	<u>125,000</u>	<u>0</u>	<u>125,000</u>	<u>0.00</u>
Total Department of County Human Services		\$57,626,145	\$163,682,333	\$221,308,478	722.84

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Lead Agency: County Human Services

Program Contact: Susan Myers

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Human Services (DCHS) Director's Office provides vision, leadership, and policy direction; facilitates the development of the department's mission and strategic direction; functions as the County's Mental Health Authority; and sets Departmental priorities that support the overall county mission.

Program Description

The DCHS Director's Office is responsible for overseeing the programmatic and fiscal management of the department and ensuring that programs and activities are responsive and accountable to our clients, the community, the Board of County Commissioners and our funders.

The DCHS Director's Office includes the newly formed Office of Policy, Planning and Performance consolidating existing staff to manage department-wide system analysis and planning, including: HIPAA and policy compliance; data analysis, performance measurement and evaluation; strategic planning; communication, health system transformation; legislative coordination; and emergency preparedness and response planning.

The Director's Office oversees efforts related to the delivery of culturally-appropriate services and the department's work to reduce racial and ethnic disparities in the workplace and community. DCHS administration builds partnerships that align priorities to create effective service delivery and works to generate additional public/private resources in support of the human service system of care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of formal communications to employees ¹	71	50	59	50
Outcome	Advisors agree/strongly agree with statement: Overall, D.O. does its job well ²	100.0%	0.0%	0.0%	100.0%

Performance Measure - Description

¹ Formal communications include director's brown bag sessions, all staff emails and meetings with staff groups such as district offices or the department Employees of Color employee group.

² This outcome is measured by a survey of advisory group members in alternating years. The survey was completed January 2012 and will be repeated January 2014.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$542,424	\$222,508	\$231,760	\$534,327
Contracts	\$206,743	\$134,911	\$213,115	\$86,083
Materials & Supplies	\$6,930	\$43,500	\$6,790	\$38,046
Internal Services	\$67,638	\$18,910	\$5,019	\$87,876
Total GF/non-GF:	\$823,735	\$419,829	\$456,684	\$746,332
Program Total:	\$1,243,564		\$1,203,016	
Program FTE	3.62	1.38	2.24	3.76
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$1,567	\$0
Fees, Permits & Charges	\$823,735	\$0	\$369,173	\$0
Intergovernmental	\$0	\$419,829	\$0	\$746,332
Total Revenue:	\$823,735	\$419,829	\$370,740	\$746,332

Explanation of Revenues

\$489,576 - Title XIX

\$187,654 - State Mental Health Grant Local Admin

\$69,102 - Oregon Health Plan Premium(OHP)

\$369,173 - County General Fund Department Indirect: Based on FY14 Dept Indirect Rates published by Central Finance

\$87,511 - County General Fund

Significant Program Changes

Last year this program was: #25000, Director Office

1.00 FTE Program Specialist Sr, functioning as the department HIPAA Compliance and Privacy Officer, was moved from Mental Health and Addiction Services Division to the DCHS Director's Office.

General Fund personnel and contract expenditure figures are reduced by \$100,000 to reflect department-wide COLA calculations adjusted after department submission.

Lead Agency: County Human Services

Program Contact: Susan Myers

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

DCHS proposes the creation of a department-wide Quality Improvement (QI) Program with the addition of one position totaling \$100,000. This position will develop standards, monitor compliance with state and federal regulations and program requirements, and ensure quality of service through setting department benchmarks, conducting performance evaluations, researching best practices and identifying opportunities for efficiency and systems improvement.

The Quality Improvement Program will shape the department's implementation of the Equity Lens in business systems and contract development and planning.

Program Description

Ongoing quality improvement is a critical function to ensure the appropriate stewardship of funds, compliance with regulations and ultimately client safety and well-being. The addition of a department-level Quality Improvement position would allow for the creation of department-wide standards and assist divisions in ensuring continuous systems improvement.

A responsive organization must ensure that decisions and care are based on data and evidence-based practices. DCHS currently lacks the resources to conduct a department-wide view to streamline service delivery and ensure consistent standards of quality. The QI program would measure outcomes and ensure fiscal accountability through ongoing program evaluations and data-driven decision making.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of internal quality assurance reviews completed	0	0	0	3
Outcome	Systems reviewed will implement clear action plans to address quality issues	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$99,474	\$0
Materials & Supplies	\$0	\$0	\$526	\$0
Total GF/non-GF:	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$100,000	\$0
Total Revenue:	\$0	\$0	\$100,000	\$0

Explanation of Revenues

\$100,000 - County General Fund

Significant Program Changes

Last year this program was:

New program offer.

Lead Agency: County Human Services

Program Contact: Susan Myers

Program Offer Type: Support

Related Programs: 25000A

Program Characteristics: One-Time-Only Request

Executive Summary

DCHS supports the continuation of the county-wide and regional work of the Health System Transformation Project Manager through funding of \$109,090 for FY14. This is a key position, working to organize and effectively advocate for Multnomah County interests with coordinated care organizations and regional government partners.

Program Description

The evolution of health system transformation and its impact on county services and budget has benefited from having an individual charged with creating strategy and overseeing the county's response to a dynamic and fast-moving process.

The position is responsible for streamlining communication across the county, leading teams to troubleshoot operational and IT issues, forecasting and providing a framework for assessing likely risks, and general problem solving. The project manager works closely with county leadership, and led the process with county counsel to create and negotiate legally binding agreements with Health Share Oregon, the region's largest coordinated care organization, and DCHS' Mental Health and Long-term Care services.

Working across boundaries, the project manager facilitates Steering Committee and operational meetings to ensure that staff representing county leadership, DCHS, Health Dept., IT, county counsel and government affairs are actively engaged and up-to-date on the latest developments.

The next phase of work requires the continuation of this project management function to coordinate services and communication, monitor the Health Commons Grant requirements, review proposed legislation and meet other key milestones. As health system transformation becomes operational, integrating primary care, behavioral healthcare and addictions treatment, the work increases in complexity and creates new challenges for analysis and implementation.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of email updates to 70+ county stakeholders on developments	0	0	0	12
Outcome	% of Health System Transformation legislation reviewed	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$106,551	\$0
Materials & Supplies	\$0	\$0	\$2,539	\$0
Total GF/non-GF:	\$0	\$0	\$109,090	\$0
Program Total:	\$0		\$109,090	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$109,090 - County General Fund (OTO)

Significant Program Changes

Last year this program was:
New program offer.

Lead Agency: County Human Services

Program Contact: Susan Myers

Program Offer Type: Administration

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

DCHS will create a department-wide Quality Improvement (QI) Program with the addition of a Business Process Consultant position who will work to streamline and consolidate the more than 70 data systems currently in place, evaluate unmet programming needs and support efforts to integrate data across the department. This position will assess mandated data reporting needs, unmet data needs and evaluate the most cost-effective solutions for creating or updating data systems.

Program Description

The Business Process Consultant position will assess mandated data reporting requirements, unmet data needs and evaluate the most cost-effective solutions for creating or updating data systems. The consolidation of data systems and technical oversight will allow us to track and coordinate services for clients who may be served by multiple divisions. A robust and updated data system allows us to make better programmatic and financial decisions and better serve our clients.

A responsive organization must ensure that decisions and care are based on data and evidence-based practices. DCHS currently lacks the resources to conduct a department-wide view to streamline service delivery and ensure consistent standards of quality. The QI program would measure outcomes and ensure fiscal accountability through ongoing program evaluations and data-driven decision making.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Perform an inventory of DCHS data systems	0.0%	0.0%	0.0%	100.0%
Outcome	Develop plan for data consolidation and integration	0	0	0	1

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$100,000	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$100,000 County General Fund (OTO)

Significant Program Changes

Last year this program was:

New program offer.

Lead Agency: County Human Services

Program Contact: Urmila Jhattu

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

DCHS Human Resources support nearly 700 regular and 33 temporary employees located throughout the county. HR services include recruiting, hiring and retaining staff; workforce and succession planning; new employee orientation; employee/labor relations; records management; management and employee training; employment law and labor contract compliance; and performance management consultation.

Program Description

The Human Resources team provides services and consultation to managers and employees. Represented employees are covered by one of two labor contracts and some work multiple shifts/schedules that span 24 hour/daily operations. Principal functions and goals of the Human Resources group include: 1. Organizational consultation to ensure HR services and strategies support and add value to DCHS business strategies; 2. Performance management coaching to ensure fair and equitable treatment for all employees and adherence to the county's personnel rules, policies and labor contracts; 3. Integration of departmental HR services with Central Human Resources and Labor Relations to develop and implement consistent and effective HR solutions and programs; 4. Succession and workforce planning to ensure a diverse and talented pool of employees to fill future openings.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of recruitments conducted	187	140	200	175
Outcome	Management satisfaction with HR consultation and services	61.0%	75.0%	65.0%	65.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$378,208	\$453,033	\$288,384	\$585,330
Contracts	\$700	\$800	\$1,500	\$0
Materials & Supplies	\$1,001	\$18,299	\$18,430	\$2,000
Internal Services	\$82,941	\$20,357	\$87,770	\$12,822
Total GF/non-GF:	\$462,850	\$492,489	\$396,084	\$600,152
Program Total:	\$955,339		\$996,236	
Program FTE	3.31	3.69	2.31	4.69
Program Revenues				
Fees, Permits & Charges	\$31,471	\$0	\$300,906	\$0
Intergovernmental	\$0	\$492,489	\$0	\$600,152
Total Revenue:	\$31,471	\$492,489	\$300,906	\$600,152

Explanation of Revenues

\$416,364 - Title XIX

\$183,788 - State Mental Health Grant Local Admin

\$300,906 - County General Fund Department Indirect: Based on FY14 Dept Indirect Rate published by Central Finance

\$95,178 - County General Fund

Significant Program Changes

Last year this program was: #25001, Human Resources

Lead Agency: County Human Services

Program Contact: Kathy Tinkle

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Human Services (DCHS) Business Services provides administrative, financial and business support for the department. Services include development, management and administration of the department's annual budget; grants management; accounts receivable; accounts payable; purchasing; facilities coordination; and customer service via the reception desk. Business Services staff serve as liaison between the department and internal service providers such as County Finance, Central Budget, and the Department of County Assets.

Program Description

Business Services supports the work of the department by providing: budget development, management and reporting; accounts payable and receivable; grant accounting and reporting for approximately 140 funding sources; and implementation of, and compliance with, all county, state and federal fiscal policies and procedures related to the business of this department.

Business Services personnel provide administrative and support services for the department; work across the county with other departments and agencies in coordinating the provision of information technology and facilities management; function as liaison to the DCHS Citizen Budget Advisory Committee; and represent the department on several countywide workgroups and committees.

DCHS Business Services provides responsible leadership; sound budgetary and financial management; and delivers results that are consistent with the department's and county's priorities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of invoices paid in 30 days or less	78.0%	75.0%	68.0%	76.0%
Outcome	Percent of financial reports submitted to the grantor error free	99.0%	99.0%	99.0%	99.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,379,933	\$812,697	\$1,498,557	\$879,460
Contracts	\$742,375	\$10,500	\$874,891	\$14,234
Materials & Supplies	\$5,466	\$47,187	\$48,372	\$55,305
Internal Services	\$88,089	\$167,165	\$110,124	\$193,716
Total GF/non-GF:	\$2,215,863	\$1,037,549	\$2,531,944	\$1,142,715
Program Total:	\$3,253,412		\$3,674,659	
Program FTE	16.01	9.49	15.81	9.69
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$4,983	\$0
Fees, Permits & Charges	\$865,991	\$0	\$826,421	\$0
Intergovernmental	\$0	\$1,037,549	\$0	\$1,142,715
Total Revenue:	\$865,991	\$1,037,549	\$831,404	\$1,142,715

Explanation of Revenues

\$570,085 - Title XIX

\$352,660 - State Mental Health Grant Local Admin

\$219,970 - Oregon Health Plan Premium(OHP)

\$826,421 - County General Fund Department Indirect: Based on FY14 Dept Indirect Rates published by Central Finance

\$824,891 - County General Fund Match

\$880,632 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25002, Business Services Unit

For FY14, 4.00 FTE are shifted from the Mental Health and Addiction Services Division Business and Finance group. Those positions will continue to support the mental health and addiction programs while in the department Business Services section. The history for that program is shown here. A 0.38 FTE Finance Specialist 2 (Grant Accountant) position that supported the CCFC grant programs was added via budget modification mid year FY13, and was deleted for FY14.

Lead Agency: County Human Services

Program Contact: Priscilla Salvador

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The DCHS Contracts Unit coordinates and provides all procurement and contracting functions for the department. The unit serves as liaison between the department and county Central Purchasing. Nearly 65% of the total funds in the department are contracted to community-based providers for services to the vulnerable populations served by DCHS. The unit ensures implementation of and compliance with county contracting and procurement policies and procedures.

Program Description

The DCHS Contracts Unit provides procurement and contracting support for an estimated 500 contracts, amendments and purchase orders for Aging and Disability Services, Mental Health and Addiction Services, the Domestic Violence Coordinator's Office, the SUN Service System, Community Services and Developmental Disabilities Services.

In FY14, it will continue to adjust to using the newly implemented Supplier Relationship Management (SRM) procurement and contract system.

The Contracts Unit will also continue to take a lead role in the implementation of the January 2009 Contract Action Team Report recommendations through the Contract Redesign process.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of executed contracts and amendments ¹	400	400	400	400
Outcome	Percent of estimated annual contract renewals executed prior to	66.0%	88.0%	70.0%	50.0%

Performance Measure - Description

¹The estimated number of new contracts written for FY14 will remain steady at 400 due to the five year contracts still in place. Consequently, updating the internal SAP contract documents has added to the workload.

² The newly implemented Supplier Relationship Management (SRM), a procurement contract database system still impacts the overall contract outcome for FY14.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$789,008	\$144,076	\$947,407	\$43,064
Contracts	\$5,056	\$0	\$5,056	\$0
Materials & Supplies	\$6,569	\$12,383	\$13,648	\$4,294
Internal Services	\$96,624	\$1,869	\$93,699	\$0
Total GF/non-GF:	\$897,257	\$158,328	\$1,059,810	\$47,358
Program Total:	\$1,055,585		\$1,107,168	
Program FTE	8.41	1.59	9.53	0.47
Program Revenues				
Intergovernmental	\$0	\$158,328	\$0	\$47,358
Total Revenue:	\$0	\$158,328	\$0	\$47,358

Explanation of Revenues

\$47,358 - State Mental Health Grant Local Admin
 \$1,059,810 - County General Fund

Significant Program Changes

Last year this program was: #25003, Contracts

Lead Agency: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Developmental Disabilities Administration provides oversight and assures Medicaid status of the Developmental Disabilities Services Division. This unit ensures more than 4950 people are provided quality case management, and, where eligible, provides residential services in the community, and employment supports. Administration leads the agency in continuous quality performance improvement through records management; monthly quality assurance activities that include comprehensive file reviews, staff training and site visits; and strategic analysis of DDSD business functions.

Program Description

Developmental Disabilities Administration oversees all programs and partners, and seeks resolution on complaints and grievances. In addition, the program influences state policy. It maximizes resources by leveraging local funds and collaborating with other counties; develops the workforce; and seeks to continuously improve service delivery. Administration supports the accountability of leadership, resource management and performance-based outcomes and assures outreach is extended to diverse under-represented populations. The division leverages federal match for administrative services using county funds to provide administrative tracking and oversight required by the state.

In an effort to shift towards industry best practices there have been some significant changes to the methodology used for quality assurance in the division. In this new methodology, DD management reviews client records using a more focused review that is in compliance with federal and state requirements and the most recent Oregon Administrative Rule changes. Along with these changes, the division has also improved its performance outcome measures as a result of consultation with the Federal Centers for Medicare and Medicaid Services Technical Assistance contractor.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of client records audited annually for compliance	3,900	1,300	2,571	1,300
Outcome	% of records audited that are Medicaid compliant	65.0%	70.0%	69.7%	70.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,746,491	\$0	\$1,463,617
Contracts	\$686,461	\$52,195	\$843,968	\$135,000
Materials & Supplies	\$3,699	\$18,418	\$0	\$17,975
Internal Services	\$160,918	\$57,473	\$0	\$226,020
Total GF/non-GF:	\$851,078	\$1,874,577	\$843,968	\$1,842,612
Program Total:	\$2,725,655		\$2,686,580	
Program FTE	0.00	19.00	0.00	17.00
Program Revenues				
Intergovernmental	\$0	\$1,874,577	\$0	\$1,590,971
Other / Miscellaneous	\$0	\$0	\$0	\$251,641
Total Revenue:	\$0	\$1,874,577	\$0	\$1,842,612

Explanation of Revenues

\$1,273,667 - State Mental Health Grant Local Admin
 \$317,304 - State Mental Health Grant Case Management
 \$112,376 - Beginning Working Capital Case Management
 \$139,265 - Beginning Working Capital Local Admin
 \$843,968 - County General Fund Match

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25010, DD Administration and Support
 Eliminated 2.0 Senior Manager positions that were vacant.

Lead Agency: County Human Services

Program Contact: Dan Haynes

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Developmental Disabilities Systems, Contracts and Budget unit provides oversight for the division's budget, client systems for enrolling clients into services, and procurements and contracts. The unit is responsible for managing funding for comprehensive services to clients. Unit staff track and verify revenue, ensure the funds are applied to appropriate cost centers, and oversee expenses and changes that are incurred. The unit conducts monthly review of each service element to ensure they balance to the state CPMS system for those services paid by the county and to eXPRS for those services paid directly by the state. The unit is responsible for submitting all required forms to the state for client service changes, monitoring funding for services and ensuring appropriate application of waived services. In addition, the unit ensures availability of state funded services to clients by managing and monitoring provider contracts.

Program Description

In maintaining and managing the personnel budget, the division works with the Department Administration and Business Services to identify revenue versus positions and costs to develop an annual budget for the division. This also includes processing budget modifications and providing budget analysis as needed. The unit is responsible for management of service contracts with providers which involves determination of regulatory requirements; initiation of appropriate contracts, amendments and negotiation of contract terms and conditions; as well as public procurements and following and implementing county administrative procedures. The unit is responsible for tracking and verifying revenue for 24-hour residential, foster care and employment which are direct pay to providers from the state; transportation, rent subsidy, county crisis funds, family support funds, kids long-term diversion and adult in-home services which are paid through the county to providers as well as tracking and verifying revenues for adult protective services, targeted case management and Local Administration funds which are for personnel and operating expenses. This includes the ongoing review and reporting of funding allocations, service expenditures, completing and securing budget approval, verifying client enrollment in the service and required reporting. In managing the revenue and expenditures, the unit tracks all budget costs for 127 employees and approximately 2,300 clients in comprehensive waived services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of 0337 enrollment forms accurately processed monthly ¹	95.0%	90.0%	92.5%	95.0%
Outcome	% of errors noted in monthly CPMS reconciliation ²	0.0%	5.0%	1.3%	3.5%

Performance Measure - Description

¹The 0337 enrollment form is the mechanism in which clients are entered into and exited from services. This program is responsible for ensuring accurate completion and data entry into the State eXPRS payment system.

²This unit is responsible for reconciling expenditures to funds received from Office of Developmental Disabilities Services for support services. This reconciliation ensures that our information corresponds to what the State CPMS system reports.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$848,627	\$0	\$916,851
Contracts	\$422,189	\$0	\$577,696	\$0
Materials & Supplies	\$5,000	\$2,135,077	\$5,000	\$3,168,309
Internal Services	\$75,049	\$28,694	\$0	\$104,975
Total GF/non-GF:	\$502,238	\$3,012,398	\$582,696	\$4,190,135
Program Total:	\$3,514,636		\$4,772,831	
Program FTE	0.00	9.00	0.00	9.00
Program Revenues				
Intergovernmental	\$0	\$3,012,398	\$0	\$4,190,135
Total Revenue:	\$0	\$3,012,398	\$0	\$4,190,135

Explanation of Revenues

\$123,589 - Housing Authority of Portland
 \$1,010,282 - State Mental Health Grant Local Admin
 \$84,473 - Crisis Intervention
 \$2,007,391 - Self-Directed Individual/Families
 \$10,920 - Special Projects
 \$245,830 - Foster Care
 \$212,368 - Family Support Services
 \$474,891 - Long Term Support for Children
 \$20,391 - Regional Crisis Coordination
 \$549,043 - County General Fund Match
 \$33,653 - County General Fund

Significant Program Changes

Last year this program was: #25011, DD Systems, Contracts and Budget

Direct client assistance has increased by \$1,071,953, due to increased caseloads. Revenues from federal and state sources have increased accordingly.

Lead Agency: County Human Services

Program Contact: Aubrey Davis

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program case manages approximately 2,338 Medicaid recipients who have been determined to have a developmental disability out of the approximately 4,950 total caseload of developmentally disabled consumers. Of the adult consumers, approximately 2,153 are actively enrolled in a funded residential and/or vocational program under the Home and Community Based Waiver. The primary responsibility is to monitor 563 residential, adult foster care, supported living and vocational service sites to assure that providers are in compliance with the Oregon Administrative Rules and also to assure the health and safety of the program consumers.

Program Description

Case Management services for adults with developmental disabilities are person-centered with the goal of linking clients with services and resources in their neighborhoods. In addition, staff assist clients in applying for financial and housing benefits. Monitoring customer health and safety is our primary responsibility. Case Management assists customers by involving family, friends and community partners in their lives in order to promote an enriched quality of life by developing skills, confidence, self-worth and independence in order to assist adults with developmental disabilities in the areas of self-care, behavior and resource coordination. This program partners with state and local organizations that have mutual interest in our clients, such as Community Justice, Mental Health and the Department of Vocational Rehabilitation. Through program interventions to avert crisis situations and monitoring of customer and provider health and safety concerns, instances of abuse are more likely to be detected and investigated assuring the customer to continue to live more independently. The importance of monitoring will continue to increase as funding reductions are made to programs serving adults.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total number of adults served.	2,045	2,100	2,338	2,350
Outcome	Total monitoring visits for residential sites.	4,850	4,850	4,945	5,000

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,930,761	\$0	\$3,211,183
Contracts	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$40,747	\$0	\$35,448
Internal Services	\$90,000	\$312,290	\$0	\$418,629
Total GF/non-GF:	\$90,000	\$3,293,798	\$0	\$3,675,260
Program Total:	\$3,383,798		\$3,675,260	
Program FTE	0.00	35.00	0.00	36.00
Program Revenues				
Intergovernmental	\$0	\$3,293,798	\$0	\$3,649,504
Other / Miscellaneous	\$0	\$0	\$0	\$25,756
Total Revenue:	\$0	\$3,293,798	\$0	\$3,675,260

Explanation of Revenues

\$319,817 - State Mental Health Grant Local Admin
 \$3,297,755 - State Mental Health Grant Case Management
 \$25,756 - Beginning Working Capital Case Management
 \$31,932 - State Mental Health Grant Special Projects

Significant Program Changes

Last year this program was: #25012, DD Services for Adults
 Moved 1.0 Sr. Program Specialist from 25015 - Monitoring and Crisis Services to provide more direct program support to adult case managers.

Lead Agency: County Human Services

Program Contact: Sherrelle Owens

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program case manages approximately 1,300 children (birth to 17) who have been determined to have a developmental disability out of the 4,950 total caseload of developmentally disabled consumers. The majority of the children served live in their family homes. Services for these children include referrals to community resources, family to family support groups, assistance with school programs and training opportunities for families. These services allow children with serious disabilities to remain in their family homes to prevent placement in child foster care and residential sites.

Program Description

Services for children are child-centered and family focused, providing assistance required to maintain the child in the family home. Funding for services to children is only 10.5% of all service funds, including those managed here and paid through the state. Child-centered planning and supports help to identify the customer's interests, focus on strengths, promote independence and self-worth, and map out family, friends and community members as potential resources. As a child approaches 18 planning is done to transition the customer to adult services. The program partners with state and local organizations that have mutual interest in our clients. This partnership strengthens families and helps to reduce the higher costs of out-of-home crisis placements or permanent placement in institutions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of children served	1,200	1,250	1,300	1,300
Outcome	# of resource referrals to families with children enrolled in family support ¹	4,652	4,660	4,916	0
Outcome	% of children retained in the family home ²	0.0%	0.0%	0.0%	85.0%

Performance Measure - Description

✔ **Measure Changed**

¹Discontinue this outcome measure. This measure isn't an accurate reflection of desired outcomes of the services.

²Replace last year's outcome measure with this outcome measure to better reflect program focus on child safety and family cohesion.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,676,041	\$0	\$2,996,350
Contracts	\$24,140	\$0	\$24,140	\$0
Materials & Supplies	\$0	\$37,022	\$0	\$32,241
Internal Services	\$76,659	\$288,850	\$0	\$382,988
Total GF/non-GF:	\$100,799	\$3,001,913	\$24,140	\$3,411,579
Program Total:	\$3,102,712		\$3,435,719	
Program FTE	0.00	31.80	0.00	33.80
Program Revenues				
Intergovernmental	\$0	\$3,001,913	\$0	\$3,385,823
Other / Miscellaneous	\$0	\$0	\$0	\$25,756
Total Revenue:	\$0	\$3,001,913	\$0	\$3,411,579

Explanation of Revenues

\$320,525 - State Mental Health Grant Local Admin
 \$2,997,328 - State Mental Health Grant Case Management
 \$25,756 - Beginning Working Capital Case Management
 \$67,970 - State Mental Health Grant Regional Crisis Coordination
 \$24,140 - County General Fund

Significant Program Changes

Last year this program was: #25013, DD Services for Children
 Moved 1.0 Sr. Program Specialist from 25015 - Monitoring and Crisis Services to provide more direct program support to children's case managers.

Added 1.0 Program Specialist to provide backup support on children's crisis placement and lead support for direct assistance programs to families.

Lead Agency: County Human Services

Program Contact: Dan Haynes

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Abuse Investigation Team reviews all serious incident reports submitted to the division. They determine which reports meet Oregon's definition of abuse/neglect and investigate those incidents. Abuse investigators screen approximately 3,000 serious event reports per year and conduct an average of 260 investigations annually. The team maintains ongoing relationships with local, state and federal law enforcement; the Psychiatric Security Review Board; and facilitates the District Attorney's Multi-Disciplinary Team as legislated in House Bill 2442.

Program Description

The primary responsibility of the investigation unit is to ensure appropriate safety plans are in place and to conduct thorough, unbiased investigations. Investigators perform these duties as the designee of the State of Oregon and under the oversight of the Office of Investigations and Training.

This unit investigates allegations of abuse, neglect or exploitation of adults now or previously enrolled in the Developmental Disabilities system. This includes clients served by the brokerages who don't receive county case management. Brokerages are a secondary case management system to which clients may be referred. The county Developmental Disabilities program retains Medicaid responsibilities for these clients. As of 2010, the abuse investigators have jurisdiction and responsibility to investigate care providers and non-care providers when a trusted relationship exists under expanded definitions of abuse in accordance with HB 2442. Currently the estimated number of Serious Incident Reports received is 2,534 for review.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of investigations	200	225	235	240
Outcome	% of abuse referrals screened within 5 working days ¹	0.0%	80.0%	95.8%	90.0%

Performance Measure - Description

¹As of FY13 the Office of Investigations and Training has set a standard of review within 5 working days.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$204,992	\$558,763	\$212,278	\$693,828
Contracts	\$0	\$0	\$0	\$24,060
Materials & Supplies	\$0	\$9,315	\$2,459	\$5,405
Internal Services	\$0	\$91,951	\$29,041	\$63,889
Total GF/non-GF:	\$204,992	\$660,029	\$243,778	\$787,182
Program Total:	\$865,021		\$1,030,960	
Program FTE	2.50	5.50	2.50	7.50
Program Revenues				
Intergovernmental	\$0	\$660,029	\$0	\$787,182
Total Revenue:	\$0	\$660,029	\$0	\$787,182

Explanation of Revenues

\$278,401 - State Mental Health Grant Local Admin
 \$508,781 - State Mental Health Grant Abuse Investigation Services
 \$243,778 - County General Fund

Significant Program Changes

Last year this program was: #25014, DD Abuse Investigations
 Added 1.0 Program Supervisor to oversee the Abuse Investigation unit. Added 1.0 Human Services Investigator due to increased caseload.

Lead Agency: County Human Services

Program Contact: Dan Haynes

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Developmental Disabilities Monitoring and Crisis Services Unit has oversight of 24-hour comprehensive residential and employment programs, transportation, and support brokerage services, and provides crisis services to more than 2,300 adults and children with developmental disabilities who qualify for comprehensive services. These services range from short-term crisis support or crisis placement, to in-home supports and/or long-term residential placements. The unit is responsible for arranging crisis placements and managing facility support services, and monitoring services provided by contracted agencies and/or families. These supports are accessed through the crisis system when the client is at risk for civil commitment, out of home placement, and/or when health and safety are at risk.

Program Description

To access comprehensive and support services the individual must meet the criteria for crisis services. Supports can include: accessing a crisis bed, behavior consultation, nursing support, respite and other supports needed to stabilize the client; and long-term supports including residential placement, supported living, in-home supports and employment/alternatives to employment.

The unit also completes programmatic monitoring to ensure compliance with county contracts, Oregon Administrative Rules and Oregon Statutes. They participate in on-site licensing reviews conducted by the state Office of Developmental Disabilities Services and provide contractors with technical assistance to support them in meeting requirements. The unit monitors health and safety issues that are programmatic as opposed to client-specific concerns. They work with the Abuse Investigations team to ensure required actions are completed and ongoing issues are addressed.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of programmatic monitoring visits performed by the unit	415	400	438	400
Outcome	% of clients receiving crisis services, who are stable at 6 months post crisis ¹	93.0%	96.0%	81.3%	80.0%

Performance Measure - Description

¹Stable is defined as not having a new crisis case opened to request crisis diversion services within 6 months of closure of previous case. Program is doing more consistent data tracking this year to provide greater accuracy although the outcome percentage is reduced.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,659,391	\$0	\$1,434,962
Contracts	\$0	\$240,611	\$0	\$118,385
Materials & Supplies	\$0	\$380,844	\$0	\$548,579
Internal Services	\$0	\$219,170	\$0	\$189,200
Total GF/non-GF:	\$0	\$2,500,016	\$0	\$2,291,126
Program Total:	\$2,500,016		\$2,291,126	
Program FTE	0.00	17.35	0.00	14.35
Program Revenues				
Fees, Permits & Charges	\$0	\$10,000	\$0	\$15,000
Intergovernmental	\$0	\$2,490,016	\$0	\$2,165,953
Other / Miscellaneous	\$0	\$0	\$0	\$110,173
Total Revenue:	\$0	\$2,500,016	\$0	\$2,291,126

Explanation of Revenues

\$562,600 - State Mental Health Grant Local Admin
 \$118,850 - State Mental Health Grant Case Management
 \$534,580 - State Mental Health Grant Crisis Intervention Services
 \$949,923 - State Mental Health Grant Regional Crisis Coordination
 \$110,173 - Beginning Working Capital Regional Crisis Coordination
 \$15,000 - Miscellaneous Fees (based on historical averages)

Significant Program Changes

Last year this program was: #25015, DD Monitoring and Crisis Services Unit
 Moved 2.0 Sr. Program Specialist positions out of this program offer to 25012 and 25013. Moved 1.0 Program Specialist position to 25016 - DD Eligibility and Intake services to provide backup clinical support and emergency housing services within the Intake Unit.

Lead Agency: County Human Services

Program Contact: Dan Haynes

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Eligibility is the entryway to developmental disabilities services and introduces potential clients to county services. Intakes average 70 people per month with a total of approximately 845 per year. In addition, this team is required to re-evaluate approximately 345 clients per year to determine continuing eligibility for developmental disabilities services.

Program Description

Eligibility/Intake is the single point of access to services for persons with developmental disabilities. The Eligibility and Intake unit ensures that eligible clients gain access to services and redetermines eligibility of existing clients to ensure their continued appropriateness for ongoing services. Once eligible, Intake transfers the client into the appropriate Developmental Disabilities case management unit for immediate access to program services. Per state rule, eligibility must be redetermined for children at ages 7, 18 and for clients who have developmental disabilities other than mental retardation by age 22. The intake and eligibility unit facilitated intake services for over 20 different languages in FY 13. The division has the capability of providing bilingual intakes in Spanish, Vietnamese, Russian, Mandarin, Cantonese and Farsi. Additionally the Housing Specialist provides backup clinical support and emergency housing and rent assistance to vulnerable clients.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of intake eligibility referrals	759	775	795	775
Outcome	% of referrals made eligible for DD services.	75.0%	71.0%	76.0%	75.0%
Output	# of inservice determinations ¹	258	250	244	0

Performance Measure - Description

✔ **Measure Changed**

¹This measure is being discontinued in favor of a better outcome - making children eligible is a primary focus of services.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$307,648	\$309,790	\$333,752	\$425,317
Contracts	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$3,900	\$4,250	\$3,290	\$4,571
Internal Services	\$38,505	\$41,952	\$38,914	\$54,014
Total GF/non-GF:	\$380,053	\$355,992	\$405,956	\$483,902
Program Total:	\$736,045		\$889,858	
Program FTE	3.35	3.65	3.35	4.65
Program Revenues				
Intergovernmental	\$0	\$355,992	\$0	\$483,902
Total Revenue:	\$0	\$355,992	\$0	\$483,902

Explanation of Revenues

\$392,285 - State Mental Health Grant Local Admin
 \$91,617 - State Mental Health Grant Case Management
 \$405,956 - County General Fund

Significant Program Changes

Last year this program was: #25016, DD Eligibility and Intake Services
 Moved 1.0 Program Specialist from 25015 to provide backup clinical support and emergency housing services within the Intake Unit.

Lead Agency: County Human Services

Program Contact: Lee Girard

Program Offer Type: Existing Operating

Related Programs: 25021

Program Characteristics:

Executive Summary

Aging and Disability Services Division (ADS) Access and Early Intervention Services is the first point of contact for the county's 217,000 elderly, people with disabilities and veterans. Over 55,000 callers receive information and assistance and 13,252 people receive a variety of in-home, community and emergency services that support independence and prevent institutionalization and homelessness. These services are provided through the 24/7 Helpline and five District Senior Centers (neighborhood-based non-profit agencies).

Program Description

Aging and Disability Services Division (ADS) is the Area Agency on Aging and Disability for Multnomah County and as such is mandated to provide a comprehensive, coordinated service delivery system for older adults and people with disabilities, emphasizing low-income, limited English-speaking, ethnic minorities and frail persons. The Area Agency's goal is to help people stay active, independent and healthy, preventing or delaying nursing home admission, while employing evidence-based practices of cultural competency and practices to ensure effective outcomes.

Helpline and District Senior Center employees and volunteers counsel and connect older adults, people with disabilities, veterans and their families to county and community resources, public benefits, long-term care services and emergency services. ADS, together with contracted partners, provides case management and in-home services, including home-delivered meals, to more than 6,595 older adults and their families. These services are funded through Oregon Project Independence, Older Americans Act and County General Fund.

Transportation was provided to 1,202 individuals so they can access medical, nutrition and social supports. District Senior Centers provided 3,086 health, wellness and recreation activities to 28,788 seniors. The ADS network provided 620,298 congregate and home-delivered meals in the last fiscal year. Ethnic-specific community organizations provided targeted outreach and nutrition services to 907 ethnic and racial minority elders. Veterans services officers counseled 3,690 individuals and file claims for over 590 veterans.

Emergency Services help vulnerable, older adults and people with disabilities avoid homelessness and acute health emergencies by providing emergency housing assistance to 534 individuals, emergency prescription assistance to 372 individuals and special medical assistance to 136 individuals. Almost 85% of people receiving bed bug mitigation assistance were able to retain their housing after six months.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Individuals receiving in-home, community and emergency services	13,002	12,000	13,000	13,000
Outcome	Clients served that are ethnic/racial minorities (% of total elders served)	23.0%	25.0%	23.0%	23.0%
Output	Helpline and District Center Calls ¹	56,013	78,000	56,000	56,000

Performance Measure - Description

¹The state has implemented new reporting parameters that have changed how calls are calculated, reducing the number of recordable calls. Helpline and district centers are receiving increasingly complex calls, resulting in more time devoted to each call.

FY13 program offer #25032 Gatekeeper Outreach - Identifying Vulnerable Adults has been rolled into this offer. Performance measures include:

Number of Gatekeepers who received training: FY12=609; Purchased=600; FY13 est.=600

Referrals received and responded to: FY12=410; Purchased=475; FY13 est.=420

Legal/Contractual Obligation

ADS, as the state designated Area Agency on Aging and Disability for Multnomah County, is mandated under the most recent revision of the Older Americans Act, PL 109-365 amending Sec. 306 42USC 3026, and by Oregon Revised Statute 410.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$821,545	\$1,204,289	\$855,700	\$1,238,638
Contracts	\$1,238,288	\$3,894,379	\$1,382,572	\$3,658,648
Materials & Supplies	\$625,798	\$543,704	\$543,239	\$540,791
Internal Services	\$510,373	\$563,017	\$467,681	\$519,315
Total GF/non-GF:	\$3,196,004	\$6,205,389	\$3,249,192	\$5,957,392
Program Total:	\$9,401,393		\$9,206,584	
Program FTE	8.97	13.38	8.86	13.04
Program Revenues				
Indirect for dep't Admin	\$21,143	\$0	\$17,237	\$0
Fees, Permits & Charges	\$0	\$190,572	\$0	\$194,664
Intergovernmental	\$0	\$5,757,064	\$0	\$5,508,011
Other / Miscellaneous	\$0	\$257,753	\$0	\$254,717
Total Revenue:	\$21,143	\$6,205,389	\$17,237	\$5,957,392

Explanation of Revenues

\$2,329,221 - Older Americans Act federal funds; \$481,954 - Oregon Project Independence; \$168,692 - Oregon Department of Veterans Affairs; \$501,504 - Veteran's Medical Center; \$744,497- Title XIX; \$61,912 - Various Smaller Federal/State grants; \$565,819 - City of Portland; \$1,850 - City of Fairview; \$3,000 - City of Troutdale; \$40,470 - Fees & Donations; \$154,194 Contractor Rentals; \$242,994 - Corporation of National & Community Foster Grandparent Program; \$254,717 - Beginning Working Capital; \$406,568 - US Department of Agriculture; \$45,491 - County General Fund Match; \$3,203,701 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25020A, ADS Access and Early Intervention Services

This program offer also includes FY13 program offer #25032 Gatekeeper Outreach - Identifying Vulnerable Adults.

Reduced 0.25 Program Coordinator (grant ending), 1.0 Community Services Specialist (purchased in FY13 with one time only funding and included in out of target program offer #25037), 0.2 Veterans Services Officer (voluntary reduction in hours).

Alzheimer's Supportive grant ended, resulting in reduction of revenue and related expenses.

Lead Agency: County Human Services

Program Contact: Lee Girard

Program Offer Type: Existing Operating

Related Programs: 25020A

Program Characteristics:

Executive Summary

Multnomah Project Independence (MPI) provides services to people with disabilities between the ages of 19 and 59 who require in-home and other support services to remain independent in their homes but who are not eligible for other public supports such as Medicaid or Oregon Project Independence. MPI served 121 people in FY12. Case management services will be refocused toward triage assessment and short-term intensive supports with the goal of supporting clients' self-direction and self-management.

Program Description

Through the Multnomah Project Independence program, Aging and Disability Services Division (ADS) provides in-home services and supports for low-income younger disabled adults who are at risk for nursing facility placement, homelessness, or abuse and who do not qualify for other public services. The program includes case management and supports for both short-term and ongoing interventions to access resources and stabilize individuals. Other funded services include in-home services for home delivered meals and transportation. The program integrates MPI case management closely with ADS Adult Protective Services, Emergency Services and Long Term Care Service Intake. The program focus is short-term intensive case management to support stabilization and self-management by clients. Services will be prioritized to individuals who are not eligible for other publicly-funded case management support and meet the risk criteria listed above.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Clients receiving MPI case management and in-home services	121	150	130	130
Outcome	Individuals retain housing after receiving MPI assistance ¹	90.0%	90.0%	90.0%	90.0%

Performance Measure - Description

¹Housing retention is defined as follows: an individual remaining in housing six months after service/assistance is rendered.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$87,952	\$0	\$85,141	\$0
Contracts	\$181,581	\$0	\$181,581	\$0
Materials & Supplies	\$28,579	\$0	\$28,579	\$0
Total GF/non-GF:	\$298,112	\$0	\$295,301	\$0
Program Total:	\$298,112		\$295,301	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$295,301 - County General Fund

Significant Program Changes

Last year this program was: #25021, Multnomah Project Independence

Lead Agency: County Human Services

Program Contact: Felicia Akubuiro

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Adult Care Home Program (ACHP) licenses and monitors adult care homes in Multnomah County. Currently there are 622 licensed adult care homes in the county. These homes offer affordable, quality care in a safe and culturally appropriate setting. Adult care homes are licensed under state and local laws and provide 24-hour care and supervision. The program licenses 2,817 beds, available to older adults and people with disabilities, offering a less expensive, homelike alternative to an institutional nursing home setting. The program also licenses 60 beds in 12 Room and Board facilities that offer low cost housing to older adults and residents with disabilities who need a supportive living environment but are not eligible for long term care services.

Program Description

The Adult Care Home Program is responsible for ensuring that vulnerable residents are cared for in a culturally appropriate, homelike environment that is friendly, safe and secure. All adult care home operators are trained on and required to follow Multnomah County Administrative Rules. ACHP's guiding principles are that every individual living in an adult care home is to be treated respectfully and receive quality care. A program licensor visits each home at least once a year to ensure that residents receive necessary care, including personal care, nutrition, physical safety, nursing care and medication management. In addition, program monitors observe interactions in the home, review records, and check to ensure residents are provided with social and recreational activities and are cared for in a safe environment. This last year 100% of adult care homes were required to perform a fire drill while the monitor watched. The program monitors and takes corrective action when issues are identified. Semi-annual unannounced monitoring reduces the risk of abuse and neglect of residents in adult care homes. Program staff provide technical assistance to adult care home operators, and issue and enforce written warnings, sanctions or fines when there are serious deficits. All homes are inspected and licensed annually.

Adult care homes provide a quality long term care option for older adults and people with disabilities desiring to live in the community. ACHP serves 1,184 Medicaid clients while saving taxpayers thousands of dollars a year. The average monthly Medicaid cost of services provided to the aged and physically disabled in an adult care home is \$1,736. This is one-third of the \$5,621 average Medicaid cost of a nursing home placement for the same population. Without this option, private pay residents would have to rely on more costly and restrictive alternatives resulting in possible spend down to Medicaid.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total number of adult care homes licensed and inspected yearly	596	600	622	630
Outcome	Adult care homes with two or more monitoring visits in a year	100.0%	100.0%	100.0%	100.0%
Efficiency	Adult care home/nursing home cost efficiency ratio ¹	31.0%	32.5%	32.0%	32.0%

Performance Measure - Description

¹Lower is better. Ratio equals adult care home cost as a percent of nursing home cost. As adult care homes serve increasing number of individuals with complex care needs, the average cost of care increases relative to the average cost of care in a nursing facility.

Legal/Contractual Obligation

Multnomah County has a contract with the State of Oregon to administer the licensing, monitoring and training functions of Adult Care Homes. The Board of County Commissioners passed Multnomah County Resolution §23.66 - §223.999 establishing the Adult Care Home Program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$22,672	\$1,110,905	\$23,613	\$1,157,033
Contracts	\$34,698	\$375,000	\$50,979	\$325,900
Materials & Supplies	\$612	\$29,980	\$1,061	\$52,305
Internal Services	\$3,680	\$209,581	\$3,743	\$213,909
Total GF/non-GF:	\$61,662	\$1,725,466	\$79,396	\$1,749,147
Program Total:	\$1,787,128		\$1,828,543	
Program FTE	0.26	12.74	0.26	12.74
Program Revenues				
Fees, Permits & Charges	\$0	\$269,300	\$0	\$304,900
Intergovernmental	\$0	\$1,434,466	\$0	\$1,444,247
Other / Miscellaneous	\$0	\$21,700	\$0	\$0
Total Revenue:	\$0	\$1,725,466	\$0	\$1,749,147

Explanation of Revenues

\$1,444,247 - Title XIX
 \$304,900 - Fees & Fines (based on historical averages)
 \$50,979 - County General Fund Match
 \$28,417 - County General Fund

Significant Program Changes

Last year this program was: #25022, ADS Adult Care Home Program

Lead Agency: County Human Services

Program Contact: Cathy Clay-Eckton

Program Offer Type: Existing Operating

Related Programs: 25023B

Program Characteristics:

Executive Summary

Aging and Disability Services Division (ADS) Long Term Care (LTC) program annually determines eligibility for financial, nutritional, medical and case management services for 43,446 low-income older adults and persons with disabilities. Intensive case management is provided to almost 7,000 clients each month who meet state criteria for nursing home care due to the need for help with daily self-care tasks such as mobility, eating and toileting. Of that number, Long Term Care serves 5,640 clients in community-based settings and 1,347 clients in nursing facilities. This program offer brings more than \$29.8 million into the local economy through SNAP (Supplemental Nutrition Assistance Program, formerly Food Stamps), and medical and long term care benefits received by ADS program clients.

Program Description

Under contract with the state, the Long Term Care program determines eligibility and enrolls older adults and people with disabilities in programs that meet basic health, financial and nutritional needs through the Oregon Health Plan, Medicaid and SNAP programs. Clients receive counseling to help them choose the most appropriate managed care and Medicare Part D plans. The program provides referrals to community resources to address other critical unmet needs. These vulnerable adults typically have incomes below the poverty level and also include individuals with a mental illness or a developmental disability.

Case managers assess clients' needs, create service plans, and authorize, coordinate and monitor services that address health and welfare risks in the least restrictive environment. They ensure early intervention and effective management of the complex and fluctuating care needs of this high-risk population. Nurses provide consultation to case managers to ensure appropriate care planning for medically complicated and unstable cases. Additionally, they support caregivers and provide wellness counseling/education and disease management for clients to optimize health. Collaboration with other professionals, divisions and community agencies to address the needs of a diverse client population is an essential aspect of this program.

A primary goal of case management is to promote and support healthy and independent living in the community, preventing or minimizing more costly nursing home care and hospitalizations and readmissions whenever possible. Case managers provide services for a monthly average of 6,988 nursing home-eligible clients; 5,640 clients (81%) receive in-home or community-based services that promote or support their independence outside of a nursing home, while an additional 1,347 (19%) are served in a nursing home setting. While the proportion of nursing home-eligible clients residing in community-based settings in Multnomah County far exceeds the national average, it is a major program priority to improve on this percentage through more intensive case management and the expansion of programs targeting community-based care enhancements. The future will bring even greater challenges, and therefore, opportunities for innovation, as the over 85 population—the demographic most likely to utilize nursing facility care—grows in number and proportion of the total population.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Avg monthly # of nursing home-eligible clients receiving long term care asst ¹	6,988	7,269	7,178	7,332
Outcome	Ratio of nursing home-eligible clients served in the community vs. nursing home ²	80.9%	81.0%	81.0%	81.0%

Performance Measure - Description

¹Projection derived from state LTC forecast over the next biennium of 2.4%.

²A higher ratio indicates a better outcome.

Legal/Contractual Obligation

Section 1903(a) of the Social Security Act, 42 CFR-Medicaid Administration; 7 CFR-Food Stamps (SNAP); Sections 1915c and 1115 of Title XIX of the Social Security Act. All Oregon Administrative rules related to and governing programs administered by Aging and Disability Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$0	\$17,994,092	\$0	\$18,357,458
Contracts	\$1,935,552	\$113,460	\$2,028,891	\$120,912
Materials & Supplies	\$0	\$328,450	\$0	\$348,347
Internal Services	\$0	\$4,272,015	\$0	\$4,558,639
Total GF/non-GF:	\$1,935,552	\$22,708,017	\$2,028,891	\$23,385,356
Program Total:	\$24,643,569		\$25,414,247	
Program FTE	0.00	218.80	0.00	214.80
Program Revenues				
Indirect for dep't Admin	\$5,265	\$0	\$5,703	\$0
Fees, Permits & Charges	\$0	\$21,573	\$0	\$0
Intergovernmental	\$0	\$22,458,167	\$0	\$23,133,855
Other / Miscellaneous	\$0	\$228,277	\$0	\$251,501
Total Revenue:	\$5,265	\$22,708,017	\$5,703	\$23,385,356

Explanation of Revenues

\$23,133,855 - Title XIX
 \$132,261 - Providence Medical Center
 \$119,240 - Oregon Health Sciences University Case Manager (FTE) grant
 \$2,028,891 - County General Fund Match

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25023, ADS Long Term Care

This program offer represents a reduced level of state funding. The balance of state funding to maintain the current service level has been moved to program offer 25023B.

Reduced 1.0 Program Coordinator (purchased in FY13 with one time only funding, included in out of target program offer #25037), 0.75 Case Manager 1 (purchased in FY13 with one time only funding), 4.0 Case Manager 2's (budgeted in in-target program offer #25023B).

Lead Agency: County Human Services

Program Contact: Cathy Clay-Eckton

Program Offer Type: Existing Operating

Related Programs: 25023A

Program Characteristics:

Executive Summary

This Aging and Disability Services Division (ADS) program offer provides additional Medicaid funding to cover cost increases and maintain current staffing levels pending final legislative outcome and agency allocation. This level of funding is consistent with the Governor's Requested Budget.

Program Description

Long Term Care has submitted a base budget (Program Offer #25023A) consistent with the FY13 Revised Medicaid Budget, in the event that the Governor's Requested Budget (GRB) is not adopted. The GRB contains a number of increases for Aging and People with Disability programs, including COLA for staff, small caseload growth, partial implementation of a workload-based staffing model and 95% equity for county-operated Medicaid agencies (Type B Area Agencies on Aging and Disability).

This scaled offer assumes the additional Medicaid funding from the state to maintain current staffing and caseload levels and includes four case manager 2 positions. If the GRB is not adopted, the Long Term Care program would need to reduce staffing in FY14 or request county general fund match to leverage additional Medicaid funds to avert these cuts.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$341,376
Materials & Supplies	\$0	\$0	\$0	\$12,364
Internal Services	\$0	\$0	\$0	\$7,641
Total GF/non-GF:	\$0	\$0	\$0	\$361,381
Program Total:	\$0		\$361,381	
Program FTE	0.00	0.00	0.00	4.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$361,381
Total Revenue:	\$0	\$0	\$0	\$361,381

Explanation of Revenues

\$361,381 - Title XIX

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #25023, ADS Long Term Care

State funding to maintain FY13 level of service for program offer 25023A is shown on this scaled offer.

Lead Agency: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Existing Operating

Related Programs: 25024B

Program Characteristics:

Executive Summary

Adult Protective Services (APS) is responsible for protecting 217,000 older adults, people with disabilities and veterans from abuse, financial exploitation, neglect and self-neglect. This program conducts abuse investigations, provides risk management, Multi-Disciplinary Team (MDT) services, and educates the community about abuse. Protective services workers prevent further harm and link victims of abuse to critical health, legal and human services.

Program Description

The primary goal of this program is to protect vulnerable older adults and persons with disabilities from abuse, neglect, self-neglect, and financial exploitation. Protective services workers link vulnerable adults to needed health care, housing, social services, legal and client advocacy agencies. Workers investigate abuse and rule violations in 123 care facilities and 622 adult care homes as well as abuse in the community at large. APS coordinates with law enforcement and the District Attorney's office to prosecute offenders. The program responded to 8,969 abuse calls in FY12. Last fiscal year, the APS Financial Abuse Support Team (FAST) and others recovered or preserved \$1.19 million for its clients.

APS serves clients with complex psycho-social and medical needs in five branch offices located throughout the county via Multi-Disciplinary Teams (MDT). These teams are an evidence-based practice that provide in-home assessments and interventions to stabilize clients with complex medical and psycho-social needs. The core team membership consists of a protective services investigator, a social worker, a community health nurse, a mental health specialist, a case manager and public guardian. The District Attorney's office and law enforcement participate on a monthly basis or as needed. Other professionals, clients, caregivers and family members are invited to participate as needed.

These MDTs provided 3,036 client contacts with 670 clients with mental health needs, and provided 4,136 hours of nursing clinical supports to 1,181 older adults and persons with physical disabilities. This service is designed for clients who are unable to meet their basic needs and at times are unwilling to accept medical, mental health or legal types of intervention. Ninety-four percent of MDT participants showed improvement after MDT intervention. Without MDT intervention these clients are at risk of hospitalization, homelessness, or jail. MDT clients are offered risk management services, providing intensive oversight for up to 12 months to stabilize their situation or to link them to appropriate agencies and ongoing services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Protective services investigations completed	2,740	2,500	2,684	2,750
Outcome	Reabuse rate for older adults and people with disabilities ¹	2.0%	3.0%	2.0%	2.0%
Outcome	Clients with improved living situation after 90 days of MDT intervention ²	94.0%	90.0%	94.5%	90.0%

Performance Measure - Description

¹Current reabuse rate estimate is based on State of Oregon figures. Data is from January-December 2012. Reabuse is defined as more than one investigation resulting in a substantiated abuse allegation during calendar year 2012 for all victims in Multnomah County (27 of 1,788).

²Changes in living situation are measured by team ratings of living arrangements, transportation, and/or life satisfaction.

Legal/Contractual Obligation

APS is a mandated service by Oregon Administrative Rules. Multnomah County acts as the Area Agency On Aging and is required to perform this function under contract with DHS. DHS Provides funds to Multnomah County to deliver this service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$315,270	\$3,416,414	\$259,388	\$3,428,998
Contracts	\$495,107	\$133,776	\$567,297	\$133,566
Materials & Supplies	\$6,172	\$63,886	\$5,163	\$68,608
Internal Services	\$38,827	\$501,948	\$36,358	\$562,915
Total GF/non-GF:	\$855,376	\$4,116,024	\$868,206	\$4,194,087
Program Total:	\$4,971,400		\$5,062,293	
Program FTE	2.86	34.74	2.18	33.42
Program Revenues				
Intergovernmental	\$0	\$4,116,024	\$0	\$4,194,087
Total Revenue:	\$0	\$4,116,024	\$0	\$4,194,087

Explanation of Revenues

\$4,063,311 - Title XIX
 \$130,776 - State Mental Health Grant Older/Disabled Mental Health Services
 \$374,764 - County General Fund Match
 \$493,442 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25024A, ADS Adult Protective Services

This program offer represents a reduced level of state funding. The balance of state funding to maintain the current service level has been moved to program offer 25024B.

Reduced 1.0 Case Manager Senior (purchased in FY13 with one time only funding; position included in out of target program offer #25037); 2 Human Service Investigators (budgeted in program offer #25024B).

Lead Agency: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Existing Operating

Related Programs: 25024A

Program Characteristics:

Executive Summary

This Aging and Disability Services Division (ADS) program offer provides additional Medicaid funding to cover cost increases and maintain current staffing levels pending final legislative outcome and agency allocation. This level of funding is consistent with the Governor's Requested Budget.

Program Description

Adult Protective Services has submitted a base budget (Program Offer #25024B) consistent with the FY13 Revised Medicaid Budget, in the event that the Governor's Requested Budget (GRB) is not adopted. The GRB contains a number of increases for Aging and People with Disability programs, including COLA for staff, small caseload growth, partial implementation of a workload-based staffing model for Adult Protective Services and 95% equity for county-operated Medicaid agencies (Type B Area Agencies on Aging and Disability).

This scaled offer assumes additional Medicaid funding from the state to maintain current staffing and workload levels and includes two centralized financial abuse Human Services Investigators. If the GRB is not adopted, the Adult Protective Services program would need to reduce staffing in FY14 or request county general fund match to leverage additional Medicaid funds to avert these cuts.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$206,393
Materials & Supplies	\$0	\$0	\$0	\$3,091
Internal Services	\$0	\$0	\$0	\$4,525
Total GF/non-GF:	\$0	\$0	\$0	\$214,009
Program Total:	\$0		\$214,009	
Program FTE	0.00	0.00	0.00	2.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$214,009
Total Revenue:	\$0	\$0	\$0	\$214,009

Explanation of Revenues

\$214,009 - Title XIX

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #25024A, ADS Adult Protective Services

State funding to maintain FY13 level of service for program offer 25024A is shown on this scaled offer.

Lead Agency: County Human Services

Program Contact: Mark Sanford

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Public Guardian/Conservator program, under court authority, makes vital decisions for approximately 170 mentally incapacitated, functionally dependent and impoverished adults who are current or recent victims of physical abuse, neglect and financial exploitation. Legal authority delegated to deputies by the court enables intervention when no other approach resolves abuse and neglect. In addition, the program provides education and consultation to families and community partners on matters involving vulnerable adults with diminished mental abilities. If unable to assist directly, last year staff diverted an additional 150 clients into less restrictive, less costly alternatives, or family and private guardianships/conservatorships.

Program Description

The Public Guardian/Conservator program is an essential part of the county response system for abuse and neglect when legal authority is required to provide for the safety and well-being of incapable adults. Program staff work with adult protective services, law enforcement and area hospitals to intervene early to resolve fraud, abuse and neglect of extremely vulnerable adults. This includes participation on Department of County Human Services multi-disciplinary teams and critical case review committees to assure that alternatives are considered, focusing public funds on at-risk citizens without other resources.

The program serves as the court-appointed guardian and/or conservator for mentally incapable adults who are characterized by the following: treatment-resistant mental illness, IQ below 70, Alzheimer's/other dementia, brain injury, complex medical and behavioral issues, no access to medical care, inadequate care and housing, and financial exploitation. Program clients are also functionally incapacitated, requiring intensive supports and specialized housing arrangements to balance the need for protection with the right to autonomy. Public Guardians are available 24 hours a day, seven days a week, to make medical, psychiatric, financial and life decisions for program clients.

Guardianship and conservatorship ensure a maximum of about 170 county residents (based on program funding constraints) access to safe and appropriate housing, medical care, psychiatric treatment, long term care, income and benefits. Without this option, clients experience continuing victimization, frequent emergency room and hospital psychiatric admissions, homelessness, unnecessary protective services and law enforcement intervention, involuntary commitments, and increased risk of premature death.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Referrals appropriately diverted to less costly resources ¹	151	175	165	165
Outcome	Urgent client safety needs addressed within five days after court appointment ²	90.0%	90.0%	90.0%	100.0%

Performance Measure - Description

¹Successful diversions are cost-effective across multiple county services.

²Urgent client safety issues are addressed immediately upon court appointment. Ongoing stabilization requires subsequent intense management over months or years.

Legal/Contractual Obligation

The decision to provide the service is in County Ordinance, Ch. 23.501. Under ORS Ch. 125, if the county chooses to reduce the service, it remains obligated to current clients, but can halt further intake if the Board of County Commissioners makes a finding that the program is no longer needed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$968,245	\$0	\$1,018,713	\$0
Contracts	\$15,900	\$0	\$16,222	\$0
Materials & Supplies	\$33,409	\$0	\$30,261	\$0
Internal Services	\$143,023	\$0	\$147,212	\$0
Total GF/non-GF:	\$1,160,577	\$0	\$1,212,408	\$0
Program Total:	\$1,160,577		\$1,212,408	
Program FTE	10.00	0.00	10.00	0.00
Program Revenues				
Fees, Permits & Charges	\$50,000	\$0	\$40,000	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Total Revenue:	\$50,000	\$0	\$40,000	\$0

Explanation of Revenues

\$40,000 - Public Guardian fees
 \$1,172,408 - County General Fund

Significant Program Changes

Last year this program was: #25026, ADS Public Guardian/Conservator

Lead Agency: County Human Services

Program Contact: Peggy Brey

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Aging and Disability Services Division (ADS), as the designated Area Agency on Aging and Disability for Multnomah County, is responsible for assuring the county's 217,000 older adults, persons with disabilities and veterans have access to a comprehensive and coordinated service delivery system so that they remain independent and out of institutions. ADS Administration provides leadership, assures that results are achieved, ensures regulatory compliance, supports collaborative service delivery and use of best practices, and promotes the efficient and effective use of resources.

Program Description

Aging and Disability Services Division (ADS) Administration provides leadership at the county, state and federal policy levels. ADS Administration influences rules, priorities and funding formulas to promote effective services for Multnomah County older adults and people with disabilities. Administration is responsible for policy, planning, evaluation, advocacy and staff development for the division, which serves more than 50,000 people and employs 310 FTE staff.

ADS Administration is responsible for educating and informing the public about ADS services and performance, and involving advisors in program planning and decision making. It is responsible for providing leadership that strengthens workforce competencies, advances quality improvement and evidence-based practices, and ensures culturally responsive services.

ADS Administration manages the division budget and programs to maximize revenue, hold down costs and deliver services more effectively. It provides fiscal oversight for the division and is responsible for managing a complex budget with multiple funding sources and requirements, and maximizes resources by matching federal Medicaid funds and leveraging additional resources from the community through its partnerships. ADS Administration coordinates efforts within the county and with other levels of government agencies to remove barriers and assure easy access to a seamless service system.

Satisfaction surveys and customer input are used to continually improve ADS services. The division has three Advisory Councils (Elders in Action, Disability Services Advisory Council and Multi-Ethnic Action Committee) that provide specific input on how to provide the best services to older adults, persons with disabilities and ethnic minorities or persons for whom English is not their first language. ADS Administration employs innovative, evidence-based approaches to service delivery, and uses data, best practice reviews, staff experience, support from partners and other resources to serve clients effectively within available resources.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	ADS-sponsored opportunities for consumer education and/or input	68	70	70	70
Outcome	Advisors agree/strongly agree w/the statement: "Overall, ADS does its job well"	88.0%	90.0%	84.0%	90.0%

Performance Measure - Description

Legal/Contractual Obligation

45 CFR Part 92; 2 CFR Part 225 OMB Circulars A-87 Federal Awards; 42 CFR 433.51 Part 4302(2) of State Medicaid manual re policy, leadership, state coordination, state policy, contract compliance; ORS 410.410-410.480 re Older Americans Act (OAA) Services; OAR 411-0320-0000 to 411-032-0044 Older Americans Act specific authorizing statutes; 45 CFR 1321.1; 35 CFR 1321.83.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$62,590	\$632,861	\$65,411	\$661,393
Contracts	\$48,552	\$162,421	\$78,840	\$129,284
Materials & Supplies	\$11,254	\$149,295	\$11,661	\$133,111
Internal Services	\$8,998	\$99,588	\$7,798	\$99,221
Total GF/non-GF:	\$131,394	\$1,044,165	\$163,710	\$1,023,009
Program Total:	\$1,175,559		\$1,186,719	
Program FTE	0.52	5.28	0.52	5.28
Program Revenues				
Intergovernmental	\$0	\$1,037,165	\$0	\$1,016,009
Other / Miscellaneous	\$0	\$7,000	\$0	\$7,000
Total Revenue:	\$0	\$1,044,165	\$0	\$1,023,009

Explanation of Revenues

\$64,959 - Older Americans Act
\$951,050 - Title XIX
\$3,000 - Special Risk Fund
\$4,000 - Beginning Working Capital Special Risk Fund
\$58,124 - County General Fund Match
\$105,586 - County General Fund

Significant Program Changes

Last year this program was: #25027, ADS Administration

Lead Agency: County Human Services

Program Contact: Lee Girard

Program Offer Type: Existing Operating

Related Programs: 25020A

Program Characteristics:

Executive Summary

This program offer provides ongoing funding for outreach and assistance to older adults and people with disabilities who require assistance to prepare their apartments for pest treatment due to bedbug infestations. Aging and Disability Services Division (ADS) partners with the Health Department and the County Housing Team to address issues of bed bug infestations and the undue impact on low-income older adults and people with disabilities. ADS is proposing to serve an additional 145 individuals and coordinate with the Health Department and other county partners to provide outreach and education.

Program Description

ADS provides financial and service assistance to low-income older adults and people with disabilities who are experiencing or at risk of homelessness. Multnomah County is experiencing rapidly increasing incidents of bed bug infestations. Landlord/property managers of multi-family dwellings provide for the treatment of infestations but people with physical and/or mental disabilities are often not capable of preparing their apartments for treatment. This puts them at risk for eviction. Over the past several years ADS has seen a significant increase in requests for assistance to prepare for treatment. Preparation for treatment may include: cleaning and packing belongings; laundering all clothes and linen; moving furniture; and disposing of and delivering furniture. This past year ADS was able to meet this increasing demand through one-time-only funds from the County. These funds made it possible for us to assist more individuals in preparing for treatment of their apartments, resulting in reduction in the risk for eviction and the risk of spreading bed bugs to other apartments. ADS is partnering with the Health Department and other community housing partners to coordinate efforts.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Older adults and people with disabilities receiving assistance	117	145	130	145
Outcome	Individuals retain housing after receiving assistance	84.0%	85.0%	85.0%	85.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$38,330	\$0	\$39,217	\$0
Contracts	\$82,310	\$0	\$87,085	\$0
Materials & Supplies	\$360	\$0	\$3,698	\$0
Total GF/non-GF:	\$121,000	\$0	\$130,000	\$0
Program Total:	\$121,000		\$130,000	
Program FTE	0.50	0.00	0.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$130,000 - County General Fund

Significant Program Changes

Last year this program was: #25028, Bed Bug Eviction Mitigation

This program offer was funded in FY13 as one time only. This program offer provides ongoing funding for this purpose.

Lead Agency: County Human Services

Program Contact: Dana Lloyd

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Elders in Action (EIA) Commission is the federally mandated advisory council to Aging and Disability Services Division (ADS). Elders in Action personal advocate volunteers provide individual help to older adults who face complex problems in their lives. While the services complement the ADS case management system, they do not duplicate the technical work of a case manager. Personal advocates are peer volunteers who provide assistance on issues that are often time-consuming to solve and would be difficult or impossible for a frail person to deal with alone. Elders in Action supports a network of 180 volunteers and serves 2,098 older adults through its Personal Advocate program.

Program Description

Elders in Action (EIA) advises local government on issues, programs, and policy that impact older adults in Multnomah County, with special emphasis on the frailest, poorest, ethnic minorities and those with limited English skills. EIA Commission members provide input and advocacy to ADS, Multnomah County Board of Commissioners, the Portland City Council, and others on a wide range of issues that impact older adults, including but not limited to housing, transportation, elder abuse, fraud and healthcare access. Commission members advocate at the local, state and federal levels for programs serving older adults. Trained older adult volunteers evaluate county-operated facilities to ensure they are accessible for older adults and persons with disabilities. Volunteers also evaluate the customer service provided by county staff and lend technical assistance to county managers on how to make their programs and services more user friendly for all. Utilizing results of local and national studies in addition to the tools of the nationally recognized Age Friendly Certification program, EIA has evaluated over 300 businesses in Multnomah County over the last two years to help evaluate the quality and accessibility of their services and provided technical assistance aimed at improving the experience of older adult consumers in the community.

EIA Personal Advocate Volunteers work one-on-one to solve problems and to help support older adults in the community who are facing challenges with their housing, healthcare access or those who have been a victim of elder abuse. Through a peer support program volunteers work with individuals, taking the time to listen, provide emotional support, walk with them through the most traumatic of circumstances and assist them to access the help and resources they need. New services created in FY12 include EIA volunteers, who provide regular assistance to clients in the Multnomah County Public Guardian/Conservator program and in the branch offices assisting people who have had difficulty with applying for benefits. Volunteers also provide follow up contact to people in the Public Alerts System twice a year to update contact information. Members of the EIA Speakers Bureau work to educate and inform the community about aging well, how to stay engaged and how to reduce vulnerability to fraud and abuse. Last year about 180 volunteers provided 10,866 service hours, working as advisors to local government, as personal advocates for at-risk older adults and as community educators.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Hours of service provided by volunteers	10,866	12,500	9,972	10,500
Outcome	Value of volunteer hours ¹ (\$)	204,824	225,000	187,972	197,925

Performance Measure - Description

¹The hourly rate calculation is drawn from Independent Sector, a national organization for volunteerism; the rates used here are tailored specifically for the state of Oregon. For all outcomes of this performance measure the 2010 rate of \$18.85/hour was used.

Legal/Contractual Obligation

Multnomah County/City of Portland Inter Governmental Agreement and Multnomah County Ordinance 171424 designating Elders in Action as the official advisory agency on aging issues for Multnomah County and the City of Portland and outlines ongoing financial commitment to support a County/City Commission on Aging.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$165,189	\$0	\$165,189	\$0
Total GF/non-GF:	\$165,189	\$0	\$165,189	\$0
Program Total:	\$165,189		\$165,189	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$165,189 - County General Fund

Significant Program Changes

Last year this program was: #25030, ADS Elders in Action Commission and Personal Advocacy

Lead Agency: County Human Services
Program Offer Type: Existing Operating
Related Programs: 25020A, 25023A, 25024B

Program Contact: Peggy Brey

Program Characteristics:

Executive Summary

This program offer provides ongoing funding to restore County General Fund match in Aging and Disability Services Division (ADS) to maintain 4 positions: Administrative Analyst (Long Term Care Policy Specialist), Office Assistant 2 (Long Term Care support staff), Case Manager Senior (High risk/high utilizer client coordinator) and Community Information Specialist (Aging and Disability Resource Connection Helpline position). The program offer provides \$233,980 in ongoing County General Fund (CGF) which in part will leverage an additional \$245,241 in Medicaid funding.

Program Description

Aging and Disability Services Division (ADS) utilizes County General Fund (CGF) to leverage additional federal Medicaid dollars to expand the division's mission to promote independence, dignity and choice for older adults and people with disabilities. In FY13, the board provided one time only funding to backfill department CGF reductions. This funding currently supports 4 positions: Administrative Analyst, Office Assistant 2, Case Manager Senior and a Community Information Specialist.

The division is requesting ongoing funding to maintain these positions; a majority of the funding will be used to match Medicaid.

The high risk/high utilizer Case Manager Senior position provides advanced case management related services to older adults and people with disabilities who have complex conditions and circumstances and experience high utilization of health and social service resources across multiple systems. This position will work closely with the Multi-System Staffing Team and the CCO's in the county to ensure MOU/contract compliance. This position also serves as a resource to Long Term Care (LTC) case managers seeking specialized client assistance and minimizing impact on heavy caseloads.

The Long Term Care Administrative Analyst Policy Specialist provides support to over 200 LTC program staff and management in 5 branch offices to ensure consistent policy interpretation and compliance with new and updated federal, state and local rules, laws and statutes. This position increases efficiency for case managers with high caseloads and managers with high spans of supervision by alleviating the time-consuming burden of policy research and interpretation in the field.

The Community Information Specialist is a member of the Aging and Disability Resource Connection (ADRC) Helpline team providing information, referral and assistance through a single entry point for older adults, people with disabilities, family caregivers and veterans. This position ensures timely live response to a growing population with increasing needs. With this position the Helpline responded to over 55,000 (Caretools - state call module) calls last year, including direct referrals from case managers to assist client with needs outside of Medicaid related services and ease workload for case managers.

The Long Term Care Office Assistant 2 position addresses significant understaffing in the largest Medicaid branch office, which also serves the most diverse population in the county. Without this position, the Mid office is understaffed by approximately 3 business services support staff (Long Term Care monthly dashboard). These critical positions provide support and workload relief to case managers that carry very high caseloads.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of clients engaged by high utilization worker	0	0	0	20
Outcome	Clients with improved living situation after completion of service ¹	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

¹Improvement in living situation is measured as an amalgam of expert ratings for safety, finances, health, and living situation. Improved living situation implies reduced emergency utilization of resources.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$8,152	\$272,095	\$108,282	\$230,756
Contracts	\$145,848	\$0	\$122,607	\$0
Materials & Supplies	\$0	\$13,070	\$3,091	\$9,273
Internal Services	\$0	\$6,531	\$0	\$5,185
Total GF/non-GF:	\$154,000	\$291,696	\$233,980	\$245,214
Program Total:	\$445,696		\$479,194	
Program FTE	0.12	3.63	1.12	2.88
Program Revenues				
Intergovernmental	\$0	\$291,696	\$0	\$245,214
Total Revenue:	\$0	\$291,696	\$0	\$245,214

Explanation of Revenues

\$245,214 - Title XIX
 \$122,607 - County General Fund Match
 \$111,373 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was:

In FY13 these positions were funded with one time only funding in program offers 25020A, 25023, and 25024A.

Lead Agency: County Human Services

Program Contact: Annie Neal

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Domestic Violence Victim Services continuum provides in-person services to 5,000 victims and children annually, including emergency shelter; short-term advocacy including culturally-specific services, mobile advocacy and rent assistance; civil legal advocacy and restraining order assistance; and specialized support for victims and children involved with child welfare. Evidence-based practices include emergency shelters, shown to reduce the incidence of reassault by 50% (Bybee & Sullivan, 2002); and civil legal assistance, shown to reduce homicides (Farmer & Tiefenthaler, 2002).

Program Description

Domestic violence impacts nearly 1 in 3 women and 1 in 10 men in their lifetimes, with women, as a group, experiencing more frequent, severe and injurious violence than men (National Intimate Partner and Sexual Violence Survey, 2010). It accounts for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County, and costs the community \$10 million in lost wages, health care and other costs (Costs of Intimate Partner Violence In Oregon, 2005). In addition, domestic violence is a significant risk factor for and frequently co-occurs with child abuse: in 2011, 40% of founded child abuse cases in Multnomah County also involved domestic violence (Children First for Oregon County Data Book, 2012).

The domestic violence victim services continuum provides critical, specialized support for victims as they cope with the multiple consequences and complexities resulting from violence. Victim services have been found to increase employment, income, quality of life; decrease the level of danger and reassault, PTSD, depression, alcohol and drug abuse; and improve the health and mental health of victims and their children. Victim services funded in this offer include emergency shelter and supportive services; mobile advocacy; rent assistance and supportive services; culturally-specific services for African Americans, Native Americans, Latinos/Hispanics, Russian-speakers, immigrants/refugees, and sexual minorities; civil legal assistance and restraining order advocacy to ensure safety after separation; and specialized support for victims involved with child welfare.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of victims & children receiving residential (shelter or housing) services	1,056	0	1,329	1,000
Outcome	% of clients receiving residential who report a lower perceived risk of violence	92.0%	70.0%	82.0%	70.0%
Output	Number of adults & children receiving nonresidential services.	3,247	0	3,188	3,000
Outcome	% receiving nonresidential who report a lower perceived risk of violence	86.0%	70.0%	89.0%	70.0%

Performance Measure - Description

 **Measure Changed**

This measure changed to provide a separate count of all victims and children receiving residential services (emergency shelter/motel, rent assistance and related support services) and a separate count of all victims and children receiving non-residential domestic violence services (mobile advocacy, culturally specific services, specialized services for child welfare involved families, employment/financial life skills, and civil legal assistance).

Victims who receive brief crisis services (such as restraining order advocacy or short-term motel stay) are not asked about changes in their perceived risk of further violence.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$211,594	\$32,480	\$167,717	\$37,596
Contracts	\$1,506,175	\$345,352	\$1,394,374	\$358,623
Materials & Supplies	\$151,311	\$328,672	\$313,301	\$397,500
Internal Services	\$28,842	\$7,004	\$20,114	\$0
Total GF/non-GF:	\$1,897,922	\$713,508	\$1,895,506	\$793,719
Program Total:	\$2,611,430		\$2,689,225	
Program FTE	1.80	0.37	1.63	0.37
Program Revenues				
Indirect for dep't Admin	\$2,008	\$0	\$0	\$0
Intergovernmental	\$0	\$713,508	\$0	\$793,719
Total Revenue:	\$2,008	\$713,508	\$0	\$793,719

Explanation of Revenues

\$546,388 - HUD Horizons Grant: Based on current allocation
 \$172,497 - Oregon Housing and Community Service SHAP Grant: Based on current award
 \$74,834 - DOJ OVW Transitional Housing
 \$78,840 - County General Fund Match
 \$1,816,666 - County General Fund

Significant Program Changes

 **Significantly Changed**

Last year this program was: #25040A, Domestic Violence Victims Services and Coordination
 This is part one of a three-part restructure of the single domestic violence program offered in previous years. Program offers 25044-Domestic Violence Administration and Coordination and 25047-Domestic Violence Enhanced Response Team are new for FY14. The histories of those programs is shown on those program offers.

Lead Agency: County Human Services

Program Contact: Annie Neal

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

This program offer for Domestic Violence Administration and Coordination provides professional staffing to oversee county and grant-funded programs, coordinates multi-disciplinary and multi-jurisdictional responses, and provides technical assistance, training, program development and policy advice related to domestic violence intervention.

Program Description

Domestic violence is a complex problem associated with a wide range of negative impacts, including short- and long-term physical, reproductive and mental health problems; homelessness and housing instability; employment and education disruptions; and higher health care costs. Childhood exposure to domestic violence is associated with adverse outcomes for children including academic, cognitive and behavioral problems and increased risks for other forms of child victimization. Domestic violence is also a leading cause of violent victimization accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends at least \$10 million addressing domestic violence-related criminal justice costs (jail, prosecution, probation supervision) and \$2.5 million in victim services annually. Domestic violence costs the community at least another \$10 million in lost wages, health care and other costs.

This offer provides professional staffing for DVCO's administration and coordination efforts. The Domestic Violence Coordination Office is responsible for facilitating the development and coordination of effective domestic violence intervention and prevention strategies for the City of Portland and Multnomah County government and community agencies. It administers County, State and Federal Funds for a system of community-based domestic violence victim services, coordinates collaborative projects, and evaluates/assesses system responses. It is responsible for implementation of county policy related to domestic violence, as stated in County Resolution 00-149 (Domestic Violence Policy). DVCO-staffed initiatives and projects include:

- * The Family Violence Coordinating Council, which includes more than 40 member organizations and provides a forum for collaborative efforts including training, policy and program development and implementation, and systemwide problemsolving.
- * The Domestic Violence Fatality Review Team, established in 2006, reviews domestic violence-related deaths and develops recommendations to prevent future fatalities.
- * The Defending Childhood Initiative, a DCHS-wide effort that is part of a national initiative focused on improving prevention, identification, intervention and treatment for children exposed to violence.
- * DCHS Domestic Violence Specialist providing training, consultation and capacity-building within other DCHS divisions (including Developmental Disabilities, Aging and Disability Services, and Mental Health and Addictions Services) to identify and respond to vulnerable adults in their systems of care who are experiencing domestic violence.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of people trained	0	0	842	1,600
Outcome	Grant funding leveraged (\$)	0	0	1,100,000	1,300,000
Output	Number of training events	0	0	28	40

Performance Measure - Description

 **Measure Changed**

New program measures.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$296,969	\$134,246	\$351,154	\$230,884
Contracts	\$31,783	\$32,950	\$7,000	\$257,295
Materials & Supplies	\$29,603	\$22,661	\$35,334	\$1,300
Internal Services	\$35,958	\$28,110	\$60,351	\$20,651
Total GF/non-GF:	\$394,313	\$217,967	\$453,839	\$510,130
Program Total:	\$612,280		\$963,969	
Program FTE	3.60	1.48	3.63	2.37
Program Revenues				
Indirect for dep't Admin	\$4,017	\$0	\$10,804	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$100
Intergovernmental	\$0	\$216,667	\$0	\$508,830
Other / Miscellaneous	\$0	\$1,300	\$0	\$1,200
Total Revenue:	\$4,017	\$217,967	\$10,804	\$510,130

Explanation of Revenues

\$458,830 - DOJ - OJJDP: Based on 12 months of 36 month grant
 \$50,000 - City of Portland General Fund: Based on FY13 revised budget
 \$100 - United Way: Based on current year projected estimates
 \$1,200 - Domestic Partnership Fees: Based on FY13 current registration level
 \$453,839 - County General Fund

Significant Program Changes

 **Significantly Changed**

Last year this program was: #25040A, Domestic Violence Victims Services and Coordination

This is part two of a three-part restructure of the single domestic violence program offered in previous years. This component supports administration, planning, coordination and policy for domestic violence intervention for the City of Portland and Multnomah County. It also includes the Defending Childhood Initiative, a department-wide initiative housed within DVCO.

Lead Agency: County Human Services

Program Contact: Annie Neal

Program Offer Type: Existing Operating

Related Programs: 60076

Program Characteristics:

Executive Summary

Multnomah County's Domestic Violence Enhanced Response Team is a nationally recognized 'best practice' program providing coordinated, multi-disciplinary intervention for domestic violence cases throughout Multnomah County that have a high-risk of ongoing abuse, severe violence or lethality.

Program Description

The Domestic Violence Enhanced Response Team (DVERT) Project provides a multi-disciplinary, intensive, collaborative response to domestic violence cases with a high risk of on-going abuse, stalking and/or potentially lethal outcomes. DVERT intervention on individual cases includes victim services as well as criminal justice intervention, and coordination of information and intervention across multiple agencies involved in these high risk cases.

An evaluation of the effectiveness of DVERT intervention found that offenders assigned to DVERT intervention were 'significantly less likely to recidivate when compared to a demographically and criminologically similar group of people who had recently committed a Domestic Violence offense. Of particular importance was the finding that DVERT offenders were significantly less likely to recidivate with a new DV or Family Disturbance incident. They were also less likely to have a new violent offense on their record. These differences were observed despite the fact that the DVERT group as a whole had significantly more prior Domestic Violence reports on their record, which made them a higher risk group from the beginning.'

DVERT also works to improve system responses to high-risk cases through specialized trainings, analysis of system responses, and system development meetings with a Steering Committee to review how high-risk, complex domestic violence cases intersect with other interventions. with a Steering Committee comprised of representatives from partner agencies. DVERT provides training and technical assistance to other community agencies to help them increase identification and effective response to high-risk offenders and the victims in non- DVERT cases.

DVERT partners funded at least in part with grant funds include Multnomah County Domestic Violence Coordination Office (DVCO) and Sheriff's Office, the Portland Police Bureau (PPB), and three community-based victim advocacy agencies: Raphael House, Volunteers of America and Catholic Charities' El Programa Hispano. In addition, Child Welfare, Self-Sufficiency (public assistance), District Attorney, and Community Justice (probation/parole) participate in DVERT.

DVCO's DVERT Coordinator oversees all aspects of the development and implementation of DVERT, including grant oversight, planning, coordination, administration, case staffings and system meetings, and contracts for services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	£ of active cases assigned to DVERT intervention	0	0	110	100
Outcome	Cases with criminal justice sanctions related to DVERT intervention	0.0%	0.0%	50.0%	50.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$43,329	\$31,954	\$46,259	\$67,677
Contracts	\$0	\$245,485	\$43,050	\$209,339
Materials & Supplies	\$0	\$33,544	\$86,728	\$20,825
Internal Services	\$0	\$29,357	\$12,572	\$13,492
Total GF/non-GF:	\$43,329	\$340,340	\$188,609	\$311,333
Program Total:	\$383,669		\$499,942	
Program FTE	0.50	0.38	0.50	0.75
Program Revenues				
Indirect for dep't Admin	\$8,202	\$0	\$7,059	\$0
Intergovernmental	\$0	\$340,340	\$0	\$311,333
Total Revenue:	\$8,202	\$340,340	\$7,059	\$311,333

Explanation of Revenues

\$311,333 - US Department of Justice OVW Grants to Encourage Arrest: Based on FY14 allocation.

\$188,609 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25040A, Domestic Violence Victims Services and Coordination

This is part three of a three-part restructure of the single domestic violence program offered in previous years.

US Department of Justice has reduced the maximum award amounts in this grant category. City of Portland and Multnomah County Sheriff's Office have offset this reduction by backfilling some costs for personnel dedicated to the DVERT program.

Lead Agency: County Human Services

Program Contact: David Hidalgo

Program Offer Type: Administration

Related Programs: 25052, 25053

Program Characteristics:

Executive Summary

Multnomah County's Mental Health and Addiction Services Division (MHASD) administration manages a recovery-focused, comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in children and adults. Through culturally responsive and evidence-based practices MHASD serves low-income, uninsured, and homeless people, as well as anyone who is in crisis. MHASD provides a continuum of services directly and through a provider network. In total, these programs serve more than 35,000 children, families and adults annually.

Program Description

The Board of County Commissioners is the Local Mental Health Authority. Through that authority, MHASD Administration provides oversight and management of all behavioral health programs in the system of care, whether provided directly or through contracted agencies.

MHASD is organized into three units:

- 1) Multnomah Mental Health (previously known as Verity), the county's Mental Health Organization (MHO), a federally funded insurance program for children, youth and adults enrolled in Oregon Health Plan. Multnomah Mental Health is a founding member of the coordinated care organization Health Share of Oregon.
- 2) The Community Mental Health Program (CMHP) provides safety net and basic services that include involuntary commitment, crisis services, and addiction treatment.
- 3) Direct Clinical Services (DCS) which encompasses all programs for children, youth, and adults where services are delivered by MHASD staff. These services may be reimbursed by Multnomah Mental Health, by the State, or by another funding source.

MHASD administration continuously assesses its continuum of services to respond to the changing needs and demographics of Multnomah County. All changes are shaped by the input of consumers, advocates, providers and stakeholders. MHASD does this through frequent provider, adult system and child system advisory meetings, focus groups and ad hoc meetings.

MHASD administration is also responsible for ensuring contracted providers deliver evidence-based and culturally responsive services to consumers. We monitor our contracts with providers for fiscal, regulatory, and clinical compliance. To ensure good stewardship, MHASD business and clinical decisions ensure that finite resources are targeted to serve the most vulnerable populations. MHASD management participates in planning at the state level to influence the policy decisions that affect the community we serve. We value our community partners, with whom we work collaboratively to create a system of care responsive to the needs of our community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total Adult/Child MHASD Advisory Meetings ¹	37	37	34	34
Outcome	Advisors agree with the statement: Overall, MHASD does its job well ²	80.0%	0.0%	0.0%	80.0%

Performance Measure - Description

¹Total number of MHASD AMHSA, CMHSAC, Family Youth Advisory Council, Wraparound CPC, and Wraparound Executive Committee meetings during the measurement period.

² The survey will be repeated in FY2014.

Legal/Contractual Obligation

Oregon Administrative Rule, Standards for Management of Community Mental Health and Developmental Disability Programs, 309-014-0020, 309-014-0035, 309-14-0040.
Mental Health Organization contract with State of Oregon. Risk Accepting Entity contract with Health Share of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$137,350	\$842,643	\$171,455	\$815,681
Contracts	\$0	\$100,000	\$55,596	\$100,000
Materials & Supplies	\$1,945	\$84,641	\$31,977	\$76,016
Internal Services	\$0	\$81,283	\$14,698	\$87,873
Total GF/non-GF:	\$139,295	\$1,108,567	\$273,726	\$1,079,570
Program Total:	\$1,247,862		\$1,353,296	
Program FTE	0.67	6.33	0.67	5.33
Program Revenues				
Indirect for dep't Admin	\$14,298	\$0	\$15,381	\$0
Intergovernmental	\$0	\$968,407	\$0	\$954,647
Other / Miscellaneous	\$0	\$140,160	\$0	\$124,923
Total Revenue:	\$14,298	\$1,108,567	\$15,381	\$1,079,570

Explanation of Revenues

\$276,253 - State Mental Health Grant Local Admin: Based on FY13 grant award
\$678,394 - Oregon Health Plan Premium: Based on FY13 Rate per client times number of clients as of 12/31/12
\$124,923 - Care Oregon Incentive via the Health Department: Based on FY13 Estimated cost
\$273,726 - County General Fund

Significant Program Changes

Last year this program was: #25050, MHASD Administration
Moved 1.0 FTE Program Supervisor from Program Offer 25050-MHASD Administration to Program Offer 25053-Mental Health Quality Managemet & Protective Services.

Professional Services have increased to provide the cost of AMI membership.

Lead Agency: County Human Services

Program Contact: Joan Rice

Program Offer Type: Support

Related Programs: 25050A, 25053

Program Characteristics:

Executive Summary

The Medical Records Program is responsible for the internal management of all of the Mental Health and Addiction Services Division's clinical records, including more than 75,000 adult and children's mental health and alcohol and drug client records, and Multnomah Mental Health (previously known as Verity) MHO records required by Oregon Administrative Rules.

Program Description

Mental Health and Addiction Services Division (MHASD) Medical Records Unit ensures that mental health, alcohol and drug, and Multnomah Mental Health managed care records are maintained in accordance with federal and state laws and regulations, and county and departmental rules, policies, and procedures.

Program staff provide multiple client records services including: access; inventory; retrieval; billing and administrative rule compliance auditing; archiving; forms design and management; authorization/release of information; legal requests for records; data analysis; and technical assistance to community agencies and county staff.

In FY13, the Division implemented an electronic health record system (EHR). This required multiple process changes for the Records unit and the Division. The Records unit will scan collateral documents, including historical and current documents, and attach them to the client record in the EHR.

As the Local Mental Health Authority, MHASD is responsible for programs such as involuntary commitment, commitment monitor, trial visit and residential services. In FY14, these programs will require the creation of approximately 5,500 individual records. The MHASD programs where services are provided by county staff are expected to serve more than 1,300 individuals, each requiring a medical record.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Count of clinical and managed care records items processed annually ¹	26,215	0	0	0
Outcome	New Measure: Count of record items processed annually plus scanned page count. ²	26,215	619,714	190,626	178,521
Output	New Measure: Total MHASD medical records reviewed for compliance. ³	3,498	2,624	1,658	2,196
Outcome	Percent of direct service records audited for compliance with rules/contracts	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

¹ Count for this Output is now included in Outcome below.

² New Measure. Electronic Health Record (EHR) was implemented 2nd Quarter 2013. Certain records processing tasks will be eliminated over time. Processing requires 2-6 elements each record and includes data entry and monitoring for chart completion. New tasks include scanning and indexing documents as well as registration of clients into EHR. The scanned page count purchased FY13 was over-estimated by clinical programs and is a 12 month projection while the FY13 estimate is a 9 month estimate due to delayed EHR implementation. Scanning is more complicated and lengthier than projected, however, the end result is faster access to all records and better care for clients. The count of scanned documents should continue to decrease until it levels off in 4-5 years.

³ Records Program auditing function was expanded in FY12 and will continue at that level in FY13-14. Count of client records reviewed for compliance with state administrative rule. Minimum of 2 required elements in each record are audited by certified health information technicians

Legal/Contractual Obligation

The following guidelines are utilized in monitoring MHASD compliance to federal, state and county rules and audits regarding client confidentiality of clinical records, the release of any confidential client information, the retention of client confidential information, responding to subpoenas and court orders for confidential client records and standards for clinical documentation: State of Oregon Mental Health & Developmental Disability Services Division "Handbook of Confidentiality", HIPAA, DSM IV "Diagnostics & Statistical Manual of Mental Disorders", Children's & Adult State of Oregon Administrative Rules, Oregon Revised Statutes related to medical records & client confidentiality, State Archiving rules, Code of Federal Regulations Title 42 Public Health, Chapter 1 Part 2, Public Law 94-142, Public Law 99-57, State of Oregon Mandatory Child Abuse Reporting Laws, Oregon Health Plan, Mental Health Organization Contract, Verity Policies & Procedures, Practice Guidelines for the Oregon Health Information Management Association and the American Health Information Management Association, and Centers for Medicare and Medicaid billing regulations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$596,933	\$0	\$624,091	\$57,754
Materials & Supplies	\$24,234	\$0	\$14,122	\$0
Internal Services	\$89,470	\$0	\$88,551	\$7,778
Total GF/non-GF:	\$710,637	\$0	\$726,764	\$65,532
Program Total:	\$710,637		\$792,296	
Program FTE	8.00	0.00	8.00	1.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$65,532
Total Revenue:	\$0	\$0	\$0	\$65,532

Explanation of Revenues

\$65,532 - State Mental Health Grant Flex Funds: Based on FY13 grant award
 \$726,764 - County General Fund

Significant Program Changes

Last year this program was: #25052, Medical Records for MHASD
 Moved 1.0 OA2 from Program Offer 25058-Mental Health Commitment Services to Program Offer 25052-Medical Records for MHASD.

Lead Agency: County Human Services

Program Contact: Joan Rice

Program Offer Type: Support

Related Programs: 25050A, 25052

Program Characteristics:

Executive Summary

Quality Management works to assure quality of contracted providers through mental health agency audits, investigations, and monitoring mental health contract performance. The program serves approximately 100,000 Multnomah Mental Health Oregon Health Plan (OHP) members, 52 mental health agencies and 73 residential/foster facilities. Quality Management educates OHP members about available mental health services and ensures effectiveness of services by measuring treatment outcomes, client satisfaction, utilization review, including hospital use and through the grievance system.

Program Description

Quality Management protects and supports mentally ill adults and children in Multnomah County by providing specific services including: coordinating compliance with Health Insurance Portability and Accountability Act (HIPAA) rules and Multnomah Mental Health contracts, building client outcome measurements, supervising certification process for community mental health agencies, assuring compliance for grievance procedures, auditing and providing technical support to 52 mental health agencies, coordinating residential quality and tracking approximately 10,445 reportable residential adverse events annually, assisting with licensing visits and Oregon Administrative Rules (OARs) compliance for 40 state-funded residential treatment homes and facilities, investigating complaints about residential care, monitoring progress of providers found out of compliance with OARs, and investigating abuse allegations and providing protective services to approximately 290 adult mental health clients annually. These investigations serve to protect some of the most vulnerable individuals in our mental health system.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of clinical reviews/protective service investigations/incident rpts reviewed ¹	11,115	10,300	11,007	11,007
Outcome	Percent of certification reviews conducted within 3 year maximum OAR mandate ²	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

¹ Output: Residential critical incidents + total protective service investigations/screenings + total clinical reviews (treatment records reviewed for mental health agency certification or Multnomah Mental Health compliance)

² Percentage of reviews conducted within a 3 year period does not include Oregon Addiction and Mental Health Services Division authorized extensions

Legal/Contractual Obligation

1) Each provider of community mental health and developmental disability service elements shall implement and maintain a quality assurance program, (309-014-0030). Elements of the QA program include maintaining policies and procedures, grievance management, fraud and abuse monitoring, performance measurement, and contract management. 2) As a function of the Multnomah County, Mental Health and Addiction Services Division representing the Local Mental Health Authority (LMHA), provides oversight and makes recommendations to the State Addictions and Mental Health Division (AMH) regarding the issuing of Certificates of Approval held by Community Mental Health Agencies for Medicaid populations as outlined in OARs 309-012-0130 through 309-012-0220. 3) The LMHA as a designee for DHS shall conduct the investigations and make the findings required by ORS 430.735 to 430.765 for allegations of abuse of a person with mental illness being served in a program paid for by Multnomah County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$554,803	\$1,343,591	\$804,655	\$1,439,294
Contracts	\$0	\$1,175,800	\$5,000	\$1,220,800
Materials & Supplies	\$50,531	\$195,518	\$19,112	\$17,739
Internal Services	\$17,685	\$291,118	\$83,826	\$244,188
Total GF/non-GF:	\$623,019	\$3,006,027	\$912,593	\$2,922,021
Program Total:	\$3,629,046		\$3,834,614	
Program FTE	5.95	12.00	8.35	11.85
Program Revenues				
Indirect for dep't Admin	\$60,778	\$0	\$48,246	\$0
Intergovernmental	\$0	\$2,859,900	\$0	\$2,922,021
Other / Miscellaneous	\$0	\$146,127	\$0	\$0
Total Revenue:	\$60,778	\$3,006,027	\$48,246	\$2,922,021

Explanation of Revenues

\$679,279 - State Mental Health Grant Flex Funds: Based on FY13 grant award

\$114,807 - State Mental Health Grant Local Admin: Based on FY13 grant award

\$2,127,935 - Oregon Health Plan Premium: Based on FY13 Rate per client times number of clients as of 12/31/12

\$912,593 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25053, Mental Health Quality Management and Protective Services
 FY13 program offer 25054 was eliminated for FY14. The MHASD Business and Finance section functions have moved to program offer 25002 DCHS Business Services and 25053 MH Quality Management and Protective Services. The history for those sections has also moved.

Total 6.0 FTE moved to Program Offer 25053: 1.0 Program Supervisor from Program Offer 25050-MHASD Administration; 2.0 Data Analyst, 1.0 Program Specialist, 1.0 Data Tech, from Program Offer 25054-MHASD Business and Finance; 1.0 Data Analyst from Program Offer 25080-Adult Addictions Treatment Continuum. Eliminated 0.5 Mental Health Consultant. Professional Services increased for reporting client data. Printing and postage was reduced to reflect actual spending.

Lead Agency: County Human Services

Program Contact: Neal Rotman

Program Offer Type: Existing Operating

Related Programs: 25055B

Program Characteristics:

Executive Summary

Mental Health and Addiction Services Division operates a 24-hour, 365-day-a-year behavioral health emergency crisis response system. FY12 services include a 24/7 crisis hotline, a 24/7 mobile crisis outreach and a seven day a week 15.5 hour walk-in clinic. Total number of people served in FY12 was 72,568. Due to State of Oregon budget reductions in FY12 of \$1,584,090, this offer includes only services that can be funded by remaining \$955,678 County General Fund and \$1,508,025 Multnomah Mental Health funds and State General Fund of \$1,895,864. Remaining services include: mobile crisis outreach reduced from 24/7 coverage to Monday-Friday 7AM -9PM operating hours with a possible reduction of 680 fewer face to face crisis contacts, Urgent Walk In Clinic reduced from 15.5 hours 365 days a year to 10.5 hours Monday-Friday with a possible reduction of 1,500 individuals served per year, 24/7 Call Center mental health crisis hot line would remain in full operation.

Program Description

The behavioral health crisis system in Multnomah County is comprised of several interconnected services:

Multnomah County Call Center – Operated by Multnomah County 24/7, 365 days/year. The call center coordinates emergency mental health services for all county residents regardless of insurance status. Interpretation services are available as needed. It also provides the following: deploys mobile crisis resources, provides crisis counseling, provides treatment information and referral, linkage to behavioral health services, community education on suicide prevention, after hours hospitalization authorizations for Multnomah Mental Health members, and authorizations for indigent medications and transportation. Total number of calls managed in FY12 was 63,530.

Utilization Review - This function provides authorization oversight of Multnomah Mental Health funds and indigent treatment funds for those experiencing mental health emergencies and crisis. Total number of after hours contacts was 3,649 for FY 12.

Project Respond – Mobile outreach service that is contracted with a community based organization and is available 24/7, 365 days/year. Project Respond is deployed by the Call Center or Portland Police to provide face-to-face crisis evaluation and triage services to those in crisis regardless of insurance status. In FY12, total number of clients served was 2,040. The projected reduction in this program of only operating 14-hours a day Monday-Friday could reduce face to face contacts by 680 and negatively impact police response to the mentally ill and increase the use of Emergency Departments.

Urgent Walk-In Clinic (UWIC) – Clinic based service contracted with a community based organization, available from 7 a.m. to 10:30 p.m., 365 days/year, that provides crisis evaluation, triage, and stabilization on a walk-in basis. The UWIC is the only service available to indigent clients in crisis in Multnomah County with immediate access to a psychiatrist or psychiatric mental health nurse practitioner for medication evaluation and treatment. Clients seen at the clinic are primarily indigent. Total number of clients served in FY12 was 3,349. The projected reduction to 10.5 hours-per-day Monday -Friday could reduce contacts by 1,500 and increase the use of Emergency departments for crisis evaluation and stabilization.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total Crisis System Contacts	72,568	62,000	78,542	59,820
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED	98.0%	97.0%	97.0%	97.0%

Performance Measure - Description

Total crisis system contacts actual for FY12 = Call center contacts (63,530), Project Respond contacts (2,040), urgent walk in clinic contacts (3,349) and utilization reviews (3,649).

Percentage of Urgent Walk In contacts that do not need a referral to an Emergency Department for acute services.

Next Year offer reflects the funding reduction of \$1,584,000.00 which will significantly reduce operation hours for Mobile outreach and Urgent Walk-in crisis services causing a negative impact to first responders and emergency departments in the county.

Legal/Contractual Obligation

The Multnomah County Community Mental Health Program is contracted with the state to provide a mental health crisis system that meets the needs of the community.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$0	\$1,918,275	\$24,094	\$1,831,981
Contracts	\$1,220,787	\$2,957,413	\$933,836	\$890,957
Materials & Supplies	\$0	\$50,962	\$0	\$42,598
Internal Services	\$0	\$760,328	\$0	\$371,896
Total GF/non-GF:	\$1,220,787	\$5,686,978	\$957,930	\$3,137,432
Program Total:	\$6,907,765		\$4,095,362	
Program FTE	0.00	18.23	0.20	16.36
Program Revenues				
Indirect for dep't Admin	\$379,429	\$0	\$35,218	\$0
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000
Intergovernmental	\$0	\$3,377,042	\$0	\$3,132,432
Other / Miscellaneous	\$0	\$2,304,936	\$0	\$0
Total Revenue:	\$379,429	\$5,686,978	\$35,218	\$3,137,432

Explanation of Revenues

\$114,575 - State Mental Health Grant Local Admin;
 \$300,697 - State Mental Health Grant Non Residential;
 \$1,163,839 - State Mental Health Grant Flex funds: All based on FY13 grant award
 \$1,553,321 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12
 \$5,000 - Family Care fees based on FY13 received Y-T-D Revenue projections
 \$957,930 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25055A, Behavioral Health Crisis Services

Organizational alignments have moved positions into this program offer: 1.00 Program Specialist Sr from program offer 25088 and 1.00 Program Manager Sr from 25058 and 25061. 1.4 Mental Health Consultants have moved to program offer 25067.

Professional services budget of \$1.6 million has been scaled to program offer 25055B. Program offer 25055B proposes the restoration to 24/7 behavioral health emergency crisis response system. The FY13 history for program offer 25055B is shown here.

Lead Agency: County Human Services

Program Contact: Neal Rotman

Program Offer Type: Existing Operating

Related Programs: 25055A

Program Characteristics: Backfill State/Federal/Grant

Executive Summary

This scaled offer represents the \$1,600,000 million state general fund FY12 reduction in crisis services that the county chose to backfill on a one-time-only basis for FY13. By backfilling again in FY14, the Mental Health and Addiction Services Division can continue to operate the complete 24 hour a day, seven day a week behavioral health emergency crisis response system continuum of services. FY13 services include a crisis hotline, mobile crisis outreach and an urgent walk-in clinic. This offer supports mobile crisis outreach and urgent walk-in services which are high intensity, higher cost services.

The amount of contacts for the first six months of FY13 indicate an increase of approximately 10% in all crisis contacts.

Program Description

The behavioral health crisis system in Multnomah County is comprised of several distinct, yet interconnected services: Multnomah County Call Center – This service is operated by Multnomah County 24/7, 365 days/year. The call center coordinates emergency mental health services for all county residents regardless of insurance status. Interpretation services are available for callers when needed. It also provides the following services: deploys mobile crisis resources as needed, provides crisis counseling, provides treatment information and referral, linkage to behavioral health services, community education on suicide prevention, after hours hospitalization authorizations for Multnomah Mental Health members, and authorizations for indigent medications and transportation. The total number of calls managed in FY12 was 63,530.

Utilization Review - This function operated in the call center provides authorization oversight of Multnomah Mental Health funds and indigent treatment funds for those experiencing mental health emergencies and crisis. This clinical function ensures that expenditures stay within budget. The total number of after hours contacts was 3,649 for FY12.

Project Respond – This is the mobile outreach service that is contracted with a community based organization and is available 24/7, 365 days/year. Project Respond is deployed by the Call Center or Portland Police to provide face-to-face crisis evaluation and triage services to those in crisis regardless of insurance status. In FY12, the total number of clients served was 2,040. The projected reduction in this program of only operating 14-hours a day Monday-Friday could reduce face to face contacts by 680 and negatively impact police response to the mentally ill and increase the use of Emergency Departments for those in crisis.

Urgent Walk-In Clinic (UWIC) – This is a clinic based service contracted with a community based organization, available from 7 a.m. to 10:30 p.m., 365 days/year, that provides crisis evaluation, triage, and stabilization on a walk-in basis. The Urgent Walk-In Clinic is the only service available to indigent clients in crisis in Multnomah County with immediate access to a psychiatrist or psychiatric mental health nurse practitioner for medication evaluation and treatment. The clients seen at the walk-in clinic are primarily indigent. The total number of clients served in FY12 was 3,349. The projected reduction to 10.5 hours-per-day Monday -Friday could reduce contacts by 1,500 and increase the use of Emergency departments for crisis evaluation and stabilization.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total Crisis System Contacts ¹	0	0	2,180	2,180
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED	0.0%	0.0%	97.0%	97.0%

Performance Measure - Description

¹ Crisis system contacts included here reflect return to current service levels including 680 Project Respond contacts and 1,500 contacts at Urgent Walk-in, which are higher cost services.

Percentage of Urgent Walk In contacts that do not need a referral to an Emergency Department for acute services.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$1,600,000
Total GF/non-GF:	\$0	\$0	\$0	\$1,600,000
Program Total:	\$0		\$1,600,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$880,000
Other / Miscellaneous	\$0	\$0	\$0	\$720,000
Total Revenue:	\$0	\$0	\$0	\$1,600,000

Explanation of Revenues

\$640,000 - State Mental Health Grant Flex Funds: Based on FY13 grant award
 \$240,000 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12
 \$720,000 - Behavioral Health Reserves

Significant Program Changes

 **Significantly Changed**

Last year this program was: #25055B, Behavioral Health Crisis Services Scale Up

This program offer reflects the costs of the behavioral health crisis services restoration to 24/7 service. For FY13, program offer 25055B included staffing and operating costs that are now shown on the base offer 25055A. This offer for FY14 includes pass through dollars to support the system.

Lead Agency: County Human Services

Program Contact: Neal Rotman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Mental Health and Addiction Services Division (MHASD) has identified alternatives to inpatient hospitalization as a missing service in the system of care. The Crisis Assessment and Treatment Center, CATC, offers 16 beds of short-term mental health treatment in a secure locked environment as a lower cost alternative to hospitalization for over 600 clients per year. Facility staffing includes physical and mental health professionals and peer support specialists.

Program Description

CATC Sub-acute is a short-term stabilization program for those individuals who require a secure alternative to incarceration or hospitalization. It is a critical component in a full continuum of mental health services. Although it works with other community agencies that provide long term-care, the mission of the sub-acute facility is brief intervention when a person becomes a danger to themselves or others due to his/her mental illness. The target length of stay is 6 days. Since the individual remains linked to the community, length-of-stay is minimized and the person is less likely to lose critical recovery supports including Medicaid eligibility and housing. Sub-acute care is less expensive than hospitalization. Incarceration hinders recovery and strains the resources of courts and the jail. As part of a best practice model for facilities of this type, the proposed treatment team includes consumer positions on staff (Peer Support Specialists) to provide mentoring and linkage to services in the community. These positions are salaried members of the treatment team.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of admissions that are Multnomah Mental Health members ¹	443	306	463	463
Outcome	# of Multnomah Mental Health inpatient(hospital) bed days per thousand members ²	7	13	7	7
Output	# of admissions that are indigent Multnomah Residents	243	238	266	266
Output	# of inpatient days for uninsured/indigent adults ²	4,044	4,544	3,672	3,672

Performance Measure - Description

¹ Number of Multnomah Mental Health (previously known as Verity) members and indigent/Medicare clients admitted who would otherwise have been hospitalized or jailed.

² Inpatient days refers to hospital stays- a lower number indicates a reduction in use of this highest and most expensive level of care.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$597,500	\$2,546,295	\$597,500	\$2,546,295
Internal Services	\$0	\$276,199	\$0	\$293,854
Total GF/non-GF:	\$597,500	\$2,822,494	\$597,500	\$2,840,149
Program Total:	\$3,419,994		\$3,437,649	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$41,973	\$0	\$41,661	\$0
Intergovernmental	\$0	\$2,822,494	\$0	\$2,840,149
Total Revenue:	\$41,973	\$2,822,494	\$41,661	\$2,840,149

Explanation of Revenues

\$405,173 - State Mental Health Grant Flex Funds: Based on FY13 grant award
 \$1,837,476 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12
 \$597,500 - City of Portland: Based on FY13 budget
 \$597,500 - County General Fund

Significant Program Changes

Last year this program was: #25056, Mental Health Crisis Assessment and Treatment Center (CATC)

Lead Agency: County Human Services

Program Contact: Len Lomash

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The more intensive mental health needs of children and families enrolled in Oregon Health Plan are met through the following service types: psychiatric inpatient hospitalization services, psychiatric residential treatment services for children, and secure alternatives to psychiatric hospitalization for children. The three program elements combined provide a continuum of services for approximately 190 children each year who need secure placement outside the home for mental health care.

Program Description

Three distinct levels of higher intensity care are available in the mental health service continuum for children and families:

Psychiatric inpatient hospitalization is the most intensive and restrictive level of treatment for children suffering from mental illness. The Mental Health and Addiction Services Division (MHASD) Utilization Management Team (UR) coordinates with hospital and community providers. UR authorizes inpatient psychiatric hospitalization only when community-based care is inadequate to prevent a mental health crisis or manage severe symptoms, based on medical necessity and clinical criteria. The average hospital stay for a child is 8.7 days.

Sub-acute is a secure alternative to psychiatric hospitalization used to stabilize mental health symptoms for children who would otherwise require inpatient hospitalization. Service is provided at a secure community-based facility that is staffed 24 hours a day with medical and clinical personnel. Treatment includes clinical programming, family therapy, medication management and discharge planning. The MHASD Utilization Management Team authorizes the service.

Psychiatric Residential Services is the least intensive of these three service types. Psychiatric residential services treat children who, because of acute mental illness, are unable to manage their own behavior and who often present a threat to themselves and their parents. Highly trained staff provide 24-hour-a-day service, including psychiatric treatment and medication management. UR manages the authorization of these services and works with providers to discharge children into the community when appropriate.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total unduplicated children receiving inpatient, subacute & residential care ¹	197	193	188	188
Outcome	Average length of stay in psychiatric residential treatment ²	107	90	106	105

Performance Measure - Description

¹Total unduplicated children receiving inpatient, subacute, and residential psychiatric care.

² Average psychiatric residential treatment length of stay in number of days

Legal/Contractual Obligation

Mental Health Organization contract with the State of Oregon. Risk Accepting Entity contract with Health Share of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$4,789,440	\$0	\$4,789,440
Internal Services	\$0	\$215,046	\$0	\$302,851
Total GF/non-GF:	\$0	\$5,004,486	\$0	\$5,092,291
Program Total:	\$5,004,486		\$5,092,291	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$115,425	\$0	\$158,445	\$0
Intergovernmental	\$0	\$5,004,486	\$0	\$5,092,291
Total Revenue:	\$115,425	\$5,004,486	\$158,445	\$5,092,291

Explanation of Revenues

\$5,092,291 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12

Significant Program Changes

Last year this program was: #25057, Inpatient, Subacute & Residential MH Services for Children

Lead Agency: County Human Services

Program Contact: Jean Dentinger

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Commitment Services includes Emergency Psychiatric Holds (E-Holds), Involuntary Commitment Program (ICP), Commitment Monitors, and the State Hospital Waitlist Reduction Program (WLRP). The county is the payor of last resort for indigent E-Holds and ICP staff are required to investigate and determine whether individuals on an E-Hold present a risk of harm to themselves or others and if a court hearing should be recommended. Provision of commitment monitors is a requirement of the county as the Local Mental Health Authority (LMHA). In FY12 ICP investigated 1400 E-Holds for indigent residents and 4736 total holds; commitment staff monitored 546 patients and 160 trial visits. In FY12, the state also began funding the county to pay for hospital admissions of uninsured consumers who are committed and monitored by MHASD's commitment monitors.

Program Description

Commitment Services is comprised of several distinct, yet interconnected services:

Involuntary Commitment Program: An E-Hold places an individual in a hospital while ICP staff investigate the individual's mental health status to determine if the person has a mental illness and is dangerous to self and/or others. ICP staff file for a pre-commitment hearing with the circuit court. When staff recommend a hearing, ORS 426.110-120 requires that a court examiner make an independent recommendation to the Judge.

Emergency Hold: When an individual is placed on an E-Hold and cannot pay for the hospital stay, ORS 426 requires that the county pay for these services. The county is required to provide commitment monitoring services.

Commitment Monitors: Staff in this unit assess committed individuals to determine whether they continue to meet commitment criteria, work with hospital staff to develop treatment and discharge plans, and make recommendations on continued hospitalization. Commitment monitors perform monitoring services during trial visits to the community, facilitate financial and medical entitlements, and ensure that individuals transition into the most appropriate level of community care. In FY12, the state began funding the county to pay for uninsured consumers who are committed and monitored in the hospital by MHASD's commitment monitors.

State Hospital Waitlist Reduction Program (WLRP): Funding provides for Intensive Case Management (ICM) for patients discharging from the State Hospital and acute care hospitals, and for four Emergency Department Liaisons. ICM and transition planning prevent relapses into hospital care and reduce the County's burden as the payor of last resort. ICM staff provide connection with resources and assistance in obtaining housing, access to health care, social services, and outpatient mental health services. These services address the needs of mentally ill county residents at the highest level of care. Services provide care and service coordination, ensure adequacy and appropriateness of resources and provide protection of legal and civil rights.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of E-Holds investigated for County residents ¹	1,243	1,250	4,050	3,500
Outcome	% of total E-Holds that did not go to Court hearing	93.0%	93.3%	92.0%	90.0%
Outcome	% of total E-Holds taken to court hearing that resulted in commitment	87.0%	80.0%	85.0%	80.0%
Output	# of commitments monitored annually	643	600	600	560

Performance Measure - Description

¹ This measure has been changed to include both E-holds for indigent residents as well as residents with insurance.

Outcomes measure staff effectiveness in applying ORS 426 and reducing the burden on the commitment court system by bringing cases to court that definitively meet commitment criteria. # of commitments monitored reflects both new commitments and existing commitments of Multnomah County residents in secure acute and residential placements.

Legal/Contractual Obligation

The ORS 426 requires that all persons placed on a notice of mental illness be investigated within 24 hours, as well as monitored upon commitment, as a protection of their civil rights; The state delegates the implementation of this statute to the counties.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$927,107	\$2,197,880	\$966,256	\$1,995,060
Contracts	\$205,000	\$4,082,451	\$205,000	\$3,467,451
Materials & Supplies	\$13,874	\$77,342	\$1,500	\$57,075
Internal Services	\$0	\$276,433	\$0	\$350,083
Total GF/non-GF:	\$1,145,981	\$6,634,106	\$1,172,756	\$5,869,669
Program Total:	\$7,780,087		\$7,042,425	
Program FTE	9.00	21.10	9.00	17.50
Program Revenues				
Intergovernmental	\$0	\$6,634,106	\$0	\$5,869,669
Total Revenue:	\$0	\$6,634,106	\$0	\$5,869,669

Explanation of Revenues

\$5,844,669 - State Mental Health Grant Flex Funds: Based on FY13 grant award

\$25,000 - State Mental Health Grant Regional Acute Inpatient Facility: Based on FY13 grant award

\$1,172,756 - County General Fund

Significant Program Changes

Last year this program was: #25058, Mental Health Commitment Services

Organizational alignment has moved several positions into other program offers. 1.00 OA2 to Program Offer 25052; 1.00 Data Analyst to Program Offer 25053; 0.30 Program Specialist to Program Offer 25088; 0.80 Program Manager Sr to Program Offer 25055. Eliminated 0.5 Mental Health Consultant.

Lead Agency: County Human Services

Program Contact: David Hidalgo

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer provides an ongoing portion of the funding necessary for a peer-run supported employment program. Additional funding will come from private foundations and in-kind donations. These peer-run employment and education programs typically secure funding from federal, state, and local governments including municipal mental health departments and the national Substance Abuse and Mental Health Services Administration (SAMSHA). Every dollar of county general fund would directly provide employment for a person with a mental illness.

Program Description

This program offer would continue to support the peer-run supported employment center through continued funding of positions and operating costs. The Supported Employment center offers employment, wellness and administrative support to adults with a mental illness who want to become employed.

Continued funding through this offer would ensure that staff can continue to meet the training standards required for ICCD Certification. Certification requires that the peer-run entity meet a defined standard of service delivery.

Education is tightly linked with income and wealth, and less education is linked with poor health. Peer-run supported employment provides encouragement and assistance for individuals with a mental illness in securing continuing education, and advocating for reasonable accommodations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of active members	75	100	100	120
Outcome	Percent of members in paid employment positions	0.0%	12.0%	12.0%	15.0%
Output	Average daily attendance (ADA)	10	15	15	18

Performance Measure - Description

Performance measures reflect gradual increase in the total number of members enrolled in program.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$80,000	\$0	\$80,000	\$0
Total GF/non-GF:	\$80,000	\$0	\$80,000	\$0
Program Total:	\$80,000		\$80,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$80,000 - County General Fund

Significant Program Changes

Last year this program was: #25059, Peer-run Supported Employment Center

For FY13, this program offer was funded as a one time only program. For FY14 the program offer includes ongoing funding.

Lead Agency: County Human Services

Program Contact: Neal Rotman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program includes Mental Health Residential Services and Transitional Housing. Staff in Residential Services facilitate referral, screening and placement for individuals with a severe mental illness that require care in a 24-hour-a-day setting. Residential treatment programs include: Secure Residential Treatment Facilities (SRTFs), Residential Treatment Homes (RTHs), Adult Foster Care Homes and a range of semi-independent supported housing programs. Transitional Housing focuses on individuals who require assistance obtaining permanent housing while addressing their mental health needs. Transitional housing allows the individual a short-term stable housing opportunity to decrease the likelihood that they will need crisis and acute services until more permanent housing is obtained.

Program Description

Residential services is comprised of two distinct, yet interconnected services:

Residential Services - Residential staff screen and place adults with severe and persistent mental illness in structured housing where licensed caregivers provide mental health and social services in 64 separate facilities/homes with a total bed count of 382. Staff have received 358 referrals in FY12, with 39% placement rate. Staff monitor facilities for licensing, civil rights and treatment requirements. Staff provide training, technical assistance, and assist with development and siting of new facilities.

Transitional Housing - Royal Palm is a 50 bed transitional housing facility, providing 20 dormitory shelter beds and 30 units of Single Room Occupancy. This is low barrier housing for individuals with a mental illness who are homeless or at imminent risk of homelessness. The facility is staffed 24-hours-a-day and provides on-site case management and mental health treatment services. The Royal Palm housed 101 clients in FY12. Residential Services also monitors nine additional supported housing programs with a total of 120 beds.

Residential Services and Transitional Housing link mental health treatment to stable, short and long-term housing. Programs provide intervention and service coordination in the provision of housing and comprehensive community supports and services, as well as facilitate discharge of adults with mental illness to community residential programs from local acute care inpatient psychiatric facilities and the Oregon State Hospital, allowing consumers to increase their independence in the least restrictive level of care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of New Residential Services Referrals	358	350	386	350
Outcome	% of Residential Services referrals placed	39.0%	45.0%	40.0%	45.0%

Performance Measure - Description

Measure One allows residential services to assess the percentage of referrals it is able to place and provides information related to the gap in number of existing residential treatment beds to the number of referrals for placement.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$474,903	\$374,920	\$454,935	\$419,194
Contracts	\$609,084	\$8,846,414	\$587,614	\$9,188,841
Materials & Supplies	\$16,224	\$29,000	\$9,440	\$36,320
Internal Services	\$61,448	\$14,543	\$58,260	\$61,451
Total GF/non-GF:	\$1,161,659	\$9,264,877	\$1,110,249	\$9,705,806
Program Total:	\$10,426,536		\$10,816,055	
Program FTE	4.50	4.10	4.30	4.30
Program Revenues				
Indirect for dep't Admin	\$1,760	\$0	\$4,014	\$0
Intergovernmental	\$0	\$9,226,273	\$0	\$9,705,806
Other / Miscellaneous	\$0	\$38,604	\$0	\$0
Total Revenue:	\$1,760	\$9,264,877	\$4,014	\$9,705,806

Explanation of Revenues

\$2,182,538 - State Mental Health Grant Non Residential Designated Services;
 \$2,437,096 - State Mental Health Grant Non-Residential Adult Mental Health;
 \$2,594,197 - State Mental Health Grant Residential Treatment Services;
 \$1,096,134 - State Mental Health Grant Flex Funds;
 \$310,925 - State Mental Health Grant Local Admin;
 \$276,868 - State Mental Health Grant Community Support Services Homeless;
 \$244,034- State Mental Health Grant Supported Employment Ext. Services;
 \$64,739 - State Mental Health Grant Adult Foster Care;
 \$49,235 - State Mental Health Grant Older/Disabled Mental Health Services:
 All Based on FY13 grant award
 \$177,040 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12
 \$273,000 - City of Portland: Based on grant agreement
 \$1,110,249 - County General Fund

Significant Program Changes

Last year this program was: #25060A, Mental Health Residential Services

Lead Agency: County Human Services

Program Contact: Len Lomash

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Adult Mental Health Initiative (AMHI): diverts individuals from Oregon State Hospital (OSH); coordinates successful discharge from OSH into appropriate community placements and services; coordinates care for individuals residing primarily in licensed residential facilities in order to move individuals into the least restrictive housing possible; and coordinates care and develops supports to maximize independent living.

Program Description

Mental Health and Addiction Services (MHASD) AMHI staff work with other MHASD units, OSH, Addictions and Mental Health (AMH), other Coordinated Care Organizations (CCO) and counties to coordinate the placement and movement of individuals primarily within a statewide network of licensed housing providers. New or enhanced services offered by AMHI can include: supported housing development and rental assistance to increase housing options matched to client need; Exceptional Needs care coordination to assure access to appropriate housing placements and the development of supports to increase success in the community; referrals to community mental health programs, referrals to Supported Employment to help move clients towards greater independence; and transition planning management to assure the most efficient utilization of the licensed residential housing stock within the community.

The overarching goal of AMHI is assisting individuals to achieve the maximum level of independent functioning possible. This goal is achieved by diverting individuals from admission to OSH; supporting quick, safe and appropriate discharges from OSH into the community; and providing supports (skills training, etc.) to help individuals achieve as independent living as possible in the least restrictive housing environment. These three goals are quantified as Qualifying Events (QEs) in the Performance Measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Clients Served in AMHI	550	600	650	700
Outcome	Number of Qualifying Events	208	208	105	110

Performance Measure - Description

✔ **Measure Changed**

The contractual measure of performance are total Qualifying Events, defined as total of OSH diversions, OSH discharges, and discharges to lower levels of residential care within the community (i.e., increase independent living). Lower Qualifying Event Outcome numbers after FY12 reflect a change in the way these are defined in the AMHI contract, which increase parameters in order to target specific sub-populations.

Legal/Contractual Obligation

State of Oregon Mental Health Organization contract

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,049,551	\$0	\$567,944
Contracts	\$0	\$507,314	\$0	\$1,260,550
Materials & Supplies	\$0	\$961,343	\$0	\$1,044,158
Internal Services	\$0	\$126,634	\$0	\$151,062
Total GF/non-GF:	\$0	\$2,644,842	\$0	\$3,023,714
Program Total:	\$2,644,842		\$3,023,714	
Program FTE	0.00	10.98	0.00	6.25
Program Revenues				
Indirect for dep't Admin	\$25,333	\$0	\$25,707	\$0
Intergovernmental	\$0	\$2,600,263	\$0	\$3,023,714
Other / Miscellaneous	\$0	\$44,579	\$0	\$0
Total Revenue:	\$25,333	\$2,644,842	\$25,707	\$3,023,714

Explanation of Revenues

\$1,889,881 - State Mental Health Grant Flex Funds: Based on FY13 grant award

\$1,133,833 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12

Significant Program Changes**Last year this program was:** #25061, Adult Mental Health Initiative (AMHI)

Organizational alignment has moved several positions to other program offers. 0.20 to Program Offer 25053; 3.00 Mental Health Consultants to Program Offer 25062; 1.30 Mental Health Consultants to Program Offer 25067; 0.20 Program Mgr to Program Offer 25055A.

A budget modification will be done mid year FY13 to increase State AMHI funds and professional services; that budget increase is shown on this program offer.

Lead Agency: County Human Services

Program Contact: Len Lomash

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer describes the existing continuum of adult mental health care funded by Oregon Health Plan and managed by Multnomah Mental Health, the county's mental health organization. The continuum addresses the needs of adults at emergent (most acute), urgent and routine (least acute) levels of care. Psychiatric hospitalization treats persons at immediate risk to themselves or others. Respite services provide intervention when an individual's symptoms have risen beyond the scope of outpatient treatment. Outpatient treatment services provide a range of care matched to diagnosis and acuity to over 9,000 adults annually.

Program Description

This service continuum contains three distinct service elements that contribute to a system of care for adults: psychiatric inpatient, respite and outpatient services. Psychiatric inpatient hospitalization is the most intensive level of care in the adult system. Hospital admission is carefully monitored to ensure that it is only offered where medically and clinically appropriate.

Once admitted, individuals receive the full range of treatment services provided in a hospital setting. The Mental Health and Addiction Services Division (MHASD) Crisis Services works with the hospitals and providers to provide individuals a safety net of services as they transition into the community following discharge. The call center coordinated these services for 1,195 inpatient discharges in FY12.

Mental health respite services are a community-based approach to stabilize individuals whose symptoms have exceeded the scope of outpatient treatment. The goal is to prevent hospitalization through early intervention with short-term, intensive residential treatment. Respite care contains a range of treatment options, including medication management, clinical treatment and post-discharge transition planning. It has been defined as a best practice when used in a continuum of treatment services.

Adult mental health outpatient services provide a comprehensive array of treatment options that address the needs of each individual, including several categories of individual and group therapy, general and intensive case management for individuals with severe mental illness, intensive outreach and medication management. Outpatient services address long and short-term mental health needs to lessen the need for more acute services. An average of 4,677 adults receive outpatient services each month, with many remaining in treatment for several months.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total adults receiving outpatient mental health services ¹	9,670	9,789	9,487	9,300
Outcome	Percent of adults readmitted to inpatient within 30 days of discharge ²	18.1%	20.0%	17.7%	17.3%

Performance Measure - Description

¹ Number of unduplicated Multnomah Mental Health (previously known as Verity) adult enrollees who received an outpatient mental health service during the measurement period.

² Percent of unduplicated Multnomah Mental Health (previously known as Verity) adult enrollees who were readmitted to inpatient hospitalization within 30 days of discharge during the measurement period.

Legal/Contractual Obligation

Mental Health Organization contract with state of Oregon. Risk Accepting Entity contract with Health Share of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$75,255	\$0	\$504,737
Contracts	\$0	\$17,609,506	\$0	\$19,179,391
Materials & Supplies	\$0	\$3,103	\$0	\$5,558
Internal Services	\$0	\$1,031,137	\$0	\$907,052
Total GF/non-GF:	\$0	\$18,719,001	\$0	\$20,596,738
Program Total:	\$18,719,001		\$20,596,738	
Program FTE	0.00	0.50	0.00	4.45
Program Revenues				
Indirect for dep't Admin	\$425,348	\$0	\$460,906	\$0
Intergovernmental	\$0	\$18,441,720	\$0	\$20,596,738
Other / Miscellaneous	\$0	\$277,281	\$0	\$0
Total Revenue:	\$425,348	\$18,719,001	\$460,906	\$20,596,738

Explanation of Revenues

\$268,270 - State Mental Health Grant Flex Funds;

\$20,328,468 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12

Significant Program Changes

Last year this program was: #25062, Mental Health Services for Adults

Organizational alignment increased 3.95 FTE by adding the following from other Program Offers: 0.5 Program Manager, 0.25 Program Supervisor, 1.5 Mental Health Consultant, and 1.0 Program Specialist from Program Offer 25061; 0.7 Mental Health Consultant from Program Offer 25055.

Lead Agency: County Human Services

Program Contact: Neal Rotman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Multnomah Treatment Fund (MTF) prioritizes community-based services to individuals who experience symptoms of severe mental illness and have been released from jail or psychiatric hospitals and/or are at risk of hospitalization or significant decompensation, but are uninsured and ineligible for Oregon Health Plan (OHP). MTF addresses immediate health and safety concerns until insurance or OHP coverage is obtained. Due to a state funding reduction of \$260,000 in FY12, MTF will provide mental health services to approximately 617 adults, which is 231 fewer adults than in FY12.

Program Description

These funds will support an array of services for the over 600 individuals who experience severe mental illness and are uninsured and without financial resources. The Mental Health and Addiction Services Division (MHASD) provides funds to the network of providers to treat consumers who are uninsured during periods of exacerbated symptoms in acute stages of mental illness.

The goal is to stabilize and prevent more drastic consequences including hospitalization, incarceration, loss of housing, addiction relapse and loss of custody of children. If these services are effective, the client is spared a prolonged period of instability and the county preserves funds that would otherwise be lost to the high-cost alternatives such as hospitalization, corrections or homeless services. Since these funds are limited, a designated adult services coordinator performs chart reviews for clinical necessity, choice of intervention, and financial eligibility. Services can include individual and group therapy, case management, community outreach, housing assistance, medication management, dual diagnosis treatment, care coordination, and crisis intervention. While the person is receiving services, he/she can be linked to other supports and acquire assistance in securing OHP benefits through the DCHS Benefits Recovery Project and health care through the Multnomah County Health Department or other clinics serving indigent clients. This fund in FY12 and FY13 continues to struggle to meet the mental health community's, the Multnomah County Department of Community Justice and Health Department requests' for access to mental health treatment services and medication when other resources are not available.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total # of adults who received county-funded outpatient services or medication ¹	848	617	750	617
Outcome	Average emergency hold hospitalizations per uninsured adult served ²	1	2	2	2

Performance Measure - Description

¹ Unduplicated uninsured adults who received at least one county funded outpatient mental health service or at least one county funded medication during the measurement period.

² Total number of emergency holds for uninsured adults divided by the number of unduplicated uninsured adults identified in item #1 (above).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$1,343,582	\$53,190	\$1,373,812	\$91,794
Total GF/non-GF:	\$1,343,582	\$53,190	\$1,373,812	\$91,794
Program Total:	\$1,396,772		\$1,465,606	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$27,400	\$0	\$91,794
Other / Miscellaneous	\$0	\$25,790	\$0	\$0
Total Revenue:	\$0	\$53,190	\$0	\$91,794

Explanation of Revenues

\$91,794 - State Mental Health Grant Flex funds: Based on FY13 grant award

\$1,373,812 - County General Fund

Significant Program Changes

Last year this program was: #25063, Mental Health Treatment & Medications for the Uninsured

Lead Agency: County Human Services

Program Contact: Ebony Clarke

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Early Assessment and Support Alliance (EASA) is an early psychosis intervention program addressing the needs of young persons aged 15-25 who demonstrate initial symptoms of psychosis, with the goal of managing long-term problems and consequences. EASA offers formal psychiatric treatment services as well as vocational and educational support, and involves the young person's family in treatment. The program will provide services for approximately 88 clients.

Program Description

The EASA team identifies young people experiencing the first episodes of psychosis and offers them a broad array of individualized treatment avenues and community-based care. Services include assessment, treatment planning, case management, medication management, psycho-educational workshops, multi-family groups, occupational assessments and interventions, and assistance with accessing supported employment and educational opportunities. These services are provided by a multidisciplinary team that includes a psychiatrist, a nurse, a vocational and occupational therapist and mental health consultants. The team's composition and activities are designed to meet the standards of a defined evidence-based practice model as required by the state. Research suggests that the median age for the onset of initial episodes of psychosis is under the age of 25. Research also suggests that early intervention and immediate access to treatment can directly reduce hospitalization rates and the incidence of psychosis' long-term disabling consequences.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total individuals enrolled in program receiving ongoing services ¹	90	82	88	88
Outcome	% reduction in hospitalization rate 3 months pre and 6 months post enrollment	61.0%	87.0%	61.0%	60.0%

Performance Measure - Description

¹ This measure compares the hospitalization rate for the 3 months prior to services with the rate for the 6 months post EASA service enrollment which is an indication of the stabilization of the individual.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$704,752	\$0	\$775,378
Contracts	\$0	\$315,960	\$0	\$319,760
Materials & Supplies	\$0	\$26,416	\$0	\$34,950
Internal Services	\$0	\$83,475	\$0	\$128,187
Total GF/non-GF:	\$0	\$1,130,603	\$0	\$1,258,275
Program Total:	\$1,130,603		\$1,258,275	
Program FTE	0.00	7.20	0.00	7.95
Program Revenues				
Indirect for dep't Admin	\$1,220	\$0	\$831	\$0
Intergovernmental	\$0	\$834,319	\$0	\$1,258,275
Other / Miscellaneous	\$0	\$296,284	\$0	\$0
Total Revenue:	\$1,220	\$1,130,603	\$831	\$1,258,275

Explanation of Revenues

\$387,297 - State Mental Health Grant Flex Funds: Based on FY13 grant award

\$834,319 - State Mental Health Grant Non-Res Youth & Young Adult: Based on FY13 grant award

\$36,659 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12

Significant Program Changes

Last year this program was: #25064, Early Assessment and Support Alliance

Organizational alignment increased 0.25 Mental Health Consultant; added 1.00 new Case Mgr 1; and moved 0.50 Program Supervisor to Program Offer 25068.

Lead Agency: County Human Services

Program Contact: David Hidalgo

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer co-funds 1 FTE with the City of Portland to perform mental health assessments of individuals receiving domestic violence-related services in Multnomah County, including at domestic violence shelters and the Gateway Center for Domestic Violence Services.

Program Description

Through this City/County partnership, individuals who are receiving domestic violence-related services in Multnomah County receive on-site mental health assessments, including the four domestic violence shelters and the Gateway Center for Domestic Violence Services. The clinician who serves as a liaison between domestic violence and mental health and addiction providers, travels to each of the shelters on a regular basis and spends approximately two-thirds of the time at the Gateway Center. The clinician attends the appropriate domestic violence community meetings and events (such as the monthly Family Violence Coordinating Council meetings) and provides training to facilitate increased knowledge and understanding between the mental health and domestic violence providers. The clinician also carries a small caseload of uninsured consumers and provides evidence-based group services such as Seeking Safety and a domestic violence process group that supplements what is offered within the domestic violence agency settings.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of unique clients served annually	229	250	250	250
Outcome	Percentage of clients reporting they are better able to make informed decisions	92.0%	95.0%	95.0%	95.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$67,000	\$33,500	\$33,500
Total GF/non-GF:	\$0	\$67,000	\$33,500	\$33,500
Program Total:	\$67,000		\$67,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$33,500	\$0	\$33,500
Other / Miscellaneous	\$0	\$33,500	\$0	\$0
Total Revenue:	\$0	\$67,000	\$0	\$33,500

Explanation of Revenues

\$33,500 - City of Portland General Fund Based on FY13 revenue agreement
 \$33,500 - County General Fund

Significant Program Changes

Last year this program was: #25065A, Mental Health Services for Victims and Survivors of Domestic Violence

Lead Agency: County Human Services

Program Contact: Edward Jones

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The county's managed mental health organization, Multnomah Mental Health, is required to pay a 1% provider tax to the state to leverage additional federal funds for the Oregon Health Plan. The additional funds received by the state are then redistributed through the Oregon Health Plan reimbursement.

Program Description

The Oregon State Legislature approved a tax on managed care plans to support benefits for Oregon Health Plan Standard enrollees. The dollars raised by the tax on managed care plans are eligible to be matched by federal Medicaid funds. The federal government will match every dollar the state raises with \$1.50. This additional money is used by the state to fund Oregon Health Plan benefits so that individuals at a higher percentage of the federal poverty level can receive health care, including mental health care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

Provider Tax is a requirement of participation in Oregon Health Plan as a Mental Health Organization under contract with the State of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$427,728	\$0	\$3,000
Total GF/non-GF:	\$0	\$427,728	\$0	\$3,000
Program Total:	\$427,728		\$3,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$427,728	\$0	\$3,000
Total Revenue:	\$0	\$427,728	\$0	\$3,000

Explanation of Revenues

\$3,000- Oregon Health Plan Premium revenues received directly from the State: Based on FY13 Rate per Client times number of clients as of 12/31/12

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25066, Mental Health Organization Provider Tax
Mental Health Organization provider tax, which formerly came through this program, is now received directly by the Coordinated Care Organization (Health Share of Oregon). The amount budgeted for FY14 reflects phasing out this program.

Lead Agency: County Human Services

Program Contact: Ebony Clarke

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This mental health service array serves children and youth up to age 21. Services range from prevention/early intervention in the Early Childhood and Head Start program that serves 5,874 children annually, to a comprehensive outpatient service system that successfully maintains children in their homes, schools, and community.

Program Description

This array provides a continuum of services for over 11,000 children by combining Early Childhood and Head Start Mental Health Services, Child Abuse Mental Health Services provided at CARES NW, Children's Mental Health Outpatient Services (Multnomah Mental Health), and Intensive In-Home and Community Mental Health Services for Children.

Services include evidence-based counseling for at risk children and their families, Incredible Years parent groups, early childhood classroom consultation, psychiatric day treatment, crisis respite, individual and group therapy, skill building and medication management. Care is coordinated with allied agencies such as Child Welfare, MESD and schools, Head Start programs, Developmental Disabilities, the juvenile justice system, Multnomah Wraparound, and physical healthcare providers to ensure the best outcomes for children and youth.

Services offered are culturally competent and promote the development of healthy attachments and positive parenting practices so that needs are addressed before they become acute. The goal of every program in this array is to promote educational success and to keep vulnerable children in home settings with their families, permanent foster care families or other long-term caregivers. Special effort is taken to guarantee families are provided opportunities for planning and choosing their care.

The prevention and early intervention services provided by the Early Childhood and Head Start Program address child and family needs before they become more acute. The Child Abuse Mental Health program (CARES NW), reduces trauma of vulnerable children and their families which, in turn, reduces their risk of developing long-term health and mental health problems. Outpatient Services deliver a family-centered model that leads to long-term stability for children and parents. Intensive mental health treatment intervenes in crisis situations to keep children at home, in school, and out of trouble.

This service array is in keeping with the goals of both the Early Childhood and School Aged Policy Frameworks as they relate to strengthening families and promoting educational success for children with mental illness.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total children receiving outpatient services ¹	4,662	4,423	4,621	4,621
Outcome	% of children demonstrating improvement in their global distress score ²	0.0%	0.0%	75.0%	75.0%
Outcome	% of children with improved behavior in school. ³	0.0%	80.0%	0.0%	0.0%

Performance Measure - Description

 **Measure Changed**

¹ This measure is the number of unduplicated children and youth ages 0 - 20 with at least one reported mental health treatment encounter in any outpatient service. Healthshare of Oregon Multnomah Mental Health, Verity, and Multnomah Treatment Fund (MTF) claims data.

² This is a new measure for FY13. The ACORN is a short and frequent survey on which the clients rate their symptoms. The global distress score is the average score of all items on the ACORN questionnaire, and with repeat measurement provides an accurate measure of change over time. Previously this measure was "Percentage of children with improved behavior in school as reported in state mental health CPMS closed case data."

³ This previous outcome measure of "Percentage of children with improved behavior in school as reported in state mental health CPMS closed case data" cannot be calculated for FY12 or later due to state CPMS data reporting requirement changes which occurred during FY12.

Legal/Contractual Obligation

Mental Health Organization contract with State of Oregon. County Financial Assistance Agreement. Risk Accepting Entity contract with Health Share of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,254,392	\$719,978	\$1,302,751	\$1,071,998
Contracts	\$138,543	\$9,167,358	\$138,543	\$9,167,358
Materials & Supplies	\$41,198	\$10,508	\$17,168	\$14,017
Internal Services	\$243,014	\$452,154	\$154,207	\$544,202
Total GF/non-GF:	\$1,677,147	\$10,349,998	\$1,612,669	\$10,797,575
Program Total:	\$12,027,145		\$12,410,244	
Program FTE	11.80	6.55	11.84	9.61
Program Revenues				
Indirect for dep't Admin	\$223,161	\$0	\$228,092	\$0
Intergovernmental	\$106,788	\$10,349,998	\$111,432	\$10,797,575
Total Revenue:	\$329,949	\$10,349,998	\$339,524	\$10,797,575

Explanation of Revenues

\$382,897 - State Mental Health Grant Flex Funds: Based on FY13 grant award

\$152,280 - Title XIX-OMAP payments: Based on FY13 revised budget

\$54,189 - Fee for Service Insurance Receipts: Based on current year projections

\$148,092 - Head Start Contracts: Based on FY13 grant awards

\$10,060,117 - Oregon Health Plan Premium: Based on FY13 Rate per Client times number of clients as of 12/31/12

\$111,432 - FQHC County General Fund

\$1,501,237 - County General Fund

Significant Program Changes

Last year this program was: #25067, Community Based Mental Health Services for Children and Families

Organizational alignment increase 3.10 FTE by the following: Moved 2.60 Mental Health Consultants and 0.5 Program Supervisor from program Offers 25061 and 25055.

Lead Agency: County Human Services

Program Contact: Ebony Clarke

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Multnomah Wraparound is made up of the Care Management Organization (CMO) and the Administrative Service Organization (ASO). The CMO has oversight of intake, screening and eligibility determination for children/youth in need of the most intensive mental health services, wraparound facilitation and care coordination. The CMO is a combination of funding from partnering entities such as child welfare, MESD, school districts, juvenile justice and mental health. The primary goal of the ASO is to maximize available resources for approximately 165 children, youth, and families served by multiple systems.

Program Description

The Administrative Services Organization (ASO) addresses system issues by identifying trends and establishing success indicators. It builds partnerships to facilitate planning, decision making and oversight. It supports family and youth involvement as primary decision makers in the development, implementation and modification of the system of care for children and families. The ASO coordinates and sustains funding, ensures quality assurance and utilization management, access to information technology systems, and evaluates effectiveness. Pooling resources to serve clients involved in more than one system reduces duplication and fragmentation of services. It also reduces cost shifting.

The ASO also maintains the governance structure to oversee the full implementation of the respective systems responsibilities as outlined in an intergovernmental agreement. The ASO ensures that the policies and procedures are culturally competent and that services provided are compatible with the families' cultural beliefs, practices, literacy skills and language.

The CMO intake unit provides 325 screenings on children per year for intensive service array level care and provides wraparound team facilitation and care coordination for up to 129 children/youth with severe mental health needs who are involved in at least two other systems. This includes forming and facilitating Child and Family Teams to develop a single plan of care with blended resources. The plan of care is family-guided, culturally competent, multidisciplinary and includes natural supports to help children stay with family, in the community, in school and out of trouble. The CMO is also responsible for assurance that appropriate authorizations are in place and managing flexible fund expenditures. Service effectiveness is monitored through data collection and outcome measurement.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of unduplicated children served through Wraparound	164	138	165	165
Outcome	% of children who are meeting their goals on Wraparound service plan ¹	90.0%	90.0%	91.0%	80.0%
Outcome	% of children completing the ISA Progress review each quarter ²	90.0%	75.0%	92.0%	90.0%
Output	Number of unique children screened for Integrated Service Array eligibility ³	309	300	300	309

Performance Measure - Description

¹ % of children rated as stable or making progress on their goals in the quarterly ISA Progress Review.

² Outcome measure modified to better align with state requirement for quarterly progress reviews of all youth receiving services in the Integrated Service Array (ISA).

³ Reported number of unique screenings includes both new ISA eligibility and change in level of care screenings.

Legal/Contractual Obligation

Mental Health Organization contract with State of Oregon. Risk Accepting Entity contract with Health Share of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,193,895	\$0	\$1,347,577
Contracts	\$0	\$220,347	\$0	\$220,347
Materials & Supplies	\$0	\$194,361	\$0	\$88,645
Internal Services	\$0	\$161,690	\$0	\$252,782
Total GF/non-GF:	\$0	\$1,770,293	\$0	\$1,909,351
Program Total:	\$1,770,293		\$1,909,351	
Program FTE	0.00	13.20	0.00	13.70
Program Revenues				
Indirect for dep't Admin	\$34,375	\$0	\$38,895	\$0
Intergovernmental	\$0	\$1,757,792	\$0	\$1,909,351
Other / Miscellaneous	\$0	\$12,501	\$0	\$0
Total Revenue:	\$34,375	\$1,770,293	\$38,895	\$1,909,351

Explanation of Revenues

\$1,718,965 - OHP Premium: Based on FY13 Rate per client times number of clients as of 12/31/12
 \$128,526 - State Mental Health Grant Flex Funds: Based on FY13 grant award
 \$61,860 - Wraparound ASO school funding based on FY13 funding levels

Significant Program Changes

Last year this program was: #25068, Multnomah Wraparound
 Organizational alignment has moved 0.50 Program Supervisor here from program offer 25064.

Lead Agency: County Human Services

Program Contact: Ebony Clarke

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

School Based Mental Health is an essential component of the mental health system of care for children and families. This program serves 1,150 children and teens with serious mental health disorders in over 89 school settings throughout the county. Mental health professionals provide culturally competent, family-focused, evidence-based treatment. Children and teens receive service that decreases the risk of hospitalization or other restrictive and costly services. Additional children with emotional and behavioral needs are helped through 11,003 consultation contacts with school-based health center staff and others that avert the need for a higher level of care.

Program Description

Mental health treatment is provided in schools to decrease barriers such as stigma, cost and transportation for 1,150 underserved families. This program reaches youth who have not accessed services in a mental health center and 52% of those served were children of color. Approximately 93% of the children served were uninsured or insured by the Oregon Health Plan.

School based mental health consultants provide crisis intervention, mental health assessment, individual, group and family treatment and clinical case management as well as interventions with schools to help manage a child's mental health disorder. Consultation on children's mental health is provided to school and school based health clinic staff, as well as community providers. Mental health consultants are co-located in School-based Health Clinics when possible to provide integrated services. About 57% of the families receive linkage services for mental health screenings and referral to community mental health centers.

Locating mental health services in schools is a best practice and Multnomah County has been a leader in the nation by providing this program since 1967. Through this program children and teens who are at risk of harming themselves or others are identified and receive intervention. This is important because, in Oregon, suicide is the second leading cause of death among young people. Earlier identification and treatment can divert children from needing higher cost and more restrictive services. This program meets a child's basic need for mental health and is congruent with the goals of the School Age Policy Framework.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total unduplicated children receiving mental health services	1,152	1,050	1,152	1,152
Outcome	% of children receiving services showing improved school behavior & attendance*	91.4%	86.0%	92.4%	92.4%

Performance Measure - Description

* Improvements in school behavior and attendance are measures that reflect a child's overall success at home, in school and in the community.

Legal/Contractual Obligation

Revenue contracts with school districts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$573,237	\$880,058	\$586,759	\$1,007,810
Materials & Supplies	\$18,056	\$29,182	\$7,960	\$22,945
Internal Services	\$114,356	\$2,666	\$58,489	\$83,235
Total GF/non-GF:	\$705,649	\$911,906	\$653,208	\$1,113,990
Program Total:	\$1,617,555		\$1,767,198	
Program FTE	5.12	8.73	5.12	9.56
Program Revenues				
Intergovernmental	\$152,212	\$911,906	\$152,213	\$1,113,990
Total Revenue:	\$152,212	\$911,906	\$152,213	\$1,113,990

Explanation of Revenues

\$769,368 - State Mental Health Grant Flex Funds: Based on FY13 grant award
\$10,000 - Parkrose School District;
\$75,000 - Centennial School District;
\$26,497 - Roosevelt High School: All Based on FY13 revenue contracts
\$233,125 - Fee for Service Insurance Receipts: Based on current year projections
\$152,213 - FQHC: Based on FY13 revised budget
\$500,995 - County General Fund

Significant Program Changes

Last year this program was: #25075, School Based Mental Health Services

A budget modification done in FY13 added 0.83 School Based Mental Health Consultant, funded by the Gresham-Barlow school district.

Lead Agency: County Human Services

Program Contact: David Hidalgo

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics:

Executive Summary

Mental Health First Aid is a groundbreaking public education program that helps the public identify, understand, and respond to signs of mental illnesses and substance use disorders. Mental Health First Aid increases mental health literacy in the community. Increasing mental health literacy is a preventive and empowering tool in the community. It provides the public with the education necessary to intervene before they potentially reach mental health crisis.

The program offer funds two Mental Health First Aid trainings per month with up to 30 participants per training. It also provides funds to host a Youth Instructor Certification training to increase the number trainers certified in youth Mental Health First Aid in the area.

Program Description

Mental Health First Aid USA is coordinated by the National Community for Behavioral Healthcare, the Maryland Department of Health and Mental Hygiene, and the Missouri Department of Mental Health. They train and certify instructors to deliver the 12-hour Mental Health First Aid course in our communities. Youth Mental Health First Aid is an 8-hour course. The interactive 12-hour course presents an overview of mental illness and substance use disorders in the U.S. and introduces participants to risk factors and warning signs of mental health problems, builds understanding of their impact, and overviews common treatments. Participants of 12-hour course become certified as Mental Health First Aiders and learn a 5-step action plan encompassing the skills, resources and knowledge to help an individual in crisis connect with appropriate professional, peer, social, and self-help care. The 12-hour Mental Health First Aid USA course has benefited a variety of audiences and key professions, including: primary care professionals, employers and business leaders, faith communities, school personnel and educators, state police and corrections officers, nursing home staff, mental health authorities, state policymakers, volunteers, young people, families and the general public.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of individuals trained in Mental Health First Aid	0	0	0	720
Outcome	% of individuals who report greater understanding of mental illness.	0.0%	0.0%	0.0%	95.0%

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$207,000	\$0
Total GF/non-GF:	\$0	\$0	\$207,000	\$0
Program Total:	\$0		\$207,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$207,000 - County General Fund

Significant Program Changes

Last year this program was:

New program offer.

Lead Agency: County Human Services

Program Contact: Neal Rotman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Culturally specific outpatient mental health services provide treatment for five underserved communities in our county (Asian-American, African-American, Eastern European, Latino and Native-American). These communities have encountered difficulty finding mental health treatment that incorporates their culture, tradition and language. These services provide culturally and linguistically relevant care for these populations, mitigating historical inequities accessing services. Some communities of color are also over-represented in the criminal justice system. Approximately 702 individuals received services in FY12.

Program Description

The system of care built and maintained by Multnomah County must reflect the demographics of those we serve. To ensure that all members of our community have treatment options that incorporate specific cultural needs, DCHS contracts for mental health services for individuals from five communities currently underserved or insufficiently served. Those communities are: Eastern European, African-American, Asian-American, Latino, and Native American. Multnomah County Mental Health prevalence data suggests that members of the African-American and Native American communities are more likely to be placed in restrictive settings such as hospitals and jails as a result of mental health symptoms. African-Americans are also over represented in the correctional facilities and the criminal justice system. Culturally specific services address mental health problems through early access to culturally and linguistically appropriate treatment including nontraditional but culturally appropriate outreach, engagement, and treatment services. Early intervention can mitigate the need for expensive hospital, residential care, or crisis services.

Treatment also reduces the risk of inappropriate incarceration or homelessness. These mental health providers understand community cultural norms and have a relationship of trust with the communities they serve.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total culturally diverse individuals receiving services ¹	702	750	712	712
Outcome	Culturally specific persons served per 1000 culturally diverse in population ²	3	4	3	3

Performance Measure - Description

¹ This total includes all persons served under this contract and does not include those culturally diverse persons served by Multnomah Mental Health or in other programs.

² Service Rate Per 1000 Calculation- Numerator: Total unduplicated culturally diverse individuals served. Denominator: Total county census for similar groups taken from the American Community Survey estimates for 2011.

Legal/Contractual Obligation

Funding for culturally specific contracts is a longstanding policy initiative of the Multnomah County Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$1,324,545	\$0	\$1,354,347	\$0
Total GF/non-GF:	\$1,324,545	\$0	\$1,354,347	\$0
Program Total:	\$1,324,545		\$1,354,347	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$1,354,347 - County General Fund

Significant Program Changes

Last year this program was: #25078, Culturally Specific Mental Health Services

Lead Agency: County Human Services

Program Contact: Devarshi Bajpai

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The adult treatment continuum consists of: outpatient addictions treatment including various counseling options; medication management and relapse prevention; residential treatment (intensive addictions services in a 24-hour setting); community recovery (aftercare services for clients learning to live sober); and a specialized program for persons who are severely addicted, diagnosed with multiple problems, and homeless. The continuum will serve approximately 3,500 clients next year. Research shows that every dollar invested in addiction treatment yields a cost offset of up to \$11.05 in other publicly-supported services.

Program Description

The Oregon Health Authority estimates 300,000 Oregonians have a diagnosable substance use disorder, roughly 18% of those needing addiction services access treatment, and more than 40% of those who try to get help experience barriers related to cost or lack of insurance. The overall goal of addiction treatment is to have as many clients as possible successfully complete treatment and maintain sobriety. Our successful completion rate is almost 50%, higher than the national rate of 45%.

Our adult treatment continuum supports recovery and a return to a healthy lifestyle by offering access to addictions treatment that addresses the negative consequences of alcohol and other drugs and teaches prosocial alternatives to addictive behaviors through clinical therapy, skills building, and peer delivered services. Community recovery support programs provide a variety of clean and sober social support activities for clients and their families.

Services are delivered throughout Multnomah County by a network of state licensed providers. These providers are culturally competent and many have bilingual staff. Outpatient treatment allows a client to work, go to school, attend job training, socialize, and otherwise carry on a normal life. The system treats about 3,500 outpatient clients annually.

Residential treatment provides intensive services in a 24/7 setting with clients living in the treatment center during their course of treatment, usually for two to six months. Clients needing this level of care often have multiple failures in outpatient treatment, often related to the severity and length of their addiction, as well as risk factors like chronic unemployment and housing problems. Residential treatment serves about 500 clients annually.

Treatment helps clients shift from ambivalence and denial about their addiction to acceptance and incentive to change.

Clients address issues that are barriers to recovery, and develop strategies and skills to overcome them. Providers also address the self sufficiency needs of each client through help with: parenting skills; stress and anger management; housing issues; independent living skills; referrals for physical and mental health issues; linkages to employment services; and recreation and healthy use of leisure time.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number served in treatment (all levels)	3,501	3,500	3,714	3,500
Outcome	Percentage of clients who successfully complete ¹ treatment (Outpatient)	49.0%	58.0%	49.0%	50.0%

Performance Measure - Description

¹ "Successful completion of treatment" is defined as the client meeting the American Society of Addiction Medicine's Patient Placement Criteria for the Treatment of Substance-related Disorders, Second Edition Revised (ASAM PPC 2R) discharge criteria, completing at least two thirds of their treatment plan goals, and demonstrating 30 days of abstinence.

Legal/Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements. Also, Local 2145 Beer and Wine tax revenues are provided to counties on a dedicated formula basis and are restricted to alcohol and drug services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$276,476	\$584,547	\$187,838	\$621,162
Contracts	\$2,690,421	\$8,013,766	\$2,750,954	\$5,326,380
Materials & Supplies	\$17,907	\$840	\$3,513	\$7,155
Internal Services	\$51,536	\$8,425	\$19,922	\$66,407
Total GF/non-GF:	\$3,036,340	\$8,607,578	\$2,962,227	\$6,021,104
Program Total:	\$11,643,918		\$8,983,331	
Program FTE	2.70	5.99	1.50	6.33
Program Revenues				
Intergovernmental	\$0	\$8,607,578	\$0	\$6,021,104
Total Revenue:	\$0	\$8,607,578	\$0	\$6,021,104

Explanation of Revenues

\$293,046 - State Mental Health Grant Local Admin: Based on FY13 grant award
 \$103,350 - State Mental Health Grant Special Projects: Based on FY13 award
 \$1,803,195 - State Mental Health Grant A&D Adult Residential: Based on FY13 award
 \$1,054,500 - State Mental Health Grant A&D Adult Residential Capacity: Based on FY13 award.
 \$301,563 - State Mental Health Grant A&D Dependent Child Res.: Based on FY13 award
 \$2,309,067 - State Mental Health Grant Flex Funds: Based on FY13 award
 \$156,383 - Local 2145 Beer and Wine Tax Revenues: Based on FY13 revenue projections
 \$2,962,227 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25080, Adult Addictions Treatment Continuum

This program offer reflects a reduction of about \$2.6 million in state funding and pass through budget. The state residential alcohol and drug treatment funds are moving to the Coordinated Care Organization (Health Share of Oregon) for FY14.

Lead Agency: County Human Services

Program Contact: Devarshi Bajpai

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Gambling addiction treatment uses evidence-based practices in an outpatient setting to provide treatment to persons diagnosed with problem or pathological gambling. Based on 2011-2012 data the county's community-based providers treated approximately 329 gamblers and their family members. Countywide data shows that problem gamblers and family members seeking treatment can access services in less than five days 99% of the time.

Program Description

Multnomah County's Problem Gambling Services are guided by a public health approach that takes into consideration biological, behavioral, economic, cultural, and policy factors influencing gambling and health. Gambling treatment and prevention services incorporate prevention, harm reduction and multiple levels of treatment by placing emphasis on quality of life issues, for the person who gambles, family members, and communities. In 2011-2012 292 gamblers enrolled in treatment. As noted, family participation is important and approximately 37 family members enrolled in treatment as well.

Multnomah County has one of the highest rates, per capita (18 years and older), of lottery sales statewide. Approximately 86% of the gambling treatment clients report video poker as their primary gambling activity. Problem gambling treatment services are closely aligned to the county's Basic Living Needs priority by promoting healthy behaviors. The treatment focus is on relieving initial client stress and crisis, supporting the client and family members in treatment, and assisting the family to return to a level of healthy functioning. Problem gambling treatment assists the gambler and family in managing money/finances, rebuilding trust within the family, learning gambling prevention techniques, and maintaining recovery.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Gamblers and family members accessing treatment annually ¹	329	309	319	339
Outcome	Gambler successful completion rate ²	41.0%	36.0%	40.0%	41.0%

Performance Measure - Description

¹'Gamblers and family members accessing treatment annually' means the number of problem and/or pathological gamblers completing enrollment and entering treatment annually.

² 'Successful completion rate' is defined as the gambling client having completed a minimum of 75% of the short-term treatment goals, completion of a continued wellness plan, and lack of engagement in problem gambling behaviors for at least 30 days prior to discharge.

The source of this performance data is the State's Gambling Performance Monitoring System (GPMS). Data is provided to all counties throughout Oregon by the GPMS system.

Legal/Contractual Obligation

Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$36,000	\$0	\$21,000
Contracts	\$0	\$680,000	\$0	\$500,505
Internal Services	\$0	\$1,995	\$0	\$0
Total GF/non-GF:	\$0	\$717,995	\$0	\$521,505
Program Total:	\$717,995		\$521,505	
Program FTE	0.00	0.31	0.00	0.17
Program Revenues				
Intergovernmental	\$0	\$717,995	\$0	\$521,505
Total Revenue:	\$0	\$717,995	\$0	\$521,505

Explanation of Revenues

\$521,505 - State Mental Health Grant Flex Funds: Based on FY13 award

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25085, Addiction Services Gambling Treatment and Prevention

State treatment funds that were formerly budgeted here are now moving to the Coordinated Care Organization (Health Share of Oregon) for FY14. This has reduced pass through budget for FY14 by \$179,495.

Lead Agency: County Human Services

Program Contact: Devarshi Bajpai

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The alcohol and drug prevention program provides an array of prevention services for children and families at high risk for substance abuse, school failure and juvenile justice problems. Prevention services include structured after-school activities (homework assistance, tutoring and home visits), individualized support for youth, and a family engagement/education program. These programs promote school success, family bonding, improved parenting skills and youth life skills. The aim is to reduce youth substance abuse, school failure and juvenile crime. The program is primarily focused on serving youth living in public housing, and is projected to provide over 3,000 prevention service contacts to over 200 participants. In addition, a new state grant-funded initiative is addressing alcohol abuse and dependence among young adults through environmental prevention strategies, e.g., changes in community policies, laws and norms.

Program Description

The structured after-school program for public housing residents is a long-standing collaboration with Home Forward (formerly the Housing Authority of Portland--HAP), providing afternoon and evening services offering on-site homework help, socializing and skill-building activities to a minimum of 200 youth whose families live in public housing. The structured services at Home Forward housing sites also include tutoring, mentoring and family-support home visits, primarily serving children and youth between 5 - 15 years old.

By directly addressing community risk factors, prevention reduces multiple problem behaviors and improves outcomes for children and families. The Multnomah County prevention program builds partnerships with collaborative community partners and local prevention coalitions, using natural helpers, volunteer organizations, professionals and cultural mentors to promote developmental assets and academic achievement.

As one of 12 counties to receive an Oregon Strategic Prevention Framework State Incentive Grant (SPF-SIG), Multnomah County has initiated a new collaborative effort to reduce high risk drinking among young adults ages 18-25. High risk drinking is defined as binge drinking, heavy drinking and underage drinking. A community needs assessment identifying consumption patterns, consequences, contributing factors and local conditions has been completed along with an implementation plan to reduce high risk drinking in Multnomah County. Two task forces have formed to carry out the plan: one task force works with colleges and universities to adopt best practice policies and programs and foster positive campus norms; the other engages stakeholders in Portland's "nightlife and entertainment district" to reduce over-service and advocate for policies that promote prevention.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Youth served at public housing sites ¹	339	200	250	200
Outcome	Core group ² youth w/ improved behavior	71.0%	75.0%	75.0%	75.0%
Outcome	Core group youth w/ improved academic achievement	78.0%	75.0%	75.0%	75.0%

Performance Measure - Description

¹ This Public Housing measure is for the entire collaborative after-school program serving youth in public housing, including all participants in after-school activities.

² Intensive core group services will be provided to 30 families with youth exhibiting behavioral and academic risk factors, based on youth self-reports, parent feedback and teacher observation. Outcomes of improved behavior (e.g., less disruptive, better attendance, fewer suspensions) and improved academic achievement are good predictors of reduced future substance abuse.

Legal/Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health grant, we are obligated to spend funds in accordance with regulations regarding State Service Elements A-D 70 (Prevention Services), MHS 37 (Flexible Funding, MHS Special Projects), and A-D 60 (Strategic Prevention Framework - SPF).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$339,501	\$0	\$425,193
Total GF/non-GF:	\$0	\$339,501	\$0	\$425,193
Program Total:	\$339,501		\$425,193	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$301,952	\$0	\$425,193
Other / Miscellaneous	\$0	\$37,549	\$0	\$0
Total Revenue:	\$0	\$339,501	\$0	\$425,193

Explanation of Revenues

\$332,500 - State Mental Health Grant Flex Funds: Based on FY13 award

\$92,693 - State Mental Health Grant A&D Special Projects: Based on FY13 award

Significant Program Changes

Last year this program was: #25086, Addiction Services Alcohol and Drug Prevention

Lead Agency: County Human Services

Program Contact: Jean Dentinger

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Coordinated diversion includes three jail and/or hospital diversion programs for consumers with a serious mental illness. Three teams of qualified mental health professionals staff the Community Court, Mental Health Court and Forensic Diversion Program.

All three programs provide assertive, short term support for persons with serious mental illness, with the goal of connecting them with appropriate ongoing community treatment options. A primary goal of all the programs is to divert mentally ill persons from lengthy jail stays and promote stability in the community. Staff with the Forensic Diversion Program focus on avoiding or decreasing days of unnecessary jail time and provide linkage to community resources. In FY12 Community Court served 788 clients, Forensic Diversion served 332 clients, and Mental Health Court served 79.

Program Description

The three coordinated diversion programs target persons in the criminal justice system with serious mental illness who are at risk of lengthy stays in jail or hospitals unless provided additional treatment, support, and resources.

The Community Court Program addresses quality of life crimes with a focus on restorative justice. Clients are able to participate in a variety of social services as an alternative to jail or community service.

Mental Health Court provides time-limited intensive case management services to persons involved in the criminal justice system while connecting them to community treatment, housing, and financial and medical entitlements. Staff provide ongoing monitoring and support for persons enrolled in Mental Health Court. Staff initiated services to 66 in FY12.

The Forensic Diversion Program focuses on diversion from the criminal justice system for persons charged with misdemeanors and ordered to undergo evaluation/restoration at the Oregon State Hospital (OSP). Staff provide mental status evaluations, as well as linkage to basic needs in the community; time-limited coordination/linkage to treatment services, housing, financial and medical entitlements, and social services. In addition, Forensic Diversion provides community restoration as an alternative to being placed in the OSP. This option is less restrictive and provides the client with continued stability and services while maintaining safely in their community.

The three diversion programs address the needs of residents with a mental illness who can be safely diverted from jail and/or the State Hospital, provide support for successful completion of court directives and provides linkage to community services that provide stability. Initial case management and coordination protects the legal and civil rights of these individuals, ensures appropriateness of resources and decreases the unnecessary expense of time in jail or the State Hospital.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of participants in Community Court	788	750	760	750
Outcome	% of participants in good standing or have successfully completed services	54.0%	60.0%	60.0%	60.0%
Output	# of participants engaged with Forensic Diversion	332	325	330	325
Outcome	% of participants successfully engaged with Forensic Diversion	65.0%	70.0%	65.0%	65.0%

Performance Measure - Description

The outcomes measure the program's effectiveness to engage clients toward community based stabilization.

Legal/Contractual Obligation

State of Oregon Financial Assistance Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$208,618	\$611,860	\$222,865	\$676,093
Materials & Supplies	\$4,849	\$19,997	\$1,723	\$9,900
Internal Services	\$17,337	\$50,738	\$26,606	\$79,820
Total GF/non-GF:	\$230,804	\$682,595	\$251,194	\$765,813
Program Total:	\$913,399		\$1,017,007	
Program FTE	2.00	6.00	2.00	6.30
Program Revenues				
Intergovernmental	\$0	\$682,595	\$0	\$765,813
Total Revenue:	\$0	\$682,595	\$0	\$765,813

Explanation of Revenues

\$649,952 - State Mental Health Grant Flex Funds: Based on FY13 award
\$115,861 - State Mental Health Grant Local Admin: Based on FY13 award
\$251,194 - County General Fund

Significant Program Changes

Last year this program was: #25088, Coordinated Diversion for Persons with Mental Illness

Lead Agency: County Human Services

Program Contact: Devarshi Bajpai

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Detoxification and Supportive Housing are two vital steps to working towards long-term recovery and stability. Detoxification, a medically monitored inpatient service, is the primary entrance point into addiction services for many low income people who are facing a severe addiction. There are approximately 2,400 admissions to detoxification annually. Supportive Housing is available for people who are homeless addicts who have completed detoxification and are continuing treatment. Benefiting from both clinical and housing support, clients move from active addiction, through treatment and into the recovery community; and from homelessness through supportive housing and into permanent housing.

Program Description

Alcohol and drug detoxification medically stabilizes a highly vulnerable and diverse client population. It prepares them for further alcohol and drug treatment and connects them to other services needed to resolve homelessness and health issues.

Supportive Housing greatly increases post-detoxification treatment retention rates and promotes recovery. Supportive housing for people who are homeless addicts is one of the vital steps to working towards long-term recovery and stability. After detoxification, Supportive Housing addresses two interwoven challenges: without housing, clients lack the stability necessary to address the problems that lead to homelessness, and without supportive services, the client is likely to remain homeless due to unaddressed addiction issues.

Detoxification services are provided 24 hours-a-day, 7 days-a-week. Clients receive prescribed medication to ease withdrawal symptoms and acupuncture to reduce physiological stress so they are more likely to complete the process. The program includes an integrated medical clinic with primary care and dual-diagnosis services. Detoxification is provided in a culturally competent manner that includes a variety of services: counseling and case management, physical and mental health care, housing resources (permanent housing, rent assistance, eviction prevention), food and transportation, and economic independence (introduction to job training, employment referrals, benefits eligibility screening).

After detoxification, homeless clients who are entering outpatient treatment are referred to supportive housing services. Supportive Housing (\$29 per unit per day) is an evidence-based, low cost resource when compared to inpatient hospitalization (\$2,348 per day) or adult residential treatment (\$106 per day) and we can provide less restrictive/expensive outpatient treatment while the individual is in Supportive Housing. Findings from a 2006 study of adults who are homeless in Portland showed a 36% reduction in community cost when supportive housing is provided. Each of the 58 supportive housing units can house 2 to 3 clients per year (3-4 month stays). Clients are helped by Housing Support Specialists to access key services that promote health, recovery, stability, and self-sufficiency.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of admissions annually to detoxification ¹	2,399	2,400	2,490	2,400
Outcome	Percentage of supportive housing unit utilization ²	90.0%	90.0%	94.0%	90.0%
Output	Number served in supportive housing units ³	0	24	133	133

Performance Measure - Description

¹ A person who completes the enrollment process and enters detoxification is an admission. There can be multiple admissions for a person annually.

² Average length of stay in supportive housing is 14-15 weeks. Supportive housing increases post-detoxification treatment retention rates, so it is important that the supportive housing units are utilized to their fullest extent. Our outcome measures the annual utilization rate.

³ The FY13 Current Year Purchased number of 24 is for 8 beds in the FY13 Scale up Program Offer 25090B. The Current Year Estimate and Next Year Offer reports the number served in all 58 housing units.

Legal/Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements. Also, Local 2145 Beer and Wine Tax Revenues are provided to counties on a dedicated formula basis and are restricted to alcohol and drug services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$1,379,308	\$1,878,359	\$1,410,343	\$2,081,207
Total GF/non-GF:	\$1,379,308	\$1,878,359	\$1,410,343	\$2,081,207
Program Total:	\$3,257,667		\$3,491,550	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$1,878,359	\$0	\$2,081,207
Total Revenue:	\$0	\$1,878,359	\$0	\$2,081,207

Explanation of Revenues

\$1,650,226 - State Mental Health Grant A&D Continuum of Care: Based on FY13 grant award
\$418,917 - Local 2145 Beer & Wine Tax Revenues: Based on FY13 grant award
\$12,064 - State Mental Health Grant Flex Funds: Based on FY13 grant award
\$1,410,343 - County General Fund

Significant Program Changes

Last year this program was: #25090A, Addictions Detoxification and Post-Detoxification Housing

Lead Agency: County Human Services

Program Contact: Devarshi Bajpai

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Sobering program provides a safe, secure holding environment for persons who are publicly intoxicated due to alcohol or drug abuse. As these individuals regain their functionality, staff encourages them to seek further care. The Sobering program has more than 6,000 annual admissions.

Program Description

The Sobering program is a multi-jurisdictionally-funded community resource that operates 24 hours per day, 7 days per week. The program provides special emphasis on ethnic minorities, people who are homeless, and women. Staff is appropriately licensed and credentialed (such as Emergency Medical Technicians) and is knowledgeable about acute alcohol/drug intoxication and emergency first aid techniques. The Sobering program serves more than 6,000 clients annually. The average length of stay is 5.5 hours.

The Sobering program serves a public safety function by providing a medically monitored environment in which these individuals become responsive to their surroundings while they are protected from abuse and neglect. This program reduces the use of critical and finite police, fire and emergency services. The Sobering program includes the CHIERS (Central City Concern Hooper Inebriate Emergency Response Service) mobile outreach van, funded by the City of Portland, to transport intoxicated persons to the program.

The Sobering program also provides a behavioral health function by providing a point of intervention for these persons who are publicly intoxicated. Before the individual is released, staff gives them information about chemical dependency, alcohol and drug treatment options, and access to additional health care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total Admissions ¹	6,806	9,000	6,490	6,500
Outcome	Percentage of clients that successfully discharge ²	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

¹ Total admissions to Sobering have been declining for the last 3 years (FY10 = 9,564, FY 11 = 7,152, and FY 12 = 6,806.) Prior to July 2009, City of Portland police officers had discretion to issue a citation for some low level crimes, such as disorderly conduct and offensive littering. The police could then take the individual to the Sobering program on a civil hold if they were intoxicated. However, in July 2009 a policy change was implemented and police started making arrests for low-level offenses. At about the same time, the City Attorney advised the Portland Police Bureau that they could not transport individuals under a civil hold from private property. This decision reduced the number of individuals transported by the CHIERS mobile outreach van to the Sobering program. CHIERS had its hours of operation decreased by 6 hours a day on 7/1/2012 which is dropping the number of admissions to the Sobering program again.

² A successful discharge includes: a) no deaths in sobering (the program had one death six years ago); and b) clients are cognizant of surroundings and no longer in immediate danger of harm to self or others.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$643,415	\$0	\$657,892	\$0
Total GF/non-GF:	\$643,415	\$0	\$657,892	\$0
Program Total:	\$643,415		\$657,892	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$657,892 - County General Fund

Significant Program Changes

Last year this program was: #25091, Sobering

Lead Agency: County Human Services

Program Contact: Devarshi Bajpai

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program provides a continuum of youth outpatient and residential addictions treatment, including culturally-specific outpatient services for high-risk minority youth. It also provides alcohol and drug free housing resources for families in which the adult parent(s) are in early addiction recovery. In FY14, about 140 youth will be provided appropriate addiction services; a minimum of 62 families will receive housing supports in recovery-focused housing communities.

Program Description

Youth alcohol and drug treatment focuses on the developmental issues of youth up to age 18 to intervene in the immediate and long-term consequences of substance abuse. Our youth treatment continuum funds both outpatient and residential services, and reflects collaboration with schools and juvenile justice services.

The target population for youth outpatient services (both “generic” youth slots as well as culturally-specific services for minority youth) is uninsured youth through age 18 whose families' income is less than 200% of Federal Poverty Level. Most youth eligible for our services qualify for and will become enrolled in the Oregon Health Plan/Healthy Kids; since they may not be insured at time of treatment enrollment, our slots allow for immediate treatment access and provide bridge funding until OHP enrollment is complete. Some youth need a higher level of care and youth residential treatment addresses the needs of some of the most vulnerable and at-risk county adolescents, a subset of whom have significant mental health issues.

The Family Alcohol and Drug-Free Network (FAN) is a collaboration of community providers and includes 88 units of Central City Concern long-term transitional housing for families who are rebuilding their lives following the devastation of their addictions. These housing communities provide a clean, safe and sober living environment in which parents can raise their children while new recovery principles are reinforced. This offer funds an array of services aligned for FAN families - including rent assistance, family mentoring, and housing case management - to support family reunification and build family stability, economic self-sufficiency, healthy community involvement and success in permanent housing.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of households that received rent assistance	61	67	62	62
Outcome	Exiting families that move into long-term permanent housing	51.0%	85.0%	52.0%	52.0%
Output	Number of families that received housing coordination services	0	0	100	105

Performance Measure - Description

 **Measure Changed**

The performance measures shown above are consistent with the performance measures attached to these funds by the State. The percentages shown are based on the providers quarterly reports submitted to the State via Multnomah county. The output measure of families receiving housing coordination services had not been reported previously (FY13). The 85% current year purchased (FY13) was entered erroneously and is not supported by the annual reports submitted by the service provider to Multnomah County. The staffing for housing coordination was significantly reduced in the current biennium via the funding allocation in the State's contract process. This reduction has reduced the contractors staff available to assist families to secure employment and the income to be able to afford market rate housing.

Legal/Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with regulations regarding State Service Elements. Additionally, Local 2145 Beer and Wine tax revenues are provided to counties on a dedicated formula basis and are restricted to use for alcohol and drug services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$274,279	\$881,475	\$134,279	\$979,959
Total GF/non-GF:	\$274,279	\$881,475	\$134,279	\$979,959
Program Total:	\$1,155,754		\$1,114,238	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$881,475	\$0	\$979,959
Total Revenue:	\$0	\$881,475	\$0	\$979,959

Explanation of Revenues

\$231,482 - State Mental Health Grant A&D Special Projects: Based on FY13 grant award.
 \$723,777 - State Mental Health Grant Flex Funds: Based on FY13 award.
 \$24,700 - Local 2145 Beer & Wine Tax Revenues: Based on FY13 revenue projections.
 \$134,279 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25094, Family and Youth Addictions Treatment Continuum

In previous years, the County has sent County General Funds to the state Addictions and Mental Health Division to be matched with Medicaid funds and contracted back to a Multnomah County youth residential treatment provider. Due to the changes brought on by healthcare transformation, this may no longer be possible, or to the county's benefit. Contracting with a residential provider directly will allow us to ensure that uninsured Multnomah County youth receive services that are currently not available to them. The Coordinated Care Organizations managing Medicaid funds will have to evaluate the need for youth residential services and fund them if deemed necessary.

Lead Agency: County Human Services

Program Contact: Devarshi Bajpai

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Family Involvement Team (FIT) for Recovery program is a collaborative effort with Department of Human Services/Child Welfare, alcohol and drug treatment providers, social service agencies, and the Family Dependency Court. In FY13, the FIT for Recovery program connected 445 clients with addictions treatment as expeditiously as possible and provided enhanced services to assist clients to successfully complete treatment and maintain recovery.

Program Description

The FIT for Recovery Core Team, housed at the Family Dependency Court, work with Child Welfare parents and their children until they enter addictions treatment. Additional team members, located at the five treatment providers, begin working with the parents and their children once the parent and/or the parent and child enter treatment. In addition to addiction treatment, staff at the treatment agencies provide the family with support services including case management, family therapy, and wrap around services to assist the client to remain successful in treatment. By accepting services, parents are demonstrating to the State Department of Human Services (DHS) Child Welfare that they recognize that drugs or alcohol are affecting their abilities to parent effectively and are willing to take steps to become effective parents. FIT partners include: DHS Child Welfare, Family Dependency Court, LifeWorks NW, Cascadia, NARA, Central City Concern, Volunteers of America, Morrison Center and CODA.

With the end of the Department of Health & Human Services - Administration for Children and Families/Children's Bureau - Regional Partnership Grant in 2012, there are reductions in FY14 to the number of clients receiving FIT Triage Services, treatment services, and case management services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of FIT Triage starts per month ¹	0	65	71	79
Outcome	Average monthly number of clients in treatment ²	187	190	170	187
Output	Annual number of FIT clients receiving case management services ³	0	0	0	210

Performance Measure - Description

¹ The average number of triage starts per month was a new performance indicator for FY13. Therefore, there was no previous year actual data. This indicator tracks the number of new clients entering FIT Triage per month. Triage is the process that staff use to determine if a Child Welfare client referral warrants further assessment for drug and/or alcohol use or abuse and, if positive, what level of treatment is appropriate.

² The average monthly number of clients enrolled in treatment is a count by treatment provider of all clients enrolled in that month and receiving treatment.

³ The annual number of FIT clients receiving case management services is a new performance measure for FY14. Therefore, there is no previous year actual data.

Performance data is available through the FIT database, which is administered by Family Court staff.

Legal/Contractual Obligation

Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Contracts	\$0	\$1,137,696	\$0	\$997,111
Materials & Supplies	\$0	\$11,424	\$0	\$0
Internal Services	\$0	\$6,875	\$0	\$0
Total GF/non-GF:	\$0	\$1,155,995	\$0	\$997,111
Program Total:	\$1,155,995		\$997,111	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$3,690	\$0	\$0	\$0
Intergovernmental	\$0	\$1,155,995	\$0	\$997,111
Total Revenue:	\$3,690	\$1,155,995	\$0	\$997,111

Explanation of Revenues

\$975,404 - State Mental Health Grant Flex Funds: Based on FY13 grant award

\$21,707 - State Mental Health Grant A&D Continuum of Care: Based on FY13 grant award

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25098, Family Involvement Team

In FY13, FIT case management services were provided by eleven case managers with an average annual caseload of 30 clients. In FY14, with the loss of the Department of Health & Human Services - Administration for Children and Families/Children's Bureau - Regional Partnership Grant, funding will be available for 7 FIT case managers. This will reduce the number of clients case managed by a minimum of 120 clients annually.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Homeless Families' Shelter and Emergency Services (HFSES) provides year-round day and night shelter, access and referral to supportive services, housing placement and retention support, and increased winter capacity through the Family Warming Center to approximately 270 homeless households with children and 50,000 callers to 211info annually.

In partnership with faith-based congregations, non-profit providers, the City of Portland, and the community, the County's financial investment is leveraged, on average \$2 for every \$1 invested.

200 households annually are placed into housing and provided with rent assistance, as well as placement retention support resulting in 90% remaining in permanent housing six months after exit from service.

Program Description

In the most recent data available the Oregon Department of Human Services (DHS) documented 6,122 households with children receiving food stamps in Multnomah County who self-reported that they were homeless. The majority of these families are largely invisible to the community because they are much more likely to be doubled up or couch surfing.

The most recent Point-In-Time Street Count continues to document significant increases in the number of families with children living on the streets, in cars, or other places not meant for human habitation.

Leveraging faith-based, non-profit, and jurisdictional partnerships, the County has created a true year-round system of care for homeless families, providing day and night shelter, access and referral to supportive services, housing placement and retention support, and increased winter capacity. Utilizing this base, the investment of general funds is leveraged and maximized. It is also anticipated that over time, by providing services year round, potential need during the winter may be reduced as families won't have to wait until the winter in order to leave the streets or other unsafe or inappropriate living situations.

211info provides general health and human services referrals for the community at large, specialized winter shelter access services, and emergency response functions as part of the system of care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households served	638	270	270	340
Outcome	% of households served that remain in permanent housing 6 months after exit	99.0%	80.0%	90.0%	90.0%

Performance Measure - Description

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$1,013,312	\$349,545	\$809,265	\$475,258
Materials & Supplies	\$0	\$0	\$1,850	\$0
Internal Services	\$0	\$11,435	\$0	\$14,853
Total GF/non-GF:	\$1,013,312	\$360,980	\$811,115	\$490,111
Program Total:	\$1,374,292		\$1,301,226	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	\$6,138	\$0	\$7,723	\$0
Intergovernmental	\$0	\$360,980	\$0	\$490,111
Total Revenue:	\$6,138	\$360,980	\$7,723	\$490,111

Explanation of Revenues

\$490,111 - OHCS D SHAP,EHA,ESG: Based on current grant award
 \$811,115 - County General Fund

Significant Program Changes

Last year this program was: #25111A, Homeless Families' Shelter and Emergency Services

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics:

Executive Summary

This program offer provides \$390,000 to build upon the successful FY13 contingency-funded pilot exploring coordinated entry and mobile housing placement for homeless families on the shelter wait list. Funding will implement system-wide coordinated entry for the homeless families' system of care - screening, mobile housing placement, flex funds, and data management.

Adding this service component into the existing system of care brings the entire system into alignment with national best practice, federal HEARTH requirements, and local learning about what works with homeless families.

Program Description

National research continues to emphasize the effectiveness of rapid re-housing for homeless families. Locally, the system of care for homeless families has created an unintended expectation that to access housing placement and rent assistance, households must first go to the Warming Center, be placed on the wait list for shelter, and then once at the shelter access housing placement.

Because of the significant size of the wait list for shelter prior to winter, the Board funded a pilot that offered universal screening through 211info and immediate access to mobile housing placement in order to by-pass this assumed required pathway to housing. If in a reasonably safe temporary situation, households do not come into the Warming Center or shelter but instead begin immediate work to secure housing.

In a rental market with currently less than a 3% vacancy rate, the challenge to finding housing for these families is significant. 2 FTE were contracted for in the belief that specifically trained staff with access to flex funds for move-in and other costs, as well as six months of rent assistance would be effective. Starting December 2012, these newly trained housing placement staff have already placed over 35 households into permanent housing and will continue to do so through June 2013.

Services include additional capacity for 211info to perform all screening and referral into housing placement staff caseloads, 4 FTE housing placement specialists, flex funds, and data management for the system.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of screenings through 211Info	0	0	0	150
Outcome	HMIS reports completed on time and accurately	0	0	0	100

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$43,860	\$0
Contracts	\$0	\$0	\$343,582	\$0
Materials & Supplies	\$0	\$0	\$2,558	\$0
Total GF/non-GF:	\$0	\$0	\$390,000	\$0
Program Total:	\$0		\$390,000	
Program FTE	0.00	0.00	0.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$390,000 - County General Fund

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

New program offer.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides \$610,000 to build upon the successful FY13 contingency-funded pilot exploring coordinated entry and mobile housing placement for homeless families on the shelter wait list. Funding flex funds and rent assistance for 174 families.

Adding this service component into the existing system of care brings the entire system into alignment with national best practice, federal HEARTH requirements, and local learning about what works with homeless families.

Approximately 174 households, including households leaving domestic violence situations, will receive services. Of those placed, 90% will remain in permanent housing six months after exit from service.

Program Description

National research continues to emphasize the effectiveness of rapid re-housing for homeless families. Locally, the system of care for homeless families has created an unintended expectation that to access housing placement and rent assistance, households must first go to the Warming Center, be placed on the wait list for shelter, and then once at the shelter access housing placement.

Because of the significant size of the wait list for shelter prior to winter, the Board funded a pilot that offered universal screening through 211info and immediate access to mobile housing placement in order to by-pass this assumed required pathway to housing. If in a reasonably safe temporary situation, households do not come into the Warming Center or shelter but instead begin immediate work to secure housing.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households served	0	0	0	174
Outcome	% of households served that remain in permanent housing 6 months after exit	0.0%	0.0%	0.0%	90.0%

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$610,000	\$0
Total GF/non-GF:	\$0	\$0	\$610,000	\$0
Program Total:	\$0		\$610,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$610,000 - County General Fund (OTO)

Significant Program Changes

 **Significantly Changed**

Last year this program was: #25111A, Homeless Families' Shelter and Emergency Services

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Homeless Benefits Recovery Project (HBR) utilizes a proven program model to assist 120 chronically homeless individuals with mental illness, addictions, and disabilities in accessing federal benefits, such as Social Security Disability Insurance (SSI/SSDI), and services to which they are entitled but have been unable to receive because their disabilities prevent them from successful navigation of the application or appeals system. Based on census data estimates and data from the Social Security Administration, locally only 11% of those eligible receive benefits.

In FY12, HBR assisted 207 individuals, 82% of whom obtained SSI/SSDI benefits, successfully transitioning their treatment costs from the Multnomah Treatment Fund.

Program Description

HBR assists approximately 120 individuals annually who are served by the Multnomah Treatment Fund. The Multnomah Treatment Fund is a County General Fund program serving a limited number of individuals with mental illness and without insurance or benefits.

HBR services include: eligibility screening, application assistance, appeals process advocacy, case management, and medical and other documentation to individuals evaluated to be potentially eligible for SSI/SSDI. HBR targets those who would potentially not be on the County's caseload if they had access to the benefits for which they are eligible, or those currently on the County's caseload whose cost of care is not reimbursed. Local estimates using census data identifies 39% of the chronic homeless population as eligible for SSI/SSDI as a result of mental illness and 46% eligible as a result of their physical health. Benefit recovery efforts are a key strategy of the local 10 Year Plan to End Homelessness.

Without benefits, individuals are either without services and utilizing expensive, locally-funded safety net services – jail, hospital/medical care, or other safety net services – or have their treatment paid for with scarce local community (non-federal) funds.

At the start of services, HBR clients were earning an average of \$143 per month and at exit, they were earning \$705 per month. 86% of clients had no primary health care option at the start of services and are now covered through Medicaid. In the year prior to services, HBR clients now receiving federal benefits used \$35,585 in mental health services from the Treatment Fund; were put on emergency holds for a total of 94 days, the equivalent of \$75,200; and had 23 instances of mobile outreach with Project Respond, the equivalent of \$1,360.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of individuals served	207	120	120	120
Outcome	% of individuals served who receive benefits	82.0%	75.0%	75.0%	75.0%

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$411,297	\$0	\$420,551	\$0
Total GF/non-GF:	\$411,297	\$0	\$420,551	\$0
Program Total:	\$411,297		\$420,551	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$420,551 - County General Fund

Significant Program ChangesLast year this program was: #25115A, Homeless Benefit Recovery Project

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Community Services Division Administration (CSD) ensures that all requirements for divisional operation are maintained to county, state, and federal standards.

CSD is responsible for providing, contracting for, and/or coordinating the County's investments in three core service/policy areas: Energy, Homelessness and Housing, and Anti-Poverty/Prosperity.

Division supported services are provided to 20,624 Multnomah County households annually. The Division also functions as the County's legislatively mandated Community Action Office.

Program Description

45% of Portland households pay more than 30% for housing (cost burdened). Workers with a full-time, minimum wage job cannot afford apartments of any size at fair market rate in the metro area without being cost burdened. Current rental housing vacancy rates hover around 3% while County unemployment rates continue to stay in double digits. 25% of County children under the age of five live in poverty, with children of color represented at three times the rate of Caucasian children.

When the economy is bad and too many of us are struggling to meet our basic needs, Community Services provides creative, innovative, and strategic leadership, taking action to invest in economic development of human capital, remove barriers, and build upon strengths so that we all have the greatest opportunity possible to succeed and thrive as a prosperous, caring community.

Managing the work of 30.5 FTE, CSD effectively administers a package of direct services, contract services, and community initiatives representing approximately \$30 million dollars of County, state, and federal funds investment.

As the County's Community Action Office, CSA provides leadership for cross-jurisdictional homelessness and housing, and anti-poverty/prosperity efforts. CSA works to create opportunities for all citizens to experience prosperity through key partnerships and collaborations with local, regional, and statewide public, private and community stakeholders including consumer, business, faith, jurisdictional and other partners.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of staff attending at least 10 hours of skill bldg/professional development	100.0%	85.0%	85.0%	90.0%
Outcome	% of stakeholders expressing satisfaction with services received	85.0%	60.0%	85.0%	85.0%

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$797,395	\$0	\$808,429	\$0
Contracts	\$3,000	\$0	\$17,963	\$0
Materials & Supplies	\$24,288	\$0	\$22,706	\$0
Internal Services	\$83,750	\$0	\$67,414	\$0
Total GF/non-GF:	\$908,433	\$0	\$916,512	\$0
Program Total:	\$908,433		\$916,512	
Program FTE	7.50	0.00	7.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$916,512 - County General Fund

Significant Program ChangesLast year this program was: #25118, Community Services Administration

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Energy Services (ES) ensured that over 17,000 fixed and low-income households have financial assistance to help meet their energy costs, avoiding shutoff and potential loss of housing in FY12.

Direct utility payments to income eligible households, along with energy education, case management, and other services help households manage and pay for their energy costs. Services prevent utility shutoff for vulnerable households. Services are primarily tax and rate payer funded by the state and federal government.

Program Description

Energy bill payment assistance works through nine community agencies to make utility payments for fixed and low-income households. In FY12 more than 70,000 households were income eligible for service; of those, 17,160 were served.

Services are delivered through the SUN Service System (SUNSS) Anti-Poverty System, a countywide integrated and coordinated system of care for school-age youth and their families.

Energy Education helps fixed and low-income households understand their energy use and provides the necessary tools - such as light bulbs, window stripping and showerheads - to better control energy expenses. All households receiving Energy Services receive education on how to reduce energy costs.

Energy services contribute to reducing the number of households living in poverty by increasing household self-sufficiency and improving local economic conditions through energy conservation. Energy costs disproportionately affect low-income households. The Department of Energy (DOE) estimates low-income households pay an average of 12.6% of their income for energy expenses compared with 2.7% for the average household. In some fixed income households, energy costs can reach as high as 35% of total monthly expenses.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households served	17,160	10,000	10,000	10,000
Outcome	% of households served after receiving shutoff notices who avoid disconnection	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$311,536	\$0	\$438,006
Contracts	\$6,200	\$688,972	\$6,200	\$1,215,732
Materials & Supplies	\$8,937	\$7,765,178	\$6,972	\$7,920,823
Internal Services	\$55,849	\$397,766	\$38,799	\$529,268
Total GF/non-GF:	\$70,986	\$9,163,452	\$51,971	\$10,103,829
Program Total:	\$9,234,438		\$10,155,800	
Program FTE	0.00	4.04	0.00	5.20
Program Revenues				
Indirect for dep't Admin	\$207,764	\$0	\$275,222	\$0
Intergovernmental	\$0	\$9,163,452	\$0	\$10,103,829
Total Revenue:	\$207,764	\$9,163,452	\$275,222	\$10,103,829

Explanation of Revenues

\$5,333,333 - LIEAP Leverage Energy Grant: Based on current grant award
 \$4,680,536 - OEAP-Energy Grant: Based on current grant award
 \$89,960 - PDX Water/Sewer: Based on FY13 revised budget
 \$51,971- County General Fund

Significant Program Changes **Significantly Changed****Last year this program was:** #25119, Energy Assistance

FY14 reflects increased State LIEAP funds by over \$1 million. This has increased pass through funds. Change in FTE reflects a shift in staffing in this program offer and 25121 Weatherization.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Weatherization (WX) provided repair and appliance replacement to approximately 1,152 households in FY12. Services are primarily tax and rate payer funded by the state and federal government.

According to an Oregon Housing and Community Services (OHCS) study, services create \$1.78 of economic activity within the county for every \$1 invested in WX.

Program Description

Weatherization (WX) provides energy use audits, weatherization, furnace repairs and replacement, and appliance replacement to fixed and low-income households. County staff and vendors provide services. In FY12, more than 70,000 households were income eligible for service; of those, 1,152 were served.

Weatherization contributes to reducing the number of households living in poverty by increasing household self-sufficiency and improving local economic conditions through energy conservation. Energy costs disproportionately affect low-income households. The Department of Energy (DOE) estimates low-income households pay an average of 12.6% of their income for energy expenses compared with 2.7% for the average household. In some fixed income households, energy costs can reach as high as 35% of total monthly expenses. DOE estimates WX households save an average \$274 annually in energy costs.

WX provides jobs for local contractors and revenue for businesses who supply materials, and indirectly creates another 1.25 jobs in Oregon for every administrative position funded. National research indicates that WX has multiple "non-energy related" benefits including affordable housing preservation, regional energy conservation, long-term home improvement, safer housing conditions and improved physical health. Locally, Oak Ridge National Laboratory found that WX increases household property values, maintains affordable housing and improves the environment through reduced consumption of fossil fuels.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households served	1,152	750	900	750
Outcome	# of affordable housing units maintained for 10 years	939	500	402	500

Performance Measure - Description

Weatherization of multi-family buildings requires landlord commitment to a minimum 10 years of affordability. While numbers of units weatherized fluctuate based on funding availability and specific project costs, it's one of the best ways to preserve and improve the quality of current affordable housing stock.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$807,047	\$0	\$582,653
Contracts	\$0	\$38,926	\$0	\$599,614
Materials & Supplies	\$32,964	\$1,532,896	\$0	\$2,523,072
Internal Services	\$33,955	\$486,885	\$0	\$447,607
Total GF/non-GF:	\$66,919	\$2,865,754	\$0	\$4,152,946
Program Total:	\$2,932,673		\$4,152,946	
Program FTE	0.00	9.96	0.00	6.80
Program Revenues				
Indirect for dep't Admin	\$65,872	\$0	\$94,236	\$0
Intergovernmental	\$0	\$2,465,754	\$0	\$3,399,729
Other / Miscellaneous	\$0	\$400,000	\$0	\$753,217
Total Revenue:	\$65,872	\$2,865,754	\$94,236	\$4,152,946

Explanation of Revenues

\$1,358,372 - LIEAP Weatherization: Based on current grant award
 \$238,859 - DOE Weatherization: Based on current grant award
 \$1,714,998 - ECHO Grant: Based on current grant award
 \$25,000 - Energy Show Rebates: Based on current year income projections
 \$438,500 - County Weatherization Rebates: Based on FY13 revised budget
 \$314,717 - County Weatherization Rebates Beginning Working Capital
 \$62,500 - PDX Water/Sewer: Based on FY13 revised budget

Significant Program Changes

Last year this program was: #25121, Weatherization
 Change in FTE reflects a shift in staffing in this program offer and 25119 Energy Services.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Community Healing Initiative (CHI) supports community-based, culturally, and gender-specific prevention services to Asian and Native American young people and their families at highest risk of gang membership, and intervention services to African-American and Latino young people and their families who are already involved with the juvenile justice system.

Approximately 240 young people and their families will be served. It is expected that 85% of youth served increase their academic achievement, and avoid or reduce subsequent juvenile justice system involvement.

Program Description

In FY12 approximately 114 Asian and Native American families received prevention services and 58 African- American and Latino families on supervision with the juvenile division received intervention services. Referrals are managed directly by the Department of Community Justice.

CHI is a proven best practice successful in intervening with these young people and families. By utilizing a specific, proven best practice model that provides intensive family-focused support and intervention, services are culturally and gender specific, as well as tailored to individual client needs. Services include:

Mental health assessment and addictions treatment; school re-entry and retention; pro-social skill building activities; employment readiness and placement; basic needs; case management; linkage to support services; and flexible client service funds. Monthly system/joint case staffing meetings ensure seamless referrals between the juvenile justice system and community-based providers.

Intensive family support and intervention has been proven effective in successfully reducing or eliminating gang-related behaviors. OSU research indicates that 20% of youth offenders commit 80% of juvenile offenses, and that most of this 20% are "early bloomers" who committed crimes before the age of 15. CHI prioritizes this specific population in relationship to gang involvement, youth violence, and juvenile delinquency.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of Asian and Native American families served	114	140	140	140
Outcome	% of Asian/NA families served who avoid or reduce juvenile justice involvement	90.0%	90.0%	75.0%	75.0%
Output	# of African-American and Latino families served	58	100	100	100
Outcome	% of AA/Latino families served who avoid subsequent felony or arrest	85.0%	50.0%	50.0%	50.0%

Performance Measure - Description

Increase in number of African-American and Latino families to be served reflects start of program services in October 2011.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$98,941	\$0	\$103,197	\$0
Contracts	\$1,199,930	\$0	\$1,226,928	\$0
Materials & Supplies	\$2,111	\$0	\$1,693	\$0
Internal Services	\$10,050	\$0	\$8,987	\$0
Total GF/non-GF:	\$1,311,032	\$0	\$1,340,805	\$0
Program Total:	\$1,311,032		\$1,340,805	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$1,340,805 - County General Fund

Significant Program ChangesLast year this program was: #25123, Youth Gang Prevention - Community Healing Initiative

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs: 25133B

Program Characteristics:

Executive Summary

Housing Stabilization for Vulnerable Populations provides rent assistance and transitional housing to more than 873 homeless households with children annually. Of those placed in housing, 90% will remain in permanent housing six months after exit from service.

These services help our most vulnerable homeless and marginally housed families with children maintain their housing and avoid homelessness; once homeless, find homes; and, receive long-term support, working on a path to self-sufficiency.

Bridges to Housing (B2H), facility-based transitional housing, and the County's Housing Team are also included in this program offer.

Program Description

The unified Short Term Rent Assistance (STRA) System serves 521 households with rent assistance, mortgage payment, and emergency shelter vouchers annually. Approximately 90% of those placed in permanent housing remain housed six months after exit from services.

Three facilities-based transition housing sites house approximately 98 households for up to two years.

Bridges to Housing (B2H) serves approximately 139 of the highest resource-using households annually with housing and long-term support services.

The County invests in a number of housing and support services programs within DCHS and other departments. Services have been targeted to specific populations, exist within different departments and divisions, and for the most part have operated in isolation from each other. The County's Housing Team - representing all County departments and divisions - determines opportunities for collaboration or potential efficiency across programs, and shares best practice, results and innovation.

Cross-jurisdictional work with the City of Portland, the City of Gresham, and Home Forward is also supported - especially with the 10 Year Plan to End Homelessness Reset Report.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households served	873	794	935	935
Outcome	% of households served who remain in permanent housing 6 months after exit	90.0%	80.0%	75.0%	80.0%

Performance Measure - Description

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$286,069	\$43,698	\$305,362	\$38,769
Contracts	\$1,824,918	\$1,340,118	\$1,731,351	\$1,363,435
Materials & Supplies	\$7,558	\$0	\$51,482	\$0
Internal Services	\$35,744	\$76,418	\$15,147	\$101,348
Total GF/non-GF:	\$2,154,289	\$1,460,234	\$2,103,342	\$1,503,552
Program Total:	\$3,614,523		\$3,606,894	
Program FTE	2.56	0.44	2.62	0.38
Program Revenues				
Indirect for dep't Admin	\$38,602	\$0	\$39,764	\$0
Intergovernmental	\$0	\$1,460,234	\$0	\$1,503,552
Total Revenue:	\$38,602	\$1,460,234	\$39,764	\$1,503,552

Explanation of Revenues

\$1,172,942 - HUD Family Futures: Based on current grant award
 \$330,610 - OHCSH HSP, LIRHF, SHAP, EHA: current grant award
 \$2,103,342 - County General Fund

Significant Program Changes
 **Significantly Changed**

Last year this program was: #25133A, Housing Stabilization for Vulnerable Populations
 The FY13 program offer 25114 Bridges to Housing is included in this program offer for FY14. The history is shown here.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The Short-Term Rent Assistance System (STRA) provides rent assistance, limited mortgage assistance, and emergency motel vouchers to individual and family households at risk of or experiencing homelessness.

STRA is a collaboration among the County, the City of Portland, and Home Forward as a key strategy of the 10 Year Plan to End Homelessness.

This program offer provides \$1,500,000 of pass-through to continue current County investment matching increased funding by Home Forward (\$500,000) and leveraging continued funding from City of Portland general funds (\$500,000).

Approximately 1,000 additional households will be served and are expected to maintain a 90% rate of permanent housing six months after exit from service.

Program Description

Research shows that prevention of homelessness is a much more effective and efficient use of community resources than intervention once a household has entered homelessness. Local data reinforces this, with exceedingly high housing stability after six months achieved by households who have often accessed less than three months of assistance.

Through the 10 Year Plan to End Homelessness Reset Report, the County, the City of Portland, and Home Forward have integrated the majority of each jurisdiction's rent assistance funding into a single system. STRA, managed by Home Forward on behalf of all partners, executes and manages one contract per provider, and collects one set of data and seeks one set of outcomes - rather than the three or more that used to exist.

Access to services is maintained for both single and family households, as well as culturally specific services for racial/ethnic communities, domestic violence victims, homeless youth, and others.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households served	521	500	538	1,000
Outcome	% of households served who remain in permanent housing 6 months after exit	90.0%	80.0%	80.0%	80.0%

Performance Measure - Description

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$500,000	\$0	\$1,500,000	\$0
Total GF/non-GF:	\$500,000	\$0	\$1,500,000	\$0
Program Total:	\$500,000		\$1,500,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$1,500,000 - County General Fund (OTO)

Significant Program Changes**Last year this program was:** #25133B, HSVP - Short-Term Rent Assistance

In FY13 this program was funded with one time only funds. This program offer requests ongoing funding for this purpose.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer funds \$20,000 of pass-through to continue support for the Rose City Resource Guide, a pocket guide to health and human services in the metro area. Streetroots, in collaboration with 211info, publishes the guide annually. County departments - Health, the Sheriff's Office, County Human Services, and Community Justice - all distribute the guides to clients.

Funds will leverage City of Portland funding to ensure availability of guides for use by County staff and programs.

Program Description

The Rose City Resource Guide is recognized and used by homeless and low-income individuals across the metropolitan area. Streetroots, a small grassroots newspaper by, for, and about issues of concern to homeless and low-income people, produces the guide annually. The guide is made available at no cost to those using it.

County departments provide the guide to clients and members of the public entering County buildings and service sites. While many departments are dues-paying members of Streetroots, this contribution does not cover the cost of the guides being used by them.

This program offer leverages current investment by the City of Portland in order to pay for the County's use of the guides.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of guides produced	45,000	45,000	45,000	45,000
Outcome	% of guides distributed	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$20,000	\$0	\$20,000	\$0
Total GF/non-GF:	\$20,000	\$0	\$20,000	\$0
Program Total:	\$20,000		\$20,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$20,000 - County General Fund

Significant Program Changes**Last year this program was:** #25133D, HSVP - Streetroots

This program offer was funded in FY13 as one time only. This program offer requests ongoing funding.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer provides \$30,000 of pass-through to continue FY13 contingency funding for flexible funds used to assist the Veterans' Administration (VA) in fully utilizing all available Section 8 vouchers for homeless veterans.

Program Description

The local Veterans' Administration has struggled to fully utilize Section 8 vouchers specifically prioritized for homeless veterans. In FY13 a task force of stakeholders - government, providers, advocates, and others - convened to address the barriers to full utilization.

A significant barrier identified was the lack of flexible funding to facilitate VA case management staff placing veterans into permanent housing. Expenses such as security deposits, cleaning deposits, move-in costs, first and last month rent could not easily be covered through VA resources and when able to be covered were not immediately available to their staff.

In order to eliminate this barrier, the County, the City of Portland, Home Forward and the United Way each contributed funding for use by VA case managers. Access to these funds was managed through Home Forward and the Short-Term Rent Assistance (STRA) system.

Early results have been encouraging in terms of an increase in the numbers of veteran households able to use their housing voucher.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of veterans served	0	0	71	75
Outcome	% of veterans served who successfully use their housing voucher	0.0%	0.0%	100.0%	100.0%

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$30,000	\$0
Total GF/non-GF:	\$0	\$0	\$30,000	\$0
Program Total:	\$0		\$30,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$30,000 - County General Fund

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

New program offer. This program was funded in mid FY13 via a budget modification. This program offer requests ongoing funding for this program.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides \$238,009 in one-time-only pass-through to provide bridge funding for three facilities based transitional housing programs. Bridge funding provides time for non-profit providers to seek other sources for this funding during FY14 as there is no plan to provide this resource in FY15.

Funds provide match for two HUD McKinney grants and rent assistance at a third affordable housing community site, leveraging approximately \$339,984 in federal funds. Approximately 60 households are served annually, 70% of whom remain in permanent housing six months after exit.

Program Description

When funding for these services was first provided over 15 years ago, best practice identified transitional housing as an effective intervention for homeless families with children. As research has continued to explore what really works and new models have been developed, there has been a trend nationally to move away from traditional transitional housing programs. Current research and experience, both nationally and locally, point to a Housing First/Rapid Re-Housing approach as significantly more effective for a greater range of family situations. In fact, HUD McKinney funds are moving away from funding transitional housing as a priority.

Locally, the three housing sites have been developed and operated collaboratively with our jurisdictional partners - Home Forward and Portland Housing Bureau. Any reduction of current funds destabilizes the buildings and potentially impacts aligned investments and leverage.

In order to ensure that any changes or re-modeling of current programs are implemented in a timely fashion, bridge funds are needed to give all stakeholders time to pursue hard conversations about best use of shared resources, as well as time for current providers to seek other sources of funding for this match and subsidy. Bridge funding protects the building assets and current housing for homeless families which are important resources to the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households served	98	60	60	60
Outcome	% of households served who remain in permanent housing 6 months after exit	85.0%	70.0%	70.0%	70.0%

Performance Measure - Description

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$238,009	\$0
Total GF/non-GF:	\$0	\$0	\$238,009	\$0
Program Total:	\$0		\$238,009	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$238,009 County General Fund (OTO)

Significant Program Changes **Significantly Changed**

Last year this program was: #25133A, Housing Stabilization for Vulnerable Populations
 This program offer is included as a one-time-only offer for FY14.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs: 25135B

Program Characteristics:

Executive Summary

Commercial Sexual Exploitation of Children (CSEC) is a growing concern nationally. Locally, the Pacific NW has gained the unenviable reputation as a hub for this crime. Efforts to address CSEC comprehensively through a variety of strategies and services involving an exceptionally diverse group of stakeholders have been extremely successful.

As a part of these efforts, a system of care for victims' services has been developed and is actively implemented. Funds are provided for system support, coordination, and on-going development through the Victims' Services Implementation Team (VSIT).

Results of a process evaluation conducted by the Department of County Human Services (DCHS) determined that 90% of those participating in VSIT found value in networking with others providing services in the system of care and 75% were satisfied with the overall functioning of the group.

Program Description

Based upon our local nationally-recognized system of care model for homeless youth, VSIT is charged with community-based accountability and oversight for the continuum of services available for girls under the age of 18 who have been victimized by CSEC.

Highly skilled facilitation, public education and media management, systems development, and collaborative service delivery is supported through monthly meetings of the VSIT and on-going linkage both within the system of care, with allied service systems such as child welfare and mental health and addictions treatment, and with other components of the larger CSEC response continuum. VSIT leverages a significant amount of community funding for direct service provision.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of VSIT meetings held	12	12	12	12
Outcome	Amount of cash donations leveraged	40,000	40,000	40,000	40,000

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$420,000	\$0	\$30,675	\$46,278
Total GF/non-GF:	\$420,000	\$0	\$30,675	\$46,278
Program Total:	\$420,000		\$76,953	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$46,278
Total Revenue:	\$0	\$0	\$0	\$46,278

Explanation of Revenues

\$46,278 - Donations; based on current year estimates
 \$30,675 - County General Fund

Significant Program Changes
 **Significantly Changed**

Last year this program was: #25135, Commercial Sexual Exploitation of Children - Victims' System of Care
 FY13 program offer 25135 has been separated into a program offer for existing funding in target for system support, coordination, and ongoing development, and a scaled program offer requesting ongoing funding for direct client services. The scaled offer (25135B) was funded as one time only in FY13.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs: 25135A

Program Characteristics:

Executive Summary

The system of care for victims of commercial sexual exploitation serves 10-15 girls under 18 years of age annually with highly intensive and population-specific shelter and support services in order to intervene with this significantly traumatized group of children.

Funds currently support mid-term housing for approximately 15 young women and assertive engagement for approximately 40 young women under the oversight of the Victims' Services Implementation Team (VSIT) that works to provide accountability and leverage significant community and other jurisdictional support.

In FY13 services were funded with one-time-only funds. This program offer provides \$429,450 of pass-through to continue current funding levels and seeks on-going funding status for these services as presented to the Board as part of the five year funding plan.

Program Description

In FY10 the County received a planning grant from the federal government to assess the problem of commercial sexual exploitation of children (CSEC) locally and to develop an integrated law enforcement response that included community-based intervention. In FY11 a multi-jurisdictional working group was convened and charged with the development of a comprehensive system of care for these children. Services are provided in a holistic manner and coordinated systems collaboration among law enforcement, child welfare, juvenile justice, and community advocates has been established.

In November 2011 County funding made possible the opening of the first mid-term housing for these children. On-going funding to support these beds and the services attached to them was requested at this time. VSIT continues to be engaged with leveraging funding from other systems of care, the faith community continues to conduct significant fund raising efforts, and providers are carefully monitoring federal funding opportunities in order to match the County's investment.

Research and networking nationally points to the designed and implemented system of care as a promising best practice.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of youth served	131	55	55	55
Outcome	% of youth served who remain enrolled in the program for at least 6 months	64.0%	50.0%	50.0%	50.0%

Performance Measure - Description

Reduction in numbers served reflects improved accuracy of data collection by contract agencies.

Due to trauma of the population, success is defined as keeping youth participating with the program instead of running away, returning to their abuser and commercial sexual exploitation.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$429,450	\$0
Total GF/non-GF:	\$0	\$0	\$429,450	\$0
Program Total:	\$0		\$429,450	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$429,450 - County General Fund

Significant Program Changes **Significantly Changed**

Last year this program was: #25135, Commercial Sexual Exploitation of Children - Victims' System of Care
 FY13 program offer 25135 has been separated into a program offer for existing funding in target for system support, coordination, and ongoing development, and a scaled program offer requesting ongoing funding for direct client services. The scaled offer (25135B) was funded as one time only in FY13.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs: 25136B

Program Characteristics:

Executive Summary

The Homeless Youth System (HYS) is a highly collaborative system comprised of four non-profit agencies that provide a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment and health services to approximately 1,000 homeless youth up to age 25 annually.

This system is integrated with the public safety system and is a jointly funded collaboration among DCHS, DCJ, the City of Portland, Portland Police Bureau, Citizens Crime Commission, Portland Business Alliance, the State of Oregon, Outside In, New Avenues for Youth, Janus Youth Programs, Native American Youth & Family Center and the community.

Services ensure that up to 75% of those served exit to safe stable housing and that 75% of those remain in safe, stable housing for at least six months after exit from service.

Program Description

The HYS provides late stage intervention for approximately 1,000 homeless youth annually through: 24/7 crisis and safety services; shelter; assertive engagement and linkage to long-term community supports; transitional and permanent housing; education and employment services; alcohol, tobacco and other drugs intervention and treatment; and, mental and other health services. Housing, services, and support to teen parents - both homeless and not - are also provided.

System accountability is managed through the Homeless Youth Oversight Committee (HYOC), a citizen body appointed by the Chair with representation that includes the Citizen's Crime Commission, Portland Business Alliance, DHS, Juvenile Rights Project, City of Portland, Health and Community Justice Departments, service providers, and homeless youth.

The HYS continues to implement the Positive Youth Development Assertive Engagement model, using a System Logic Model, Fidelity Scale, and data collection reports to monitor progress made.

Homeless youth are particularly vulnerable to crime, to be preyed upon, or to victimize others as they attempt to survive on the streets. Through joint planning and regular cross jurisdictional meetings, services are exceptionally integrated with public safety and other service systems, with significant community oversight.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of youth served	1,304	1,000	1,151	1,000
Outcome	% of youth served who remain in permanent housing 6 months after exit	92.0%	75.0%	73.0%	80.0%

Performance Measure - Description

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$82,121	\$0	\$85,654	\$0
Contracts	\$566,801	\$3,310,555	\$572,945	\$3,410,081
Materials & Supplies	\$1,830	\$0	\$1,405	\$0
Internal Services	\$10,833	\$22,124	\$4,190	\$98,325
Total GF/non-GF:	\$661,585	\$3,332,679	\$664,194	\$3,508,406
Program Total:	\$3,994,264		\$4,172,600	
Program FTE	0.83	0.00	0.83	0.00
Program Revenues				
Indirect for dep't Admin	\$11,024	\$0	\$49,196	\$0
Intergovernmental	\$0	\$1,522,625	\$0	\$1,659,145
Total Revenue:	\$11,024	\$1,522,625	\$49,196	\$1,659,145

Explanation of Revenues

\$367,961 - HUD Home Safe: Based on current grant award
 \$277,642 - HUD Horizons/Pathways: Based on current grant award
 \$146,542 - OHCS D EHA: Based on current grant award
 \$867,000 - PDX General Fund: Based on current grant award
 \$664,194 - County General Fund
 \$1,849,261 - County General Fund - Video Lottery

Significant Program Changes

Last year this program was: #25136A, Homeless Youth System

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offers provides \$471,000 to continue FY13 contingency funding for mental health and addictions treatment engagement and support services for young people accessing services within the Homeless Youth Services Continuum and implement identified system capacity as presented to the Board in response to the FY13 budget note.

Approximately 300 homeless youth will continue to receive treatment engagement, support, and recovery services including peer mentorship, pro-social activities, and flex funds.

Program Description

In FY13 the Children's Levy ceased to fund the Metamorphosis Program, a model program providing mental health and addictions treatment engagement and support services to homeless youth. Because of the critical need for these services, the Board of County Commissioners granted one-time-only funding for current service levels and directed the Homeless Youth Oversight Committee (HYOC) to conduct a review process to determine the optimum service package for the population.

In October 2012, the resulting service model recommendation and report was presented to the Board.

Services provided include mental health and addictions support specialists, peer recovery advocates, pro-social recreation groups and activities, and wraparound client assistance all aligned to maximize engagement with and participation in treatment funded through the County's Mental Health and Addictions Services Division (MHASD), resulting in sobriety and on-going recovery.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of youth served	0	0	150	300
Outcome	% of youth served who successfully complete their treatment program	0.0%	0.0%	50.0%	50.0%

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$471,000	\$0
Total GF/non-GF:	\$0	\$0	\$471,000	\$0
Program Total:	\$0		\$471,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$471,000 - County General Fund (OTO)

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

New program offer. This program was funded via budget modification with County general funds mid year FY13.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs: 25138B

Program Characteristics:

Executive Summary

Runaway Youth Services provide a 24/7 Reception Center, crisis line, shelter, support services, family counseling and reunification services, and gender-specific transitional housing services for approximately 1,600 youth ages 12-17 who have run away, or who are at risk of running away, as well as their families.

This program is a collaboration among DCHS, DCJ and DHS. 85% of those served return home or to another stable living environment at exit from service.

Program Description

Runaway Youth Services include: Reception Center - a collaboration among law enforcement, DCJ and DHS - to directly receive from officers, youth found to have committed minor status offenses such as curfew violation, truancy, etc. as an alternative to detention. The Center is co-located with runaway crisis response services, creating a countywide "child receiving center" for youth up to age 18.

Crisis Line - 24/7 youth and family help line that serves as a central access point for services. Telephone intervention and face-to-face, drop-in intervention are also available. This is the only community-based resource for runaway youth and families in the County.

Emergency Shelter - shelter and emergency assistance in an 11-bed, co-ed group home with services focused on family reunification. Youth receive food, safety from the street, medical care, transportation and case management services. Shelter services operate within a 72-hour intervention timeline. Research shows that the longer a young person is separated from family (where no abuse is present), the potential for eventual reunification decreases and further involvement in the child welfare system increases.

Support Services/Case Management - intake; assessment; individual service plans targeting family reunification; addiction treatment referrals; mental health counseling; and family mediation.

Gender Specific Transitional Housing provides two beds for girls in a group home setting. Research shows that a single gender environment results in better self-sufficiency outcomes for young women.

Services successfully impact detention reform efforts and reduce the number of children entering the child welfare system. County investment in RYS is leveraged by investments from law enforcement, the juvenile justice system and DHS. When families are able to appropriately raise their children at home, community resources are not depleted.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of youth and families served	1,668	2,000	2,002	2,002
Outcome	% of youth served who return home or exit to other stable housing	85.0%	85.0%	85.0%	85.0%

Performance Measure - Description

Stable housing can describe being in DHS custody which could include foster or group home placement, but most youth are reunited with family.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$16,819	\$0	\$17,544	\$0
Contracts	\$784,517	\$194,990	\$802,034	\$0
Materials & Supplies	\$356	\$0	\$285	\$0
Internal Services	\$1,711	\$0	\$1,528	\$0
Total GF/non-GF:	\$803,403	\$194,990	\$821,391	\$0
Program Total:	\$998,393		\$821,391	
Program FTE	0.17	0.00	0.17	0.00
Program Revenues				
Intergovernmental	\$0	\$194,990	\$0	\$0
Total Revenue:	\$0	\$194,990	\$0	\$0

Explanation of Revenues

\$821,391 - County General Fund

Significant Program Changes **Significantly Changed****Last year this program was:** #25138A, Runaway Youth Services

State funding to maintain the FY13 level of service can be found on program offer 25138B.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs: 25138A

Program Characteristics:

Executive Summary

Runaway Youth Services provide a 24/7 Reception Center, crisis line, shelter, support services, family counseling and reunification services, and gender-specific transitional housing services for approximately 1,600 youth ages 12-17 who have run away, or who are at risk of running away, as well as their families, 85% of those served return home or to another stable living environment at exit from service.

Due to reorganization at the state level, funding to maintain current service levels is unknown at this time. If expected funding were to be redirected, the ability to provide current services will be compromised. This program offer requests \$161,132 of pass-through to maintain current service level.

Program Description

Runaway Youth Services include: Reception Center - a collaboration among law enforcement, DCJ and DHS - to directly receive from officers, youth found to have committed minor status offenses such as curfew violation, truancy, etc. as an alternative to detention. The Center is co-located with runaway crisis response services, creating a countywide "child receiving center" for youth up to age 18.

Crisis Line - 24/7 youth and family help line that serves as a central access point for services. Telephone intervention and face-to-face, drop-in intervention are also available. This is the only community-based resource for runaway youth and families in the County.

Emergency Shelter - shelter and emergency assistance in an 11-bed, co-ed group home with services focused on family reunification. Youth receive food, safety from the street, medical care, transportation and case management services. Shelter services operate within a 72-hour intervention timeline. Research shows that the longer a young person is separated from family (where no abuse is present), the potential for eventual reunification decreases and further involvement in the child welfare system increases.

Support Services/Case Management - intake; assessment; individual service plans targeting family reunification; addiction treatment referrals; mental health counseling; and family mediation.

Gender Specific Transitional Housing provides two beds for girls in a group home setting. Research shows that a single gender environment results in better self-sufficiency outcomes for young women.

Services successfully impact detention reform efforts and reduce the number of children entering the child welfare system. County investment in RYS is leveraged by investments from law enforcement, the juvenile justice system and DHS. When families are able to appropriately raise their children at home, community resources are not depleted.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of youth and families served	0	0	0	2,002
Outcome	% of youth served who return home or exit to other stable housing	0.0%	0.0%	0.0%	85.0%

Performance Measure - Description

Stable housing can describe being in DHS custody which could include foster or group home placement, but most youth are reunited with family.

Total number served is not increased as a result of funding this program offer.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$161,132
Total GF/non-GF:	\$0	\$0	\$0	\$161,132
Program Total:	\$0		\$161,132	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$161,132
Total Revenue:	\$0	\$0	\$0	\$161,132

Explanation of Revenues

\$161,132 - OCCF Youth Investment: Based on OCCF estimated funding

Significant Program Changes **Significantly Changed****Last year this program was: #25138A, Runaway Youth Services**

The state funding to maintain the FY13 level of service is shown on this scaled offer.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Anti-Poverty Services (APS) contribute to the County's anti-poverty/prosperity system of care designed to assist low-income households to gain the skills necessary to achieve self-sufficiency and future prosperity, as well as address the root causes of societal poverty.

Services delivered through the SUNSS Anti-Poverty System using the Action for Prosperity program model, youth employment support services, low-income tax preparation services, CourtCare, school-based initiatives, benefits outreach, and the County's Interfaith Initiative are funded in this offer.

Approximately 840 households receive assistance ranging in both length of service – immediate, short, and long-term - and in intensity of service provided.

Program Description

Four core services - Basic Needs, Action for Prosperity, Housing, and System Collaboration - are delivered as part of the SUNSS Anti-Poverty System, a countywide integrated and coordinated system of care for school-age youth and their families. Services assist households seeking help and provide them with or make connections to meet their needs as they relate to food, housing, employment, and school success. Working with community-based providers and other stakeholders, services leverage funder investments to maximize resources, coordinate and link services to create efficiencies and improve outcomes, and ensure that quality and accountability is maintained throughout the System. 1,020 households were served last year.

In the most recent data available, 72% of the households served were at or below the Federal Poverty Level and 52% were headed by a single parent (48% were single female parents). 56% of the adults in households served identify themselves as ethnic minorities. By utilizing a multi-intervention approach targeted to a mix of needs, households become and remain stably housed.

25 low-income youth receive flexible client assistance funds to support their employment training activities.

Approximately 500 tax returns are prepared by IRS volunteers at no cost to the filing household. For every \$1 of general fund invested \$20 is returned to the household and spent in the local economy.

The Interfaith Initiative provides staffing and support to elected official and other County staff efforts to partner with faith communities seeking to assist with the County's core mission and delivery of social services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households receiving case management	1,020	600	842	850
Outcome	% of households served that remain in permanent housing 6 months after exit	92.0%	85.0%	70.0%	80.0%

Performance Measure - Description

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$158,041	\$215,119	\$168,614	\$270,807
Contracts	\$965,246	\$744,497	\$1,025,805	\$726,642
Materials & Supplies	\$4,547	\$2,903	\$8,465	\$0
Internal Services	\$20,100	\$35,138	\$31,875	\$34,964
Total GF/non-GF:	\$1,147,934	\$997,657	\$1,234,759	\$1,032,413
Program Total:	\$2,145,591		\$2,267,172	
Program FTE	1.70	2.88	1.70	3.30
Program Revenues				
Indirect for dep't Admin	\$16,614	\$0	\$18,182	\$0
Intergovernmental	\$0	\$942,414	\$0	\$996,377
Total Revenue:	\$16,614	\$942,414	\$18,182	\$996,377

Explanation of Revenues

\$806,812 - OHCSO CSBG: Based on current grant award
 \$59,513 - Oregon Supplemental Nutrition Assistance Program (SNAP); based on current grant award
 \$100,000 - Oregon Healthy Kids: Based on current grant award
 \$30,052 - Oregon Judicial Department: Based on FY14 grant award
 \$1,234,759 - County General Fund
 \$36,036 - County General Fund - Video Lottery

Significant Program Changes
 **Significantly Changed**

Last year this program was: #25139A, Anti-Poverty Services
 Court Care, FY13 program offer 25127, is included in this program offer.

Grant funded, former Commission on Children, Families, and Community (CCFC) staff, 3 FTE are included in this program offer.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer provides \$20,000 of pass-through to continue FY13 one-time-only funding to increase current capacity to provide 500 low-income households with tax preparation services, including claiming the Earned Income Tax Credit (EITC) and other available state/federal tax credits.

Services provide direct cash return to low-income households, increasing their ability to meet the needs of their families, as well as supporting the local economy through increased buying power.

For every dollar invested in program services, at least \$20 is realized by participants.

Program Description

Services include: outreach to local businesses employing significant numbers of low-income workers, education sessions for eligible employees, multiple tax preparation sites, and trained and certified tax preparation assistance.

By assisting low-income households to file their taxes in a timely manner and access all credits eligible to them, they are supported in avoiding predatory tax preparation costs, "refund anticipation loans", and potential IRS action. In addition, our entire community benefits from these households' increased spending in the local economy as they are better able to meet their own needs for goods and services.

Financial literacy is a critical skill necessary to achieve economic stability and prosperity.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of tax returns prepared	0	0	500	500
Outcome	\$ leveraged per CGF investment	79	20	20	20

Performance Measure - Description

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$20,000	\$0	\$20,000
Total GF/non-GF:	\$0	\$20,000	\$0	\$20,000
Program Total:	\$20,000		\$20,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$20,000 - County General Fund Video Lottery

Significant Program Changes **Significantly Changed****Last year this program was:** #25139A, Anti-Poverty Services

This program was funded with Video Lottery dollars in FY13 as a one-time-only program. This program offer includes ongoing funding from the video lottery fund.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides \$20,000 of pass-through to continue FY13 funding to provide computers for low-income families whose children are graduating from Head Start and entering kindergarten.

Having access to a computer and internet services supports school success for these children at the start of, and hopefully throughout, their academic career.

40 households will be provided with computers and support to enroll in subsidized internet access.

Program Description

This program provides resources necessary for Head Start providers to participate in the national program providing low-cost computers and internet access to low-income households.

Computers are purchased and technical assistance to register for subsidized internet access are provided to eligible families with children successfully completing Head Start and entering kindergarten.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of households receiving computers	0	40	40	40
Outcome		0	0	0	0

Performance Measure - Description

There are no outcomes associated with this program offer other than provision of the computer and internet access.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$20,000	\$0	\$0	\$20,000
Total GF/non-GF:	\$20,000	\$0	\$0	\$20,000
Program Total:	\$20,000		\$20,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$20,000 - County General Fund Video Lottery (OTO)

Significant Program Changes**Last year this program was:** #25139A, Anti-Poverty Services

This program was funded in FY13 as one time only. This program offer includes video lottery funding.

Lead Agency: County Human Services

Program Contact: Mary Li

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Community Development administers public resources to expand affordable housing and infrastructure in low and moderate income communities through the federal Community Development Block Grant (CDBG), the Affordable Housing Development Program (AHDP), and the home improvement loan program.

The program is a collaboration among DCHS, the cities of Gresham, Wood Village, Fairview, Troutdale, Maywood Park, Portland, and the community and will potentially complete two public works projects and deed three properties for affordable housing development in the coming year.

Program Description

Using a regional collaborative approach, an advisory board comprised of citizens living in East County cities outside of Portland and Gresham administers Community Development Block Grant funds targeted to neighborhood revitalization, public services, and housing rehabilitation in East County.

The Affordable Housing Development Program (AHDP) deeds foreclosed properties to non-profit community development corporations for affordable housing development and manages an ongoing portfolio of approximately 450 units for program compliance and real estate transactions.

A no-cost home improvement loan program for fixed and low-income homeowners is maintained on behalf of the Portland Development Commission.

Federal and state funds improve the livability of existing low and moderate income housing and neighborhoods. Annually, 54% of funding for the homeless is directed to shelters and transitional housing, while only 12% supports permanent housing.

Studies conducted for the 10 Year Plan to End Homelessness Reset Report make it clear that without abandoning people in need of immediate temporary housing, the County must devote greater resources to long-term solutions. Housing programs are designed to make investments in alignment with this policy direction.

Significant reductions in federal funding have deeply impacted program ability to deliver affordable housing units in the foreseeable future.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of public works projects completed	3	2	1	2
Outcome	% of affordable housing units created	0	40	0	0

Performance Measure - Description

Lack of anticipated development and preservation funds have reduced the number of units able to be created.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$61,646	\$39,776	\$65,323	\$39,563
Contracts	\$0	\$291,113	\$0	\$278,600
Materials & Supplies	\$0	\$1,766	\$1,693	\$0
Internal Services	\$3,565	\$18,929	\$8,987	\$14,287
Total GF/non-GF:	\$65,211	\$351,584	\$76,003	\$332,450
Program Total:	\$416,795		\$408,453	
Program FTE	0.61	0.39	0.62	0.38
Program Revenues				
Indirect for dep't Admin	\$5,765	\$0	\$7,429	\$0
Intergovernmental	\$0	\$289,584	\$0	\$289,450
Other / Miscellaneous	\$0	\$62,000	\$0	\$43,000
Total Revenue:	\$5,765	\$351,584	\$7,429	\$332,450

Explanation of Revenues

\$289,450 - Multnomah County HUD CDBG: Based on current grant award
 \$43,000 - Loan Repays: Based on current year projected income and BWC
 \$76,003 - County General Fund

Significant Program Changes

Last year this program was: #25140A, Community Development

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The SUN Service System Division Administration (SUNSS) is responsible for management and oversight functions for the contracted and county-provided direct services through the SUNSS, as well as development and maintenance of partnerships with the system's stakeholders and sponsors. The 17 FTE in this Division provide direct services, manage contracts, provide technical assistance and training, monitor programs, oversee data collection and reporting, conduct program evaluation and coordinate service delivery associated with the SUN Service System and the Baltazar Ortiz Center. Programs operated through this division serve more than 82,000 people annually.

Program Description

SUNSS administration staff has responsibility for leadership, partnership development, direct staff supervision and program oversight for the SUN Service System Division. Responsibilities include supporting the overall county policy promoting school-age services, ensuring high quality evidenced-based services by both county staff and contracted service providers, and maintaining communication internally and with the SUN Service System and partner communities. Oversight for contract management functions and ensuring that accurate data is collected and reported to stakeholders, contractors, the Board of County Commissioners and to funders are also critical functions of administrative staff. Data collection, technical assistance, reporting to funders and program evaluation functions are implemented across both the SUNSS and the Community Services divisions of the department.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of times school district and System partners meet to align & monitor service	23	20	20	25
Outcome	% funder required reports completed and submitted on time	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Alignment and monitoring meetings include meetings of SUNSS Coordinating Council and its workgroups, the Every School A Community School workgroup, SUNSS Districts Council, and grant, policy and sustainability groups.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$765,133	\$0	\$797,515	\$0
Contracts	\$49,880	\$0	\$49,880	\$0
Materials & Supplies	\$23,670	\$0	\$20,882	\$0
Internal Services	\$99,689	\$0	\$105,140	\$0
Total GF/non-GF:	\$938,372	\$0	\$973,417	\$0
Program Total:	\$938,372		\$973,417	
Program FTE	7.30	0.00	7.25	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$973,417 - County General Fund

Significant Program Changes

Last year this program was: #25143A, SUN Service System Administration

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating

Related Programs: 25149B

Program Characteristics: Measure 5 Education

Executive Summary

SUN Community Schools (SUN CS) provide school-based educational, recreational, social and health services focusing on school-age children at risk of academic failure and their families. The 50 county-supported full-service sites in this offer serve approximately 15,500 students, 77% of whom receive free or reduced lunch. SUN's nationally recognized award-winning program removes barriers for students and families so that they can achieve educational success and lifelong self-sufficiency. Last year, participants had a 95% school attendance rate and 76% improved academic benchmark scores in reading and 73% in math. SUN CS is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

Program Description

SUN CS is a jointly owned collaboration of the City of Portland, 6 school districts, non-profits, the state and Multnomah County. The SUN partnership leverages significant contributions including an estimated \$3.5 million in cash from the city and 67 total SUN CS sites countywide, having expanded by 3 last year due to contributions by partners.

SUN Community Schools in this offer provide 15,500 youth with a comprehensive array of social and support services that allow students to come to school ready to learn and succeed academically and that foster family success. Services are developmentally appropriate and operate year-round at elementary, middle and high schools. They include: 1) social and health services to meet basic needs; 2) out-of-school-time activities: a broad range of academic support, enrichment, social and behavioral skill development, recreation and adult education; 3) family engagement: support and education for family members so they can prepare children for school and have positive involvement with schools; 4) community and business involvement; and 5) service integration: oversight and coordination of a comprehensive, accessible system of services. SUN Community Schools focus on prevention and also provide significant intervention services, working to reduce poverty and other high-cost service needs in the future. SUN CS is a national model that utilizes best practices and tailors services to the specific needs of local neighborhoods and schools.

Our local evaluation demonstrates that SUN CS are effective in improving student academic success and attendance, as well as engagement, pro-social behaviors and other skills that lead to life success. Outcomes are measured on regularly attending students, approx. 7,800 youth annually. SUN CS participants exceed outcome targets and overall perform better than state expectations. SUN CS serve the neediest children, targeting those living in poverty and performing below standards. 71% are racial/ethnic minorities, 24% are English Language Learners and 77% receive free or reduced lunch (compared to 35%, 13% and 46% respectively in school districts).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of children (ages 5-18) served ¹	14,859	10,000	10,000	10,000
Outcome	% who improve state test scores in Reading ²	76.0%	75.0%	75.0%	75.0%
Outcome	% of school days attended ²	95.0%	92.0%	92.0%	92.0%
Outcome	% who improved classroom behavior ²	57.0%	65.0%	65.0%	65.0%

Performance Measure - Description

¹ Outputs reflect the annual number served. Over-performance by contractors is not projected.

² Outcomes are analyzed for students who participate for 30 days or more, a federally accepted threshold; 7,385 children participated at this level last year. 92% attendance rate is considered Annual Yearly Progress as defined by No Child Left Behind.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$122,411	\$153,753	\$154,895	\$83,508
Contracts	\$3,443,182	\$886,096	\$3,521,332	\$924,508
Materials & Supplies	\$9,102	\$2,324	\$5,860	\$0
Internal Services	\$37,033	\$7,648	\$29,733	\$0
Total GF/non-GF:	\$3,611,728	\$1,049,821	\$3,711,820	\$1,008,016
Program Total:	\$4,661,549		\$4,719,836	
Program FTE	1.25	0.75	1.43	0.62
Program Revenues				
Indirect for dep't Admin	\$1,993	\$0	\$0	\$0
Intergovernmental	\$0	\$964,130	\$0	\$970,516
Other / Miscellaneous	\$0	\$85,691	\$0	\$37,500
Total Revenue:	\$1,993	\$1,049,821	\$0	\$1,008,016

Explanation of Revenues

\$271,380 - City of PDX Parks & Rec: Based on revised agreement
 \$37,500 - Institute for Education Leadership: Based on revised agreement
 \$57,128 - Gresham-Barlow School District: Based on revised agreement
 \$41,000 - David Douglas School District: Based on revised agreement
 \$30,000 - Centennial School District: Based on revised agreement
 \$48,000 - Parkrose School District: Based on revised agreement
 \$168,000 - Reynolds School District: Based on revised agreement
 \$3,333 - Kellogg Funding: Based on revised agreement
 \$11,675 - Stuart Funding: Based on revised agreement
 \$100,000 - COP Mayor's Office: Based on FY13 budget
 \$240,000 - Portland Public School Commission School Support: Based on FY13 revised budget
 \$3,711,820 - County General Fund

Significant Program Changes

Last year this program was: #25145A, SUN Community Schools

Lead Agency: County Human Services
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics: Measure 5 Education

Program Contact: Peggy Samolinski

Executive Summary

This program offer provides County General Fund (CGF) to assume funding for 8 SUN Community School sites that have historically been funded by the Portland Children's Levy. This agreement was made to offset impact on Levy revenue from the creation of a Library District for Multnomah County in November 2012. The 8 sites are located in high poverty areas primarily in East Portland and Mid/East County, reflecting the SUN Service System and Levy's shared priority for directing supports to underserved areas and populations. The specific sites are: Jackson MS, Whitman ES, Franklin HS, Mill Park ES, Gilbert Heights ES, Menlo Park, Glenfair ES and Parklane ES. Also included in this offer are 1.0 FTE Program Specialist and 1.0 FTE Data Analyst to support the increased contract monitoring, program development and evaluation work.

SUN CS provide critical educational, social and health supports to students at risk of dropping out and their families. This program will serve 1,600 students and 400 adults intensively and touch thousands of other youth and family members. SUN's nationally award-winning program removes barriers for students and families so that they can achieve educational success and lifelong self-sufficiency. Last year, participants had a 95% school attendance rate and 76% improved academic benchmark scores in reading and 73% in math. At the high school level, participants gained 7.8 credits on average (6 is required to be on course to graduate) and 90% either graduated or returned to finish in a 5th year.

Program Description

These 8 SUN CS sites provide 1,600 youth and 400 adults with a comprehensive array of social and support services that allow students to come to school ready to learn and succeed academically, and foster families' stability and success. Services are developmentally appropriate and operate year-round. They include: 1) social and health services to meet basic needs; 2) out-of-school-time activities: a broad range of academic support, enrichment, social and behavioral skill development, recreation and adult education; 3) family engagement: support and education for family members so they can prepare children for school and have positive involvement with schools; 4) community and business involvement; and 5) service integration: oversight and coordination of a comprehensive, accessible system of services. The 8 sites serve over 10,000 duplicated children and adults in family, cultural and social service events. SUN Community Schools focus on prevention and also provide significant intervention services, working to reduce poverty and other high-cost service needs in the future. SUN CS is a national model that utilizes best practices and tailors services to the specific needs of local neighborhoods and schools.

Maintaining these CS site addresses an equity issue in distribution of SUN CS locations by maintaining the # of sites located in the East part of the County, where poverty rates have been skyrocketing in the last decade, matched by increases in English Language Learners and students of color.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of children (ages 5-18) served ¹	2,069	1,600	1,600	1,600
Outcome	% who improve state test scores in Reading ²	76.0%	75.0%	75.0%	75.0%
Outcome	% of school days attended ²	95.0%	92.0%	92.0%	92.0%

Performance Measure - Description

¹ Outputs reflect the annual number served.

² Outcomes are analyzed for students who participate for 30 days or more, a federally accepted threshold; 92% attendance rate is considered Annual Yearly Progress as defined by No Child Left Behind.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$175,443	\$0
Contracts	\$0	\$0	\$800,360	\$0
Materials & Supplies	\$0	\$0	\$10,232	\$0
Total GF/non-GF:	\$0	\$0	\$986,035	\$0
Program Total:	\$0		\$986,035	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$986,035 - County General Fund

Significant Program Changes

Last year this program was: #25145A, SUN Community Schools

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Child & Family Hunger Relief program lessens food insecurity and improves healthy eating by allowing SUN Community School (SUN CS) sites to increase the number of meals served to hungry children and families and develop on-going capacity to address family emergency food needs. The program served an additional 400,000 meals to children and family members in 11 SUN CS communities in FY12. The program is a partnership between the SUN Service System, Oregon Food Bank, six school districts, and Partners for a Hunger Free Oregon. The county investment leverages significant USDA federal funding through school districts, food through the Oregon Food Bank, and food and volunteer capacity through the community (faith, business and community partners).

Program Description

Oregon is currently ranked #2 in hunger, yet millions of dollars in available federal food funding for children goes untapped. 52% of children in the county are eligible for Free or Reduced (FRL) price meals through schools and 80% of SUN CS participants receive FRL. However, these students don't have access to food on non-school days and in summer only 31% of the students who eat FRL meals during the school year are fed. Parents/guardians of these students also suffer the effects of poverty including hunger, often foregoing regular meals so their children can eat.

The SUN CSs are designed to act as a vehicle for delivering services to children and families in an easily accessible and non-stigmatizing environment. This offer capitalizes on SUN's community-based capacity by 1) sustaining on-going capacity and relationships for weekend food distribution through 8 school-based emergency food pantries across the County and 2) increasing the number of meals served to hungry children and their families during summer. The offer supports staffing at 18 SUN CS during the summer to serve meals for 8-11 weeks in under-served communities in Mid and East County. Since summer 2010, this capacity provided 95,000 meals that would not otherwise have been possible. In addition to providing support for weekend food pantries at 8 SUN CS sites, the project will continue development of ongoing partnerships and resources for weekend food in partnership with Oregon Food Bank. A .5 FTE Program Development Specialist coordinates the project, provides technical assistance to community partners, develops partnerships and secures in-kind resources and supports.

Healthy nutrition is vital to brain development and capacity to learn for children and youth in all age groups. Even moderate under-nutrition has lasting impacts on cognitive development and school performance. This offer leverages over \$440,000 in federal meal reimbursement and significant in-kind support for weekend food for families from Oregon Food Bank and community donors, particularly faith and business partners. The incredible amount of leverage allowed the efforts to far exceed the 170,000 meals projected for FY12, providing 410,277 meals.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of meals provided to children and families ¹	410,277	170,000	300,000	370,000
Outcome	Retail \$ equivalent for every \$1 CGF invested in pantries ²	7	6	6	6

Performance Measure - Description

¹ # of meals includes meals served through extended weeks of summer meals program and emergency pantries providing weekend meals to families.

² Exact amount leveraged for every \$1 of CGF invested was \$6.78. Online format does not allow decimals, so the number was rounded.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$43,993	\$0	\$46,977	\$0
Contracts	\$69,872	\$0	\$111,894	\$0
Materials & Supplies	\$3,889	\$0	\$1,438	\$0
Internal Services	\$7,246	\$0	\$7,253	\$0
Total GF/non-GF:	\$125,000	\$0	\$167,562	\$0
Program Total:	\$125,000		\$167,562	
Program FTE	0.50	0.00	0.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$167,562 - County General Fund

Significant Program Changes

Last year this program was: #25147A, Child and Family Hunger Relief

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating

Related Programs: 25149B

Program Characteristics:

Executive Summary

Social and Support Services for Educational Success program (SSSES) fosters academic achievement by providing year-round, school-linked, age-appropriate and culturally-specific academic support, case management, family engagement, and skill building groups. In 2012, SSSES served nearly 1,800 high-risk youth, 96% of whom identify as ethnic minorities; 82% of them participated in Free or Reduced Lunch meals. SSSES is part of the SUN Service System, a countywide, integrated and coordinated system of care for school-aged youth and their families.

Program Description

Social and Support Services for Educational Success provides services for 1,789 high-risk youth (ages 6-17) and their families to help ensure that youth remain in or return to school. These services are delivered at community and school sites to youth attending regular and/or alternative schools who are at risk of academic failure. SSSES targets six specific populations of youth and families of color: African American, African Immigrant, Asian Pacific Islander, Latino, Native American and Slavic. Key services include: case management with a focus on academic and life goals; advocacy in disciplinary and educational meetings; skill-building groups; academic support activities such as tutoring, mentoring, reading club, gender-specific groups, and conflict resolution classes; and parent outreach/engagement. SSSES staff work in collaboration with SUN Community Schools and other school personnel towards youth and family success.

Youth who participate in the SSSES program are at risk for academic failure due to poor attendance, failing grades, language barriers, family instability and behavior issues. Case managers support and mentor youth, allowing them to build personal assets leading to school and life success. SSSES staff engage youth at risk for academic failure in a variety of school and community activities. SSSES services that meet basic needs allow youth to focus on school and provides their caregivers with the resources to support educational success. In 2012, youth in the SSSES program showed improvements in school attendance and gained enough credits to be on track to graduate; in addition, 89% of 9th, 10th and 11th grade SSSES youth returned for their next year of high school. Increased access to social services and additional learning opportunities outside of, but connected to the classroom, are promising practices for reducing the achievement gap. SSSES provides this link - in schools and in the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of students (ages 6-18) served	1,789	1,700	1,700	1,400
Outcome	% who improve state test scores in reading	0.0%	75.0%	75.0%	75.0%

Performance Measure - Description

Output for FY14 reflects a 17% reduction due to potential loss of funding from Oregon Commission on Children and Families as part of Governor's Early Learning Initiative. Outcomes are analyzed for students who participate in case management for 45 days or more with at least 15 hours of service; 1,136 youth participated at this level last year (64% of youth served).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$98,941	\$0	\$103,197	\$0
Contracts	\$1,841,555	\$311,871	\$1,882,985	\$0
Materials & Supplies	\$3,715	\$0	\$2,876	\$0
Internal Services	\$13,656	\$0	\$14,504	\$0
Total GF/non-GF:	\$1,957,867	\$311,871	\$2,003,562	\$0
Program Total:	\$2,269,738		\$2,003,562	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Intergovernmental	\$0	\$311,871	\$0	\$0
Total Revenue:	\$0	\$311,871	\$0	\$0

Explanation of Revenues

\$2,003,562 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25149A, Social and Support Services for Education Success

The outputs in this offer are reduced from FY13. This is due to a potential 17% reduction in revenue from the State Commission on Children and Families (through the local commission). The program model, services, contractors and FTE all remain the same.

State funding to maintain the FY13 level of service can be found on program offer 25149B.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Related Programs: 25149A

Program Characteristics:

Executive Summary

This program offer is a placeholder for 17% of the funding for the Social and Support Services for Educational Success (SSSES) program. The Oregon Commission on Children and Families (through the local Commission) has historically provided 17% of the funding for SSSES services.

Due to reorganization at the state level, funding to maintain current service levels is unknown at this time. If expected funding were to be redirected, the ability to provide these services at the current level will be compromised.

Program Description

Social and Support Services for Educational Success scale provides services for 300 high-risk youth (ages 6-17) and their families to help ensure that youth remain in or return to school. Absent this funding, 17% of program service levels will be reduced, potentially impacting all current service providers.

SSSES fosters academic achievement by providing year-round, school-linked, age-appropriate and culturally-specific academic support, case management, family engagement, and skill building groups. Students served are primarily from culturally-specific communities and their families are challenged with poverty, health disparities and other issues that make it difficult for youth to succeed. In 2012, 96% of SSSES participants identified as ethnic minorities; 82% of them participated in Free or Reduced Lunch meals. SSSES is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

These services are delivered at community and school sites to youth attending regular and/or alternative schools who are at risk of academic failure. SSSES targets six specific populations of youth and families of color: African American, African Immigrant, Asian Pacific Islander, Latino, Native American and Slavic. Key services include: case management with a focus on academic and life goals; advocacy in disciplinary and educational meetings; skill-building groups; academic support activities such as tutoring, mentoring, reading club, gender-specific groups, and conflict resolution classes; and parent outreach/engagement. SSSES staff work in collaboration with SUN Community Schools and other school personnel towards youth and family success.

Youth who participate in the SSSES program are at risk for academic failure due to poor attendance, failing grades, language barriers, family instability and behavior issues. Case managers support and mentor youth, allowing them to build personal assets leading to school and life success. SSSES staff engages youth at risk for academic failure in a variety of school and community activities. SSSES services that meet basic needs allow youth to focus on school and provides their caregivers with the resources to support educational success. In 2012, youth in the SSSES program showed improvements in school attendance and gained enough credits to be on track to graduate; in addition, 89% of 9th, 10th and 11th grade SSSES youth returned for their next year of high school. Increased access to social services and additional learning opportunities outside of, but connected to the classroom, are promising practices for reducing the achievement gap. SSSES provides this link - in schools and in the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of students (ages 6-18) served	300	300	300	300
Outcome	% who improve state test scores in reading	0.0%	75.0%	75.0%	75.0%

Performance Measure - Description

Output # reflects % of services that have been funded by State Commission funds, historically 17% of total funding. Outcomes are analyzed for students who participate in case management for 45 days or more with at least 15 hours of service.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$302,582
Total GF/non-GF:	\$0	\$0	\$0	\$302,582
Program Total:	\$0		\$302,582	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$302,582
Total Revenue:	\$0	\$0	\$0	\$302,582

Explanation of Revenues

\$302,582 - Oregon Commission on Children, Families, and Community - Youth Investment: Based on FY13 funding estimate

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #25149A, Social and Support Services for Education Success
 The state funding to maintain the FY13 level of service is shown on this scaled offer.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating

Related Programs: 25151B

Program Characteristics:

Executive Summary

Parent Child Development Services (PCDS) provides services for young children (birth through age 5) and their parents to promote positive parenting, healthy child development and school readiness. In FY12, the overall program served 710 children in 469 families. PCDS uses a nationally recognized evidence-based curriculum, Parents As Teachers (PAT). This program is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

Program Description

PCDS creates opportunities for parents to interact with their children in mentored settings with child development specialists. In these settings they are able to build on healthy and age appropriate parenting skills, manage challenging behavior, and learn new ways to support their children and promote school readiness. In addition, PCDS staff broker and refer families for other necessary social support services. This program is critical for families who do not have other such opportunities and who are struggling to meet basic needs.

Specific services include: age appropriate parent-child play groups, parenting education and support services, developmental screening, immunization status checks and follow up, and access to other social and health services. The Ages and Stages child development screening tool is used to determine developmental stage. Children not meeting the relevant stage for their age are referred for early childhood intervention services.

PCDS services are delivered in community and school settings: siting these groups in schools helps break down barriers many families have about simply going into school buildings. Services are developmentally and culturally appropriate. The Parents As Teachers curriculum is used as the foundation for intervention with families: the outcomes for participating families are strong. Last year, at the time of exit from the program 90% of children served had up-to-date immunizations and 95% were within a normal developmental stage. Nearly all of the parents (98%) indicated they gained new skills from program participation. Our local results mirror national research showing that involvement in PAT home visiting programs increases children's readiness for school.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of children served	710	792	792	737
Outcome	% of children up to date on immunizations at exit	99.0%	95.0%	95.0%	95.0%

Performance Measure - Description

FY14 output measure is 7% lower than FY13 purchased due to a potential loss of funding from Oregon Commission on Children and Families as part of the Governor's Early Learning Initiative. See PO# 25251B PCDS Scale.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$98,940	\$0	\$103,197	\$0
Contracts	\$1,297,692	\$94,044	\$1,326,890	\$0
Materials & Supplies	\$4,148	\$0	\$2,876	\$0
Internal Services	\$13,656	\$0	\$14,504	\$0
Total GF/non-GF:	\$1,414,436	\$94,044	\$1,447,467	\$0
Program Total:	\$1,508,480		\$1,447,467	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Intergovernmental	\$0	\$94,044	\$0	\$0
Total Revenue:	\$0	\$94,044	\$0	\$0

Explanation of Revenues

\$1,447,467 - County General Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #25151A, Parent Child Development Services

The outputs in this offer are reduced from FY13. This is due to a potential 7% reduction in revenue from the State Commission on Children and Families (through the local commission). The program model, services, contractors and FTE all remain the same.

State funding to maintain the FY13 level of service can be found on program offer 25151B.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Related Programs: 25151A

Program Characteristics:

Executive Summary

This program offer is a placeholder for 7% of the funding for the Parent Child Development Services program. The Oregon Commission on Children and Families (through the local Commission) has historically provided 7% of the funding for Parent Child Development Services. Due to reorganization at the state level, funding to maintain current service levels is unknown at this time. If expected funding were to be redirected, the ability to provide these services at the current level will be compromised.

Program Description

PCDS creates opportunities for parents to interact with their children in mentored settings with child development specialists. In these settings they are able to build on healthy and age appropriate parenting skills, manage challenging behavior, and learn new ways to support their children and promote school readiness. In addition, PCDS staff broker and refer families for other necessary social support services. This program is critical for families who do not have other such opportunities and who are struggling to meet basic needs.

Specific services include: age appropriate parent-child play groups, parenting education and support services, developmental screening, immunization status checks and follow up, and access to other social and health services. The Ages and Stages child development screening tool is used to determine developmental stage. Children not meeting the relevant stage for their age are referred for early childhood intervention services.

PCDS services are delivered in community and school settings: siting these groups in schools helps break down barriers many families have about simply going into school buildings. Services are developmentally and culturally appropriate. The Parents As Teachers curriculum is used as the foundation for intervention with families: the outcomes for participating families are strong. Last year, at the time of exit from the program 90% of children served had up-to-date immunizations and 95% were within a normal developmental stage. Nearly all of the parents (98%) indicated they gained new skills from program participation. Our local results mirror national research showing that involvement in PAT programs increases children's readiness for school.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# children participating in PCDS services	0	0	0	55
Outcome	% children up to date on immunization at time of exit	0.0%	0.0%	0.0%	95.0%

Performance Measure - Description

FY14 output number in this Program Offer reflects 7% of previous year's total target number. See PO# 25151A.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$105,189
Total GF/non-GF:	\$0	\$0	\$0	\$105,189
Program Total:	\$0		\$105,189	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$105,189
Total Revenue:	\$0	\$0	\$0	\$105,189

Explanation of Revenues

\$105,189 – Oregon Commission on Children, Families, and Community - Great Start: Based on FY13 revised estimates

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #25151A, Parent Child Development Services
 The state funding to maintain the FY13 level of service is shown on this scaled offer.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Alcohol, Tobacco and other Drug (ATOD) program provides evidence-based prevention services to youth aged 12-17 and their families and screening for youth who may be at risk for abusing drugs and alcohol. Services focus on middle and high school students in SUN Community Schools. This program is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

Program Description

Prevention activities in this program use the Strengthening Families curriculum in school sites for students 10-14 years old and their families. This 7-week evidenced-based curriculum is designed to prevent or reduce adolescent substance use and other problematic behaviors in youth. Strengthening Families is, by design, a highly interactive video-based intervention designed to improve parenting skills, build life skills in youth and strengthen family bonds.

By preventing ATOD use and misuse the program helps youth remain in school, increasing the likelihood they will be successful academically and, ultimately, have a healthy and self-sufficient adulthood. Research indicates that the more successful a young person is in school, the less likely he/she is to use, abuse or become dependent on ATOD. This program targets youth in middle school to avoid long-term use and the need for more costly interventions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of families who participate in Strengthening Families	160	120	120	120
Outcome	% of youth surveyed who report improvement in 4 or more areas in the survey	81.0%	75.0%	75.0%	75.0%

Performance Measure - Description

More families participated in FY12 than anticipated, however we will review participation in FY13 to determine whether the target will be adjusted.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$127,890	\$0	\$130,767	\$0
Total GF/non-GF:	\$127,890	\$0	\$130,767	\$0
Program Total:	\$127,890		\$130,767	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$130,767 - County General Fund

Significant Program Changes

Last year this program was: #25154, Alcohol, Tobacco and Other Drug Services

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Sexual Minority Youth Services (SMYS) program offers counseling, skill building and support services to over 800 sexual minority youth. Its direct service impact is enhanced through technical assistance and training to approximately 500 SUN Service System, school and other direct service staff so that they may work more effectively with sexual minority youth. SMYS is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

Program Description

The SMYS program utilizes two primary strategies: 1) providing direct services and a safe place in which sexual minority youth can feel comfortable and participate in supportive services that reflect their unique needs (70% of the program); and 2) enhancing the understanding and skill levels of community providers to provide competent and relevant services to sexual minority youth (30% of the program).

Due to difficulties with family, peers and the broader community, sexual minority youth often experience isolation and stigmatization, resulting in higher rates of emotional distress, homelessness, school drop outs, suicide attempts, risky sexual behavior and substance abuse. This program provides a safe place for over 800 youth to go for support and services that are culturally relevant and responsive; it directly supports the operation and service delivery at the Sexual Minority Youth Resource Center. The program fosters increased school retention and success; last year 92% of youth served in the drop in center re-enrolled or remained in school. In addition to the direct service impact, nearly 97% of training participants reported an increased knowledge of SMY issues and competency in serving these youth.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# youth who engage in counseling services(1)	31	40	40	40
Outcome	% of students who engage in counseling and who remain in or re-enroll in school	60.0%	90.0%	75.0%	75.0%

Performance Measure - Description

(1) Program output has been changed to capture only youth who engage in deeper service at the Center, rather than the raw # of youth who drop in for any type of service or support. Likewise, the outcome relates directly to the youth engaged in these longer services.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$109,614	\$0	\$112,080	\$0
Total GF/non-GF:	\$109,614	\$0	\$112,080	\$0
Program Total:	\$109,614		\$112,080	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$112,080 - County General Fund

Significant Program Changes

Last year this program was: #25155, Services for Sexual Minority Youth

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Bienestar De La Familia (Well-being of the Family) is a social services program that provides culturally specific and linguistically appropriate service to the growing Latino community of Multnomah County. The 5.4 FTE bilingual and bi-cultural direct service staff provide case management, mental health assessment, counseling, and alcohol and drug prevention services in Spanish. The Bienestar De La Familia also provides information and referral, service linkage, coordination, and resource recruitment to address the needs of the Latino community.

Program Description

Bienestar de La Familia is unique because it provides immediate and multi-entry access to a wide range of services. It has become a hub of service in the county for low-income Latinos, those living in extreme poverty, and those facing critical life hardships. The skilled team provides culturally specific and linguistically appropriate service to the Latino population of Multnomah County. In recent years the growing diversity of the Cully neighborhood has meant that the program has become a resource for other cultural and ethnic-diverse groups including Somali and Ethiopian immigrants and Vietnamese and Russian families.

Staff provide case management, service linkage and coordination, mental health assessment and counseling, alcohol and drug prevention, food (nutrition) resources, energy assistance, information and referral, employment searches and connections, school support and advocacy, and research into appropriate resources to help the county's Latino residents to address important needs ranging from basic to crisis status. Program staff offer a range of groups including the Incredible Years, a Women's Group, a Men's Group, and youth empowerment groups to name a few. The monthly Harvest Share via Mercado makes fresh foods available to poor and low income families and children from throughout the County.

The addition of an AmeriCorps member has strengthened Bienestar's ability to engage youth and has brought more programs targeted towards the Latino and African immigrant youth in the Cully community. The formation of a community advisory council has created an opportunity to engage community members in thinking strategically about how the Bienestar De La Familia program is meeting the needs of the diverse community it serves.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of households served ¹	747	550	700	700
Outcome	Percentage of families whose needs were met	99.0%	75.0%	75.0%	80.0%
Output	Number of families who receive food to meet basic needs	1,702	1,870	1,870	1,890

Performance Measure - Description

¹ This number includes all direct services at Bienestar: basic needs, mental health & drug and alcohol services.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$551,513	\$0	\$552,153	\$0
Materials & Supplies	\$19,051	\$0	\$27,818	\$0
Internal Services	\$72,460	\$0	\$78,321	\$0
Total GF/non-GF:	\$643,024	\$0	\$658,292	\$0
Program Total:	\$643,024		\$658,292	
Program FTE	5.40	0.00	5.40	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$658,292 - County General Fund

Significant Program Changes

Last year this program was: #25156A, Bienestar Social Services

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer supports funding a quasi-experimental evaluation of SUN Community Schools through a one-time-only investment.

Program Description

The SUN Community Schools (SUNCS) initiative has been in operation since the late 1990s. Over the years data has been collected and analyzed to demonstrate the benefits of program participation for students who engage in the many extended day activities offered through SUNCS. However, the County, nor its partners in SUN, has not been able to develop and carry out a quasi-experimental evaluation of this initiative. Such an evaluation can inform cause and effect of program participation: do the students who participate in SUNCS fare better academically than those who do not?

At this writing, the exact type of evaluation is not solidified. There are key questions about SUNCS that have surfaced over the years, and it is likely that some or many of these will be addressed in this evaluation. These include (this is not an exhaustive list): Are the right children and youth being served in SUNCS programming? How to children and youth who participate in SUNCS programming compare to students who don't participate? How do different lengths of participation impact academic outcomes? Does participation in certain types of extended day programming result in stronger outcomes? How do service outcomes compare across student populations? What impact does SUNCS participation have on the achievement gap? On attendance? How do students who participate in SUNCS fare over time?

The SUN Service System Division will engage with an outside entity to develop and conduct this quasi-experimental evaluation.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Evaluation partner identified	0	0	0	0
Outcome	Quasi-experimental evaluation is conducted & results disseminated	0	0	0	0

Performance Measure - Description

Both of these measures are generally outputs. It is impossible to state what the results of an evaluation would be; conducting the evaluation and disseminating the results are reasonable for this particular project.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$50,000	\$0
Total GF/non-GF:	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$50,000 County General Fund (OTO)

Significant Program Changes

Last year this program was:
New program offer.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides funding to continue for 6 months a full-time staff person to manage the early childhood services transition from the Commission on Children, Families & Community.

Program Description

The Commission on Children, Families and Community (CCFC) will sunset as of June 30, 2013, per legislation. Transitions of key funding and services currently contracted through the local CCFC are still uncertain. At this writing, it appears that local counties will be required to apply to the state to continue certain programs since full transition plans are not clearly defined by the state. There will be no administrative funds to support this maintenance of current services. Current staff capacity in the SUN Service System Division is very limited, and cannot take on this additional work without maintaining an existing CCFC staff person.

This offer will maintain an existing full-time FTE through December to manage these contracts and support the termination (or other state-directed transition) of other services currently funded by the CCFC, as those decisions are made by the state.

This staff person will also be able to support the County in its path to become an Early Learning Community Based Coordinator of Early Learning Services, (or Hub), should the County choose to apply to become a Hub. There will be many activities associated with this particular effort including: compiling data about the birth - five population in Multnomah County, convening early childhood partners to discuss the Hub partnerships, and writing or supporting the writing of the County's application to become a Hub, to name a few. The current staff person is knowledgeable about the issues involved in this Early Learning Community Based Coordinator process and will be able to seamlessly transition into these functions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Staff person retained	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	2013	2013	2014	2014
Personnel	\$0	\$0	\$47,567	\$0
Contracts	\$0	\$0	\$2,433	\$0
Total GF/non-GF:	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$50,000 County General Fund (OTO)

Significant Program Changes

Last year this program was:
New program offer.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer includes one-time-only funding to provide services to improve the educational outcomes for African American students in the East County neighborhoods served by Reynolds and David Douglas School Districts.

Program Description

The economic recession has pushed more families into poverty and more low-income African American families out of closer-in neighborhoods to lower-priced housing and multi-family residential housing located in the Outer East part of the City and County. For example, the rate of eligibility for free or reduced-price school meals in 2011-12 was 44.9% in Portland Public Schools, 71.5% in the Reynolds School District, and 77.4% in the David Douglas School District. This effort will provide the culturally specific support that many citizens in East County are presently traveling back to inner Northeast to get.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number served	0	0	0	150
Outcome	% students who move to a subsequent grade level	0.0%	0.0%	0.0%	90.0%

Performance Measure - Description

The numbers are estimates.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$250,000	\$0
Total GF/non-GF:	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$250,000 County General Fund (OTO)

Significant Program Changes

Last year this program was:
New program offer.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides \$500,000 in one-time-only funds to support capital development for the Early Works early learning wing at Earl Boyles SUN Community School in the David Douglas School District.

Program Description

The Early Works initiative at Earl Boyles elementary school is a partnership between the David Douglas School District and the Children's Institute. Early Works is designed to cost-effectively demonstrate in a local high need district how integrating early childhood programs with the primary grades can close the achievement gap and improve student outcomes in the long-term. Together, DDSD, the Children's Institute and its community partners are building a new model for education at Earl Boyles Elementary School in Southeast Portland.

The early learning wing will provide necessary physical space to anchor the school as a central hub supporting a full range of holistic services for children, families and the community. Currently Earl Boyles does not have the space for parents to engage with young children birth to 3 in playgroups, rooms to deliver parent or community education classes, areas for service providers to connect with families or for teachers and school administration to engage in cross-sector professional development. The Earl Boyles SUN Community School is a key element in creating this community hub for lifelong success and learning.

This one-time-only investment by Multnomah County will be paired with other public and private funds to build this early learning wing; in fact the school district's own bond measure will contribute over 50% of the funding needed.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Early learning wing is constructed	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	2013	2013	2014	2014
Contracts	\$0	\$0	\$500,000	\$0
Total GF/non-GF:	\$0	\$0	\$500,000	\$0
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$500,000 - County General Fund (OTO)

Significant Program Changes

Last year this program was:

New program offer.

Lead Agency: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The Children's Center at Stevens Creek Crossing (SCC) is an early learning and family support facility that will serve the residents of SW Portland and Stevens Creek Crossing. This is a partnership between Home Forward and Neighborhood House and an integral part of the full-scale redevelopment of Hillsdale Terrace, a public housing community in Southwest Portland serving low-income families and individuals. The redevelopment includes 122 units of public housing and will reopen in Spring of 2014. The Children's Center will open in September 2014. Multnomah County Board of Commissioners authorized a letter of support to the redevelopment of Hillsdale Terrace in 2011. Neighborhood House is funded by Multnomah County through the SUN Service System.

Program Description

Neighborhood House is a non-profit provider that delivers effective programs for low income people of all ages throughout the Portland area. Neighborhood House's early childhood programs are recognized as a leader in providing innovative, best-practice early childhood programs that work to promote school readiness and engage families early in their child's education.

The Children's Center at Stevens Creek Crossing will focus on early childhood programs and will include services for families and seniors. The facility will have three Head Start classrooms and space for outdoor learning opportunities. The project will also include a partnership with Home Forward's adult employment training program, parent education (PCDS activities) and other activities like community meetings, financial coaching and education, homework help and other youth services.

The one-time-only funding of \$125,000 will complete construction of the Children's Center. The \$4 million budget includes \$3.1 million committed funding from Home Forward. This one-time-only contribution will leverage private support to complete the fundraising of \$900,000 to fully fund the project.

Starting date and timeline: Children's Center construction will begin in April 2013, with tenant improvement work starting in August. Construction will be completed in March 2014 to coincide with returning and new residents at Stevens Creek Crossing. Family strengthening programs will begin shortly thereafter, with the first Head Start class open for children in September 2014.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Construction complete	0.0%	0.0%	0.0%	100.0%
Outcome		0	0	0	0

Performance Measure - Description

Construction will be complete by the end of the fiscal year. Programming will begin in September 2014.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$125,000	\$0
Total GF/non-GF:	\$0	\$0	\$125,000	\$0
Program Total:	\$0		\$125,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

\$125,000 - County General Fund (OTO)

Significant Program Changes

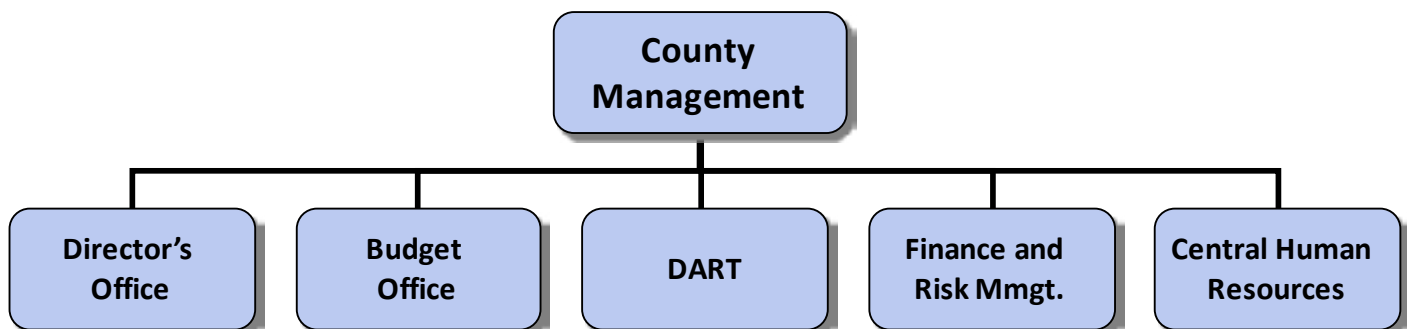
Last year this program was:
New program offer.

Department Overview

The Department of County Management (DCM) provides corporate level management of the County's administrative infrastructure. DCM collects property and business income taxes, the two primary sources of General Fund revenue; pays the County's bills; develops and implements policies and programs for effective human resources management; and ensures that all financial-related activities meet generally accepted accounting principles.

DCM acts as the County's primary compliance officer for regulations, requirements and policies pertaining to administrative infrastructure and programs.

In addition to providing administrative services to Departments, DCM supports the Chair and elected officials by providing strategic leadership and objective policy analysis and makes recommendations for the ongoing development of County programs and initiatives. DCM provides analysis and forecasting to the Chair and Board in areas including the County's economic future, revenue enhancement, and labor and employee relations.



Budget Overview

The Department of County Management’s budget is \$128.7 million and has 235.60 FTE in all funds. This is an increase of \$926,000 or under 1% over the FY 2013 adopted budget. Budgeted positions increased by 5.80 FTE.

The General Fund budget increases by \$1.8 million (6%) to \$31.2 million. Other funds decrease by \$846,000. The largest category of expenditures is in materials and supplies at \$96.5 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs.

The budget includes the following innovative/new programs:

- 72000B - Administrative Support - \$136,682 - 1.00 FTE.
- 72007B - Payroll/Retirement Services Support - \$31,454 - 0.50 FTE.
- 72009B - Worker’ Compensation/Safety - \$124,965 - 1.00 FTE.
- 72017B - Increase Capacity Countywide Training and Organizational Development - \$134,499 - 1.00 FTE.

The following program is funded on a one-time-only basis:

- 72025B - Assessment, Recording and Taxation County Clerk - \$361,000 remaining unspent restricted revenues to convert documents to digital format.

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	227.24	229.80	229.80	235.60	5.80
Personnel Services	\$21,963,999	\$23,727,869	\$23,764,376	\$25,776,068	\$2,011,692
Contractual Services	3,478,242	4,321,433	6,439,750	6,426,036	(13,714)
Materials & Supplies	80,779,147	81,336,735	97,523,433	96,451,262	(1,072,171)
Capital Outlay	20,588	0	8,000	8,000	0
Total Costs	\$106,241,976	\$109,386,037	\$127,735,559	\$128,661,366	\$925,807

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

FY 2013 budget reductions presented numerous challenges. In order to maintain the highest possible level of support to the administrative infrastructure and preserve the County's compliance with external regulatory requirements, DCM reviewed areas for process efficiency. Particular successes were achieved in the following areas:

Central Human Resources - Established countywide HIPAA Privacy Program; expanded Wellness Program; completed Strategic Planning process; settled five labor agreements, new prescription administration vendor saving \$210K and contributing to a 0% cost increase on health insurance premiums for self-insured medical plans.

DART - Implemented a new property tax payment processing system providing operational efficiencies, improved reporting, infrastructure for county-wide utilization, and cost savings to the County of \$60,000 annually.

Budget - Implementation of Qwestica's Team Budget software for the FY 2015 budget cycle. The new budget system will replace the fragmented applications and tools currently used to manage the annual budgeting process with a single integrated application.

Finance - Invested \$5.4 million in 22 community banks throughout the state of Oregon through the Community Advantage Banking program.

Finance - Structured and executed a \$128 million full faith and credit bond sale to support replacement of the Sellwood Bridge, provided sufficient funding to complete the project while saving an estimated \$20 - \$25 million over the life of the bonds.

DCM faces a number of opportunities and challenges in the coming years:

Central Human Resources - managing the impact of healthcare reform; secure resources to automate processes and expand employee development; bargain seven labor agreements.

DART - Implementation of the new Property Tax and Assessment System. Implementation of new digital Public Research Room for access to County Clerk records.

Finance - SAP support and the ability to leverage technology to implement best practices and standardize business processes across the County.

All DCM - Succession planning and how to adapt business needs to a changing workforce.

Diversity and Equity

County Management promotes diversity and equity across the organization enabling DCM to better meet its goals for employee inclusion, commitment and job satisfaction. DCM also promotes these principles externally when engaging with vendors and community partners to leverage the County's resources, reduce environmental impacts of operations and promote fiscal responsibility, social equity and community and environmental stewardship for a more responsive government.

- DCM maintains County Personnel Rules reflecting the County's commitment to recruitment and hiring practices without regard to race, religion, color, national origin, sex, age, marital status, physical or mental disability, political affiliations, sexual orientation, gender identity, source of income, familial status or any other non-job related criterion.
- Labor Relations ensures provisions of labor agreements and personnel rules are applied equally to all employees.
- Employment outreach through regularly scheduled print/online advertising and weekly job announcements to over 70 employment partners and at regularly scheduled job fairs focused on women, minority, youth and Veteran communities.
- Offered to all DCM employees two Building Partnerships Across Differences workshops in Communication Styles and Cultural Values.
- Encouraged employees to participate in County sponsored diversity efforts including the Regional Government Diversity Conference.
- Human Resources worked with the Office of Diversity and Equity to develop New Employee training that has an increased emphasis on the County's commitment to diversity.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$627,656	\$0	\$627,656	3.00
Budget Office	1,537,560	0	1,537,560	10.00
Finance and Risk Management	7,414,378	7,914,965	15,329,343	57.50
Central Human Resources	3,703,552	86,063,315	89,766,867	34.60
Division of Assessment, Recording and Taxation (DART)	<u>17,958,065</u>	<u>3,441,875</u>	<u>21,399,940</u>	<u>130.50</u>
Total County Management	\$31,241,211	\$97,420,155	\$128,661,366	235.60

Director's Office

The Director's Office for the Department of County Management is responsible for the administrative infrastructure and financial health for the overall County organization. The Director's office develops and presents policy analysis and provides corporate leadership in the areas of finance and risk management, human resources, and administration.

The Director's Office works with DCM divisions, elected officials and staff, and departments to establish priorities and guidelines to assure policies and operations are aligned with priorities. The Director's Office provides project management and direction for countywide projects identified and prioritized by the Chair's Office, and works with elected officials and departments on infrastructure policy and delivery for the entire County.

Significant Changes

Program 72000B - Administrative Support is a new program that provides administrative, analytical and emerging issues support to the Director's Office and the department leadership team.

Budget Office

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the County's annual spending plan with their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office prepares and presents the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget projections;
- Ad Hoc analysis for County Management and the Chair's Office; and
- Monthly expenditure and revenue monitoring.

Staff also assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

Significant Changes

The Budget Office is implementing Questica's Team Budget software for the FY 2015 budget cycle. The new budget system will replace the fragmented applications and tools that are currently used to manage the annual budgeting process with a single integrated application. The new budget system meets Central Budget Office requirements and will provide departments with both tools for developing annual budgets and the ability to extract budget data for ongoing analysis.

Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the County's financial transactions are managed in a timely and accurate manner.

The division pays the County's bills, maintains and records accounting transactions, manages cash and investments, issues payroll checks, and manages the contracting process. Risk Management negotiates insurance coverage for the County's buildings, manages claims associated with work related injuries, consults on workplace safety and health, and manages claims for the County's self-insured liability program.

Finance and Risk Management is responsible for preparing the County's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers of America (GFOA) award for distinguished reporting in each of the past 27 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

The division constantly seeks ways in which efficiencies can be implemented to improve the processing of financial transactions.

Significant Changes

Two new programs are funded

- 72007B - Payroll/Retirement Services Support - \$31,454 - 0.50 FTE. This program provides administrative support so that additional training can be provided to timekeepers, supervisors and managers.
- 72009B - Worker' Compensation/Safety - \$124,965 - 1.00 FTE. This program increases the ability to meet legal and financial objectives related to loss prevention.

Central Human Resources

The Central Human Resources Division is driven by the division Strategic Plan Mission, "Through leadership and collaborative partnerships, we foster organizational excellence, ensure equity and provide strategic human resources services to attract, develop, and sustain a diverse and talented workforce."

The Central Human Resources Division provides strategic leadership, recommends policy, develops human resource systems, and partners with the department HR units to guide consistent, efficient and cost effective HR processes and practices necessary to achieve results across the organization. The HR Director ensures HR processes are aligned with county-wide goals and oversees evaluation of HR contributions to organizational effectiveness. Central Human Resources manages the following services and systems to support employees, managers and the business needs of the County.

- Collective bargaining and labor contract interpretation
- Personnel rules and County HR policy development and interpretation
- Job classification & compensation plans
- Countywide training and organizational development
- HR process monitoring and evaluation
- Recruitment and retention systems and processes
- Employee Benefits and Wellness programs
- Privacy Officer program for HIPAA and Privacy Rule compliance.

Significant Changes

The Chair's Wellness Initiative was created in 2012 to promote a healthier workforce, retirees and their family members. The Wellness Program was expanded by 2.00 FTE in FY 2013 to increase capacity needed to effectively implement recommendations to impact workplace culture. An HR Manager 1 and an HR Tech were added to the program and both positions are within the Risk Fund.

Program redesign in Central HR Services re-prioritizes resources to expand support for county wide workforce development and succession planning, while maintaining current service levels in other areas. An HR Analyst Sr. is reduced by 0.50 FTE and a 0.60 FTE HR Tech is added within department General Fund constraint.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) collects and distributes over \$1.2 billion in annual property taxes while ensuring that all property is valued and taxed fairly and accurately. Over 25% of all dollars collected go into Multnomah County's general fund. DART performs the statutorily required functions of Tax Assessor, Tax Collector and certain County Clerk functions including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports, Tax Title, and the Board of Property Tax Appeals.

DART collaborates with stakeholders to address the evolving needs of the Multnomah County community, to meet mandated functions, and to provide leadership to improve the efficiency of the statewide property tax system. The Division provides proactive and judicious stewardship of public resources through its efficient and cost effective management.

DART maintains over 340,000 property tax accounts, calculates tax levies, certifies the tax roll for collection, and distributes property taxes to over 60 taxing districts. The Division provides responsive customer service as we record over 160,000 documents annually, maintain ownership records and property descriptions, issue over 6,500 marriage licenses and domestic partnership registrations, respond to 90,000 phone calls and serve 30,000 walk-in customers.

Significant Changes

In FY 2013, DART completed the project to combine direct customer service functions into one comprehensive service area, promoting efficiencies, reducing costs, and improving DART's customer service model. DART's records research area was relocated to the new service area. A long-term project to provide an online public research room continues in FY 2014. Digitization of historic public records, a web-based search tool, and image availability via an existing County Clerk System provide easily accessible digital records. These changes also result in ongoing savings due to reduced space and equipment requirements.

In FY 2013, DART implemented a new tax payment processing system which is estimated to save the County nearly \$60,000 annually beginning in FY 2014, due to reductions in software and hardware maintenance.

DART continues to evolve and embrace operational efficiencies realized from consolidation of direct services, a new payment processing system, online access to records, and full implementation of process changes resulting from the Assessment and Taxation system upgrade, estimated to go live in January 2014.

Department of County Management

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Director's Office					
72000A	DCM Director's Office	\$488,974	\$0	\$488,974	2.00
72000B	Administrative Support	138,682	0	138,682	1.00
Budget Office					
72001	Budget Office	1,537,560	0	1,537,560	10.00
Finance and Risk Management					
72002	FRM Accounts Payable	674,790	0	674,790	6.60
72003	FRM Chief Financial Officer	1,372,619	178,327	1,550,946	2.95
72004	FRM General Ledger	1,048,541	0	1,048,541	10.00
72005	FRM Purchasing	1,992,058	0	1,992,058	18.00
72006	FRM Property & Liability Risk Mgmt	0	2,779,352	2,779,352	1.00
72007A	FRM Payroll/Retirement Svcs	815,720	0	815,720	7.45
72007B	Payroll/Retirement Svcs Support	31,454	0	31,454	0.50
72008	FRM Treasury and Tax Administration	1,479,196	0	1,479,196	4.00
72009A	FRM Worker's Compensations /Safety & Health	0	4,730,161	4,730,161	6.00
72009B	FRM Workers' Comp/Safety	0	124,965	124,965	1.00
72010	FRM Recreation Fund Payment to Metro	0	102,160	102,160	0.00
Central Human Resources					
72016	Central HR Administration	795,019	221,974	1,016,993	4.63
72017A	Central HR Services	1,799,978	0	1,799,978	9.60
72017B	Increase Capacity Countywide Training and Organizational Development	134,499	0	134,499	1.00
72018	Central HR Labor Relations	974,056	50,892	1,024,948	5.85
72019	Central HR Unemployment	0	1,553,251	1,553,251	0.15
72020	Central HR Employee Benefits	0	84,237,198	84,237,198	13.37

County Management

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	870,320	0	870,320	5.00
72024	DART Customer Service	986,166	0	986,166	9.30
72025A	DART County Clerk Functions	1,417,482	0	1,417,482	12.00
72025B	DART County Clerk	361,000	0	361,000	0.00
72026	DART Ownership	415,230	0	415,230	4.20
72027	DART Tax Revenue Management	1,720,195	0	1,720,195	11.50
72028	DART GIS & Parcel Management	529,367	0	529,367	4.15
72029	DART Assessment Performance Analysis	414,104	0	414,104	3.15
72030	DART Property Assessment Special Programs	1,309,845	0	1,309,845	11.30
72031	DART Personal Property Assessment	1,344,821	0	1,344,821	10.70
72032	DART Property Assessment Industrial	946,319	0	946,319	7.55
72033	DART Commercial Property Appraisal	1,855,667	0	1,855,667	14.40
72034	DART Residential Property Appraisal	3,654,500	0	3,654,500	29.35
72035	DART Assessment & Taxation System Upgrade	0	3,441,875	3,441,875	0.00
72037	DART Applications Support	1,401,849	0	1,401,849	6.70
72038	DART Tax Title	731,200	0	731,200	1.20
Total County Management		\$31,241,211	\$97,420,155	\$128,661,366	235.60

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Lead Agency: County Management

Program Contact: Joanne Fuller

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Director's Office manages the administrative infrastructure and financial health of the entire county and sets administrative policy. The areas of responsibility with county-wide implications include Budget, Finance, Property Assessments & Recording, Tax Collections and Human Resources.

Program Description

The Director develops and presents administrative, financial, human resource and infrastructure guidelines and policy to executive level staff, County Chair, Chief Operating Officer and board of County Commissioners (BCC). The Director works with DCM Division Managers, Chair, BCC and departments to establish priorities and guidelines and ensure policies are aligned with these priorities. The Director works with Department and Human Resource personnel to recruit, train and retain a high quality diverse work force; provides project management for county-wide projects identified by the Chair's Office; and works with Board, the Department of County Assets (DCA) and other departments on the funding policies involving the physical infrastructure of the County.

DCM has embraced the electronic alternative to printing mandated or informational documents such as the Comprehensive Annual Financial Report, the annual Budget or the Risk Management Annual Report, to name a few. This along with the efforts to reduce general paper consumption contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste. DCM has also made great strides in its use of electronic payment processing and paperless employee applications.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Each Supervisee will complete a minimum of 8 training and development hours.	8	8	8	8
Outcome	Supervisors and employees discuss how to meet training needs of the employee.	100.0%	100.0%	100.0%	100.0%
Output		0	0	0	0

Performance Measure - Description

These performance measures align with the goals in the Administrative Review report. Discussing how to meet the training needs of employees helps supervisors identify appropriate training opportunities. We expect this this discussion will take place during the performance review process and/or the stay interview. The selection of a minimum of 8 training and development hours is fairly low, and it is assumed that most if not all employees will meet this minimum threshold through a combination of training sessions and development components of internal meetings.

Providing employees with training and development opportunities allows them to enhance their demonstrated skills and improve in areas where needed. It also increases productivity. The maximization of employee performance is a principal contributor to organizational success.

DCM has five divisions: Director, Budget, DART, Central Human Resources and Finance and Risk Management

Legal/Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$366,677	\$0	\$392,895	\$0
Contracts	\$50,480	\$0	\$58,000	\$0
Materials & Supplies	\$8,163	\$0	\$8,263	\$0
Internal Services	\$25,170	\$0	\$29,816	\$0
Total GF/non-GF:	\$450,490	\$0	\$488,974	\$0
Program Total:	\$450,490		\$488,974	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported exclusively by General Fund revenues.

Significant Program Changes

Last year this program was: #72000, DCM Director's Office

Lead Agency: County Management
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Program Contact: Joanne Fuller

Executive Summary

The Department of County Management (DCM) Administrative Support program provides administrative, analytical and emerging issues support to the Director's Office and the department leadership team. This function is engaged in a complex array of program and fiscal activities affecting all DCM divisions while providing county-wide financial analyses, allowing DCM program leadership to remain focused on delivering their core services.

Program Description

The establishment of this program aligns DCM with administrative support programs in other departments allowing core service delivery programs to better utilize their resources. Administrative Support provides reliable information for decision making while improving and reporting results to department leadership team. Administrative Support reports to the DCM Director and supports the administrative and operational needs of the department by providing budget, financial and general administrative support to better comply with relevant regulatory standards and with County Administrative Procedures, policies and best practices. Services include coordination, analysis and monitoring of a complex budget as well as other department-wide administrative functions including but not limited to strategic planning, span of control analyses, fee and policy review, and financial and program analytics. These functions are not typically supported by the Administrative Services Hub. This functional area will also represent the department on several county-wide workgroups and committees including Continuity of Operations planning and County Operating Council.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percentage of projects completed on time	0.0%	0.0%	0.0%	100.0%
Outcome	Annual satisfaction rating by department leadership (1Low-10High)	0	0	0	8

Performance Measure - Description

Department leadership satisfaction rating will meet or exceed 8 based on a 1-10 scale.

Legal/Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$114,988	\$0
Materials & Supplies	\$0	\$0	\$3,415	\$0
Internal Services	\$0	\$0	\$20,279	\$0
Total GF/non-GF:	\$0	\$0	\$138,682	\$0
Program Total:	\$0		\$138,682	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program offer is entirely supported by County General Funds

Significant Program Changes

Last year this program was:

This is a new program offer. This program function was formerly budgeted in the Director's Office in previous years but the activities were suspended when the Business Services functions, funding and staff were moved to the newly established DCA Administrative Service Hub. These are not considered Hub activities. Since then, the budget has been constrained and these functions have been unfulfilled creating a operations risk to department.

Lead Agency: County Management

Program Contact: Karyne Kieta

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners with their budgeting decisions by helping align the County's annual spending plan with the priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

Program Description

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget revenue/expenditure projections;
- Ad hoc analysis for County Management and the Chair's Office; and
- Cost control analyses;
- Prepares the supplemental budget; and
- Maintains the legal budget throughout the course of the year.

Staff also assist departments in measuring performance of County programs; providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting.

Budget staff serve on countywide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

The Budget Office is implementing Questica's Team Budget software for the FY 2015 budget cycle. The overall goal of the new budget system is to replace the current set of fragmented applications and tools that are used to manage the annual budgeting process with a single integrated application. The new budget system meets Central Budget Office requirements and will provide departments with both tools for developing annual budgets and the ability to extract budget data for ongoing analysis.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of budget modifications processed (includes internal)	175	160	150	150
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	91.0%	85.0%	85.0%	85.0%
Quality	Percent error in General Fund Revenue Forecast	0.5%	2.0%	0.8%	2.0%
Quality	% of customers satisfied with the Budget Office staff performance*	93.8%	90.0%	94.7%	95.0%

Performance Measure - Description

*Because the budget process ends prior to the beginning of the fiscal year the FY 2013 estimate is the "actual" customer satisfaction rating.

Legal/Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law, ORS Chapter 294 & sections of ORS Chapters 280 & 310 related to filing and ballot title wording. The office is responsible for producing a financially sound budget that complies with the law and communicating the outcome from public funds entrusted to the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,225,169	\$0	\$1,325,959	\$0
Contracts	\$2,291	\$0	\$0	\$0
Materials & Supplies	\$51,675	\$0	\$56,240	\$0
Internal Services	\$155,823	\$0	\$155,361	\$0
Total GF/non-GF:	\$1,434,958	\$0	\$1,537,560	\$0
Program Total:	\$1,434,958		\$1,537,560	
Program FTE	10.00	0.00	10.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported exclusively by General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72001A, Budget Office

This program offer also includes Program Offer 72001B 1.00 DCM Nonrepresented Research and Evaluation Sr. that serves as a shared Department of County Management resource for the Director's Office, Budget Office, Central Human Resources and the Finance and Risk Management Divisions.

Analytical capacity leads to increased data-based decision making, improves identification and analysis of emerging issues, increases research and reporting capabilities and supports performance review of the County's administrative infrastructure.

Lead Agency: County Management

Program Contact: Mike Waddell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Central Accounts Payable (AP) supports County programs in the areas of vendor payment processing, auditing & data integrity, travel & training audits, procurement card administration, vendor master records management and County Administrative Procedures compliance monitoring.

Program Description

AP processes approximately 127,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the procurement and travel card programs and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the fiscal year-end expenditure accruals; conducts internal audits of AP functions ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices; AP coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes. AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of best practice updates, group training, and peer/professional support ultimately contributing to staff competencies.

AP prides itself on fostering continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the payables function from a paper intensive process to a more sustainable, electronic process. This single objective has reduced the cost of government—providing operating efficiencies while maintaining internal controls and supporting Climate Action Plan (Action Area 18-8).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Invoice Payments Processed	123,045	155,000	127,761	128,845
Outcome	Percent of Invoices Paid on Time within std NET30	85.9%	96.0%	88.5%	89.0%
Outcome	Percent of Total Payments that are Electronic	52.1%	45.0%	58.9%	60.0%
Outcome	Procurement Card Program Rebates	150,715	145,000	133,000	145,000

Performance Measure - Description

Invoice payments processed increased from previous year actual and estimated volume due to popularity of electronic payments which are processed daily as compared to weekly check payment processing. Current Year Purchased was too optimistic.

Electronic Payments as a percentage of total payments. Electronic or paperless payments are made via ACH (Automated Clearing House), wire transfer, government funds transfer or credit card purchase--growth correlates with popularity and more cost effective electronic payment methods for vendors and County alike.

Procurement Card Rebates are directly associated with the total amount spent in the P-Card system; current year purchased was based on optimistic sales via the new Multco Marketplace. Previous year actual included one-time incentive bonus from Bank of America for sales growth in excess of previous year.

Legal/Contractual Obligation

Tax Information Returns (ie. 1099 MISC, 1099 INT, etc) are mandated by the Internal Revenue Service code as described in Sections 1.6001-1 through 1.6091-4. Failure to comply would result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$624,451	\$0	\$664,050	\$0
Materials & Supplies	\$9,000	\$0	\$10,740	\$0
Total GF/non-GF:	\$633,451	\$0	\$674,790	\$0
Program Total:	\$633,451		\$674,790	
Program FTE	6.60	0.00	6.60	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$180	\$0
Other / Miscellaneous	\$145,000	\$0	\$145,000	\$0
Total Revenue:	\$145,000	\$0	\$145,180	\$0

Explanation of Revenues

This program is supported by General Fund revenues. Rebates are the only Central Accounts Payable revenue. Rebates received from U.S. Bank and Bank of America are based on the level of annual spending in each of the banks' credit card programs. The majority is from Bank of America's procurement card program; rebates from BOA are generally 1.2% of total value of transactions processed. Multnomah County is part of the Bank of America Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms.

Significant Program Changes

Last year this program was: #72002, FRM Accounts Payable

Lead Agency: County Management

Program Contact: Mark Campbell

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Chief Financial Officer manages the financial health of the entire county and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Risk Management, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

Program Description

The CFO develops and presents financial guidelines and policy to executive level staff, the County Chair's Office, and Board of County Commissioners (BCC). The CFO presents recommendations related to public financial policy to these groups as well as CEOs and CFOs of other jurisdictions. The CFO interacts with the Oregon legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS), works with partner jurisdictions to develop and present legislative policy. This involves communication with the BCC, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the BCC and County departments to establish priorities and guidelines and assure policies are aligned with these priorities. The CFO works with finance sections, DCM divisions, and department stakeholders on all administrative policies and procedures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aaa	1	1	1	1

Performance Measure - Description

Output: The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close the fiscal year.
1=achieved; 0=not achieved.

Outcome: County maintains highest bond rating of Aaa on general obligation debt. This rating is achieved by continuing to demonstrate prudent financial management.
1=achieved; 0=not achieved.

Legal/Contractual Obligation

ORS 208, 288,294,295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9,11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$351,312	\$39,510	\$400,344	\$43,720
Contracts	\$165,690	\$0	\$50,000	\$0
Materials & Supplies	\$15,695	\$0	\$109,558	\$1,500
Internal Services	\$714,725	\$102,486	\$812,717	\$133,107
Total GF/non-GF:	\$1,247,422	\$141,996	\$1,372,619	\$178,327
Program Total:	\$1,389,418		\$1,550,946	
Program FTE	2.70	0.20	2.75	0.20
Program Revenues				
Fees, Permits & Charges	\$0	\$141,996	\$0	\$178,327
Total Revenue:	\$0	\$141,996	\$0	\$178,327

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last year this program was: #72004, FRM Chief Financial Officer

Lead Agency: County Management

Program Contact: Cara Fitzpatrick

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The General Ledger (GL) program manages central financial accounting and reporting, including the annual external financial audit, audit of the County's expenditures of Federal awards, the indirect cost allocation plan, contract fiscal compliance over grants as well as general accounting support and assistance countywide.

Program Description

The GL program supports and monitors the County's financial accounting activity by performing corporate level accounting functions, including account reconciliations, review / approval of accounting transactions and preparing required financial reports.

The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officer's Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials meeting the reporting standards and requirements noted by GFOA. Approximately 3% of government entities in the US receive this award annually.

The program's fiscal compliance (FC) unit performs site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. GL also prepares the County's cost allocation plans needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. Maintaining internal controls and the chart of accounts are also performed by GL. Climate Action Plan (18-8) - electronic financial statement reporting for the CAFR on the Commons and internet supports Countywide initiatives for paper/waste reduction.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of properly stated balance sheet accounts per review of external auditors	298	298	300	300
Outcome	% of properly stated balance sheet accounts per review of external auditors	100.0%	100.0%	100.0%	100.0%
Outcome	% of total pass-through dollars actively monitored by Fiscal Compliance	66.0%	70.0%	65.0%	70.0%
Outcome	% of external auditor recommendations successfully implemented in a fiscal year	60.0%	80.0%	70.0%	75.0%

Performance Measure - Description

Output: In the County's external financial audit, the auditors will analyze and audit our balance sheet accounts. Fewer balance sheet accounts identified with misstatements will indicate a high degree of accuracy in the financial statements.

Outcome: In the annual external audit, the auditors review and analyze the general ledger. A higher % of accurately stated accounts indicates fewer misstatements in the County's financial statements and related documents.

Outcome: FC unit performs financial monitoring of County funded human service (HS) providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage monitored indicates greater coverage which results in a decrease in County financial risk as it relates to HS providers.

Outcome: In the County's external financial audit, the auditors provide a list of recommendations to management on areas noted for improvement. A high percent of auditor recommendations successfully addressed indicates a improved/strengthened internal controls and management review over the County's financial data and operations.

Legal/Contractual Obligation

Oregon Revised Statutes(ORS), Ch. 297~Audits of Public Funds and Financial Records requires governments to have an external audit and submitted to the Secretary of State - Audits Division. The Office of Management and Budget(OMB)Circular A-133 (Audits of States, Local Governments & Non-Profit Organizations) requires entities expending Federal funds over \$500,000 in a fiscal year to have a single audit of Federal awards. Also per A-133, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with passthrough dollars. OMB A-87 (Cost Principles for State, Local & Indian Tribal Governments) requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$951,447	\$0	\$1,026,941	\$0
Contracts	\$1,100	\$0	\$1,000	\$0
Materials & Supplies	\$22,800	\$0	\$20,600	\$0
Total GF/non-GF:	\$975,347	\$0	\$1,048,541	\$0
Program Total:	\$975,347		\$1,048,541	
Program FTE	9.80	0.00	10.00	0.00
Program Revenues				
Intergovernmental	\$15,000	\$0	\$15,000	\$0
Total Revenue:	\$15,000	\$0	\$15,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from Service Districts (Dunthorpe-Riverdale and Mid County Street Lighting) as reimbursement for accounting services provided to each Service District.

Significant Program Changes

Last year this program was: #72005, FRM General Ledger

Lead Agency: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in human services, construction, materials, and both non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

Program Description

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for thousands of contracts and millions of dollars awarded each year.

Key efforts include: (1) safeguard the County from potential contractual risk and liability exposure; (2) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (3) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (4) research, analyze, recommend, and implement best practices; (5) provide on-going guidance, support, training, and consulting to departments and employees; (6) track, monitor, analyze and annually report on contract data and performance measures; (7) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB) and Qualified Rehabilitation Facilities (QRF); (8) participate in community events, meetings and conduct outreach to the MWESB vendor community, and (9) develop and implement sustainable purchasing policies, procedures and training.

CAP: 18-9 All Purchasing staff share in the education, training, and support of County staff to promote and support sustainable purchasing practices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of contracts awarded to MWESB and QRF businesses	34.3%	35.0%	34.0%	35.0%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	70	50	60	70
Output	Number of contracts processed	679	900	686	700

Performance Measure - Description

These are the same performance measures as in FY 2013. Purchasing manages formal Request For Proposal (RFP) and bid solicitations (i.e. >\$150,000) for the County because they represent the greatest risk in the County's purchasing activity.

Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measure of the number of formal RFP and bid solicitations is a good indicator of the volume of formal procurements we conduct across all county departments.

Likewise, the number of contracts processed is a good indicator of the volume of contracts we review, process and store for county departments. We've seen a reduction in the number of contracts and amendments due to a push by the Department towards multi-year contracts.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,773,469	\$0	\$1,865,452	\$0
Contracts	\$49,000	\$0	\$49,103	\$0
Materials & Supplies	\$78,910	\$0	\$77,503	\$0
Total GF/non-GF:	\$1,901,379	\$0	\$1,992,058	\$0
Program Total:	\$1,901,379		\$1,992,058	
Program FTE	18.00	0.00	18.00	0.00
Program Revenues				
Fees, Permits & Charges	\$2,000	\$0	\$2,000	\$0
Total Revenue:	\$2,000	\$0	\$2,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests.

Significant Program Changes

Last year this program was: #72006, FRM Purchasing

Lead Agency: County Management

Program Contact: Helen Barkley

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Property & Liability Risk Program (P&LRP) manages the County's property and liability programs in accordance with all legal requirements and County policies/procedures. It focuses on County-wide risk exposures, liability/subrogation claims, insurance, loss control/prevention, and risk management. Our goal is to annually determine the County's "Cost of Risk", benchmark against other entities and continually improve our program by implementing best practices.

Program Description

The Property & Liability Risk Program (P&LRP) purchases property insurance, County vehicle/fleet coverage, marine coverage, crime coverage, excess liability, excess medical malpractice coverage, bonds, and other specialized insurance coverage for the County. The P&LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance, and develops County-wide policies/procedures. The P&LRP designs and implements risk management strategies for the prevention of risk exposure and property and liability losses County-wide. This program adjusts property loss claims, and liability claims with a contracted adjuster and the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss and purchases property and excess liability coverage for large property and liability related claims). This controls the loss adjustment process, minimizes our "total cost of risk" (uninsured claims costs + insurance costs + administrative costs), and motivates internal loss control behavior. A department's internal property and liability rates are based on their past losses.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of policies for liability ins.,bond,crime coverages purchased/renewed	16	16	16	16
Outcome	Annual premium rate for liability ins/bond-cents per \$1,000 budget	2	2	2	2
Output	Annual number of property insurance policies	7	8	8	8
Outcome	Annual premium rate for property ins. coverage-cents per \$100 in property value	8	8	8	8

Performance Measure - Description

Output: Appropriate types of insurance coverage indicates strong safeguarding of the County's Assets.

Outcome: This year's average premium rate per \$1,000 in budget for self-insured Oregon public entities is once again 9 cents. The County's rate is consistent at 8 cents, indicating that the cost of the Liability Risk Program again this year is below the average premium rate for self-insured Oregon public entities.

Output: Number of property policies, 8, including Primary, Justice Center, Boiler & Machinery, Vehicle, Marine, Trrorism, Flood, and Earthquake coverage.

Legal/Contractual Obligation

The Property & Liability Risk Program is mandated by County Code 7.100-7.104. The County is required by the State to have specific insurance and bond coverage. The County is self-insured for liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270 and purchases Excess Liability insurance above the self-insured retention of \$1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The P&LRP manages the County's compliance with numerous OSHA requirements to promote employee safety, including driver's license validation and inspections by regulatory and insurance carrier representatives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$161,862	\$0	\$139,928
Contracts	\$0	\$271,200	\$0	\$271,200
Materials & Supplies	\$0	\$5,250,071	\$0	\$2,368,224
Total GF/non-GF:	\$0	\$5,683,133	\$0	\$2,779,352
Program Total:	\$5,683,133		\$2,779,352	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	\$0	\$5,663,133	\$0	\$2,774,352
Other / Miscellaneous	\$0	\$20,000	\$0	\$5,000
Total Revenue:	\$0	\$5,683,133	\$0	\$2,779,352

Explanation of Revenues

Departments are charged a risk property & liability rate based on claims experience and an actuarial valuation performed every three years. The Property & Liability Risk Program also receives subrogation money and reimbursement related to liability claims.

Significant Program Changes

Last year this program was: #72009, FRM Property & Liability Risk Mgmt

Lead Agency: County Management

Program Contact: Susie Cameron

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

Program Description

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for:

- Accurately withholding, reporting, and remitting employment taxes to Federal, State and Local taxing authorities;
- Reporting and remitting pension contributions to the Public Employees Retirement System;
- Administering the County's IRC §457 deferred compensation program;
- Ensuring that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts, and County Administrative guidelines.
- Reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, and union dues.
- Reconciles and produces year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance. This program contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste by providing electronic disbursements of wages to employee's financial institutions and providing paperless notification of their deposits. Currently 97% of employees participate in direct deposit of funds and of those, 92% receive the notification of deposit via email.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of payments issued per period	6,737	6,800	6,730	6,700
Outcome	Percent issued without error	99.0%	99.0%	99.0%	99.0%
Output	Percent of employees participating in Deferred Comp	47.0%	48.0%	48.0%	50.0%

Performance Measure - Description

Output: Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits.

Output: The percent of employees participating in the deferred comp plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 29%.

Legal/Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws and by 10 union contracts. Withholding and remitting employment taxes is mandated by the Internal Revenue Service. Pension contributions are mandated by union contracts and the Oregon Revised Statutes. Failure to comply to the above laws and regulations could result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$730,595	\$0	\$765,841	\$0
Contracts	\$20,000	\$0	\$25,675	\$0
Materials & Supplies	\$26,405	\$0	\$24,204	\$0
Total GF/non-GF:	\$777,000	\$0	\$815,720	\$0
Program Total:	\$777,000		\$815,720	
Program FTE	7.50	0.00	7.45	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$2,400	\$0
Other / Miscellaneous	\$120,000	\$0	\$123,000	\$0
Total Revenue:	\$120,000	\$0	\$125,400	\$0

Explanation of Revenues

This program is supported by General Fund revenues. In addition, external revenue for the Deferred Compensation program is contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing enables the County to offer the program to employees at no cost to the county. The agreement is for \$120,000 first year (FY 2012) and CPI-U adjustment for years 2 through 5.

Significant Program Changes

Last year this program was: #72010, FRM Payroll/Retirement Svcs

Lead Agency: County Management

Program Contact: Susie Cameron

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics:

Executive Summary

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

Program Description

This position will provide administrative support by filing, organizing and scanning documents. This will free up staff time to provide additional support for classroom training for timekeepers, supervisors, and managers. In addition this position would provide support to the Payroll Manager for routine task such as scheduling meetings, booking rooms for training, taking and distributing minutes and other tasks.

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for:

- Accurately withholding, reporting, and remitting employment taxes to Federal, State and Local taxing authorities;
- Reporting and remitting pension contributions to the Public Employees Retirement System;
- Administering the County's IRC §457 deferred compensation program;
- Ensuring that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts, and County Administrative guidelines.
- Reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, and union dues.
- Reconciles and produces year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance. This program contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste by providing electronic disbursements of wages to employee's financial institutions and providing paperless notification of their deposits. Currently 97% of employees participate in direct deposit of funds and of those, 92% receive the notification of deposit via email.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of payments issued per period	6,737	6,800	6,730	6,700
Outcome	Percent issued without errors	99.0%	99.0%	99.0%	99.0%
Output		0	0	0	0

Performance Measure - Description

Output: Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits.

Legal/Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws and by 10 union contracts. Withholding and remitting employment taxes is mandated by the Internal Revenue Service. Pension contributions are mandated by union contracts and the Oregon Revised Statutes. Failure to comply to the above laws and regulations could result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$29,454	\$0
Materials & Supplies	\$0	\$0	\$2,000	\$0
Total GF/non-GF:	\$0	\$0	\$31,454	\$0
Program Total:	\$0		\$31,454	
Program FTE	0.00	0.00	0.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program offer is entirely supported by County General Funds.

Significant Program Changes

 **Significantly Changed**

Last year this program was:

This offer adds back a .50 FTE OA2 that was cut several years ago. This position would provide support for payroll. Currently payroll has no dedicated support to provide filing of documents that are required to be retained.

Lead Agency: County Management

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships, and broker/dealer relationships. Treasury also provides responsive and pro-active customer support, training, and advice to department staff who handle cash in the course of providing services to county residents.

Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodgings Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities, and revenue & taxation policies and procedures. Treasury is required to act as custodian of trust funds for property liens under Oregon Revised Statutes for county residents.

Program Description

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the CFO in the issuance of debt, including opportunities to refinance existing debt, and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the county. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 15% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the county. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitor's Development Fund to support tourist activities. A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 5%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitor's Development Fund.

Treasury maintains effective banking relationship to keep pace with technology and adapting it to the needs of county departments to provide better service to county residents.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Compliance w/ Investment Policy	1	1	1	1
Outcome	Tax Returns Filed - Motor Vehicle and Transient Lodging	0	278	278	277
Outcome	Ensure County's Cash Flow Needs are Met	1	1	1	1
Output	# of Business Accounts in County	63,000	63,000	64,752	64,800

Performance Measure - Description

Measurement Key: 1 = Goal Achieved, 0 = Not Achieved

The % of tax returns filed is a measure of compliance with applicable code requirements. Compliance has remained high despite the impacts of the recession.

The # of business accounts is used as a workload measure and serves as an indicator of economic activity within the county.

Legal/Contractual Obligation

Oregon Revised Statutes (primarily ORS 294.035), Multnomah County Code Chapter 11 (BIT) and Chapter 12 (MVRT and TLT), the Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires at the end of FY 2013.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$347,098	\$0	\$370,895	\$0
Contracts	\$1,082,298	\$0	\$1,096,301	\$0
Materials & Supplies	\$12,460	\$0	\$12,000	\$0
Total GF/non-GF:	\$1,441,856	\$0	\$1,479,196	\$0
Program Total:	\$1,441,856		\$1,479,196	
Program FTE	4.00	0.00	4.00	0.00
Program Revenues				
Intergovernmental	\$85,000	\$0	\$100,000	\$0
Total Revenue:	\$85,000	\$0	\$100,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitor's Development Fund Board. Under terms of the IGA that created the Visitor's Development Fund the County receives an administrative fee equal to .7% of MVRT and TLT revenues recorded in the fund.

Significant Program Changes

Last year this program was: #72013A, FRM Treasury and Tax Administration

Lead Agency: County Management

Program Contact: Michelle Cross

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Safety and Health Section oversees the loss prevention efforts of Multnomah County. The section assists each department in meeting the loss prevention requirements for a workers' compensation self-insured employer and Oregon OSHA compliance.

The Workers' Compensation Section manages the work-related employee injury and illness process and assists employees in returning to their jobs after an injury or illness.

Program Description

The Safety and Health Section is aimed at reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to occupational safety and health regulations. All loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff.

Provides workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this mandatory program since 1978. Claims are administered through a contract with a third-party administrator (TPA). Staff work with employees, supervisors, physicians, the TPA, attorneys, managed care organizations, and other vendors to accurately and timely process claim benefits for the injured employee. Internal workers' compensation section employees focus on service, cost containment, and compliance efficiency. The Workers' Compensation Section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division's (WCD)Employer-At-Injury reimbursement program.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of site safety visits designed to meet loss prevention requirements.	29	24	24	24
Outcome	County Experience Rating Modifier less than industry average	30.0%	30.0%	25.0%	25.0%
Output	Review and update 12 RSK Administrative Procedures	0	0	0	12
Quality	Meeting timeliness requirements for notices and payments as measured by OR-WCD.	92.0%	95.0%	95.0%	95.0%

Performance Measure - Description

1) Perform site safety visits annually and assist Departments and Offices in abating identified deficiencies. Staff goal is to visit sites engaging in operations that present higher risk of injury. An example is field work conducted by groups including Vector Control, the Bridge Shop, and Road Maintenance.

2) A workers' compensation experience modifier below industry average demonstrates the County's ability to manage claims better than the insurance industry average. Premiums are calculated based on total payroll and the experience modifier is used when factoring amount of premium taxes owed to the State.

3) Administrative Procedures provide guidance to Departments and Offices on how to address select issues to prevent injuries. Some Admin Procedures (e.g. RSK-22 Respiratory Protection, RSK-25 AED Use) serve as the overall program for all County Departments and Offices.

4) Quarterly claims processing performance as reported by OR-WCD. Self-insured employers must be above 90% for timely claim filing, timely first payment of compensation, and compensability determinations. Maintaining this level or above demonstrates high quality of service.

Legal/Contractual Obligation

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 1060, requires each self-insured employer to have a written loss prevention plan for each location and to provide safety and health loss prevention services for each worksite.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$682,276	\$0	\$741,161
Contracts	\$0	\$155,000	\$0	\$320,000
Materials & Supplies	\$0	\$3,524,284	\$0	\$3,669,000
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$4,361,560	\$0	\$4,730,161
Program Total:	\$4,361,560		\$4,730,161	
Program FTE	0.00	6.00	0.00	6.00
Program Revenues				
Fees, Permits & Charges	\$0	\$4,211,560	\$0	\$4,420,161
Other / Miscellaneous	\$0	\$150,000	\$0	\$310,000
Total Revenue:	\$0	\$4,361,560	\$0	\$4,730,161

Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria is met. Claim processing overpayment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Red Cross for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

Significant Program Changes

Last year this program was: #72014, FRM Worker's Compensation/Safety & Health

Lead Agency: County Management

Program Contact: Michelle Cross

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics:

Executive Summary

This scaled offer increases Risk Management's ability to assist the County in meeting legal and financial objectives related to employee and public safety. Loss prevention efforts will be enhanced and current program constraints adequately addressed.

Program Description

Risk Management's loss prevention efforts assist departments/offices in meeting the loss prevention requirements of a workers' compensation self-insured employer as defined by Oregon OSHA Statutes, and oversees the loss prevention activity for general liability self-insurance. This program offer adds one Risk Analyst position (HR Analyst series) to assist Risk Management in meeting compliance or best practices areas currently recognized as program deficiencies. This position will provide professional and technical support in areas of analytics, auditing, procedural development, and general loss prevention field work to meet Oregon OSHA compliance. Loss investigation activities and corrective action recommendation for property and liability losses are not being performed due to personnel constraints. This position would develop and implement this process.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Audit and present findings for 4 OSHA programmatic areas for compliance	0.0%	0.0%	0.0%	1.0%
Outcome	Provide analytical loss prevention data to each department quarterly	0	0	0	4

Performance Measure - Description

Oregon OSHA programmatic requirements for employer initiated audits and corrective action will be satisfied on a consistent and on-going schedule.

Compile and assist in presenting, loss prevention analytics to Department Management quarterly to meet the Oregon OSHA Self-Insured management involvement in employee safety.

Legal/Contractual Obligation

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 1060, requires each self-insured employer to have a written loss prevention plan for each location and to provide safety and health loss prevention services for each worksite. Contractual loss prevention efforts included in the Regional Arts and Culture Council agreement will be satisfied with this program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$104,617
Internal Services	\$0	\$0	\$0	\$20,348
Total GF/non-GF:	\$0	\$0	\$0	\$124,965
Program Total:	\$0		\$124,965	
Program FTE	0.00	0.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$124,965
Total Revenue:	\$0	\$0	\$0	\$124,965

Explanation of Revenues

Departments are charges a risk rate based on claims experience and an actuarial evaluation performed every three years. The workers' compensation program receives subrogation, reimbursement, and Employer-At-Injury monies depending on claim specifics.

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria is met. Claim processing overpayment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Red Cross for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

Significant Program Changes

Last year this program was:

This is a scaled offer to #72009A. This program adds one FTE to the Risk Management staff, with identified tasks lowering the classification to an analyst level . Program constraints for analytics, compliance driven audits, and field work will be satisfied with this addition.

Lead Agency: County Management

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an intergovernmental agreement(IGA) the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

Program Description

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA the County entered into in 1994.

These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Belle View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillippi Property, and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome		0	0	0	0

Performance Measure - Description

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the county. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO.

Measurement Key: 1 - Yes; 0 - No

Legal/Contractual Obligation

Pass through payment under terms of the IGA that transferred parks from the County to METRO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$100,000	\$0	\$100,000
Internal Services	\$0	\$2,080	\$0	\$2,160
Total GF/non-GF:	\$0	\$102,080	\$0	\$102,160
Program Total:	\$102,080		\$102,160	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$102,080	\$0	\$102,160
Total Revenue:	\$0	\$102,080	\$0	\$102,160

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last year this program was: #72015, FRM Recreation Fund Payment to Metro

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient and cost effective HR processes and practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Talent Development, Employee Benefits and Wellness, Privacy Officer Program and the Unemployment Insurance Program.

Program Description

Central HR Administration sets direction, determines policy, develops process structures and builds relationships to develop and sustain a diverse, talented, workforce necessary to achieve results across the organization. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input and engaging in collaborative problem resolution to implement plans and achieve results. The HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness. Central HR administration oversees countywide service program integration and performance measurement and reporting; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements. Additionally, the Privacy Officer program provides countywide accountability for HIPAA and Privacy Rule compliance to ensure that county operations and services safeguard the privacy of employee and client protected health information.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of countywide job applications in the Neogov applicant tracking system.	20,233	23,000	25,000	25,000
Outcome	Percentage of new employees completing countywide Privacy training.	0.0%	100.0%	0.0%	100.0%
Output	Completed countywide Privacy Assessment.	0	1	1	0

Performance Measure - Description

An updated countywide Privacy Assessment identifies organizational strengths and areas of improvement for internal action planning and prioritization. The program began in December 2012 and the assessment is a one time measure for the initiation of the program. The Privacy Assessment provides foundational information to identify and build future opportunities for improved processes and performance.

Training is a key component to Privacy Rule compliance and the County's ability to mitigate Privacy Rule violations. Next steps after the recent countywide Privacy Assessment is the development of privacy training incorporated into countywide new employee orientation. There is no current year estimate for this measure because new training will start next fiscal year. Please note countywide privacy training will be in addition to currently delivered department-based training.

Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment. Health Insurance Portability and Accountability Act of 1996 U.S. Department of Health and Human Services Standards for Privacy of Individually Identifiable Health Information (Privacy Rule).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$537,525	\$150,231	\$561,617	\$144,957
Contracts	\$79,193	\$30,000	\$99,005	\$30,675
Materials & Supplies	\$34,817	\$17,842	\$30,950	\$17,842
Internal Services	\$106,272	\$0	\$103,447	\$28,500
Total GF/non-GF:	\$757,807	\$198,073	\$795,019	\$221,974
Program Total:	\$955,880		\$1,016,993	
Program FTE	3.63	1.00	3.63	1.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$221,974
Total Revenue:	\$0	\$0	\$0	\$221,974

Explanation of Revenues

This offer is supported by County General Fund and the Risk Fund

Significant Program Changes

Last year this program was: #72016, Central HR Administration

This offer incorporates FY 2013 offers #72016 Central HR Administration and #72022 Central HR Privacy Officer.

A currently budgeted HRM 1 position is transferred from Program Offer 72018 Labor Relations to 72016 Central HR Administration.

An additional 0.2FTE of the HR Director position is transferred to Program Offer 72020 Central HR Employee Benefits due to increase oversight of Risk Fund services.

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Existing Operating

Related Programs: 72017B

Program Characteristics:

Executive Summary

Central Human Resources (HR) Services, comprised of the Classification and Compensation and the Talent Development units, provides critical infrastructure systems and tools to attract, train, and retain a diverse workforce at all levels of the organization. Classification & Compensation provides pay and classification structures necessary for the County to offer competitive pay and career paths. Talent Development provides countywide training for all employees and leads organizational development activities.

Program Description

Central HR Services implements strategies to address key components of the Countywide Human Resources Strategic Plan in order to attract and select diverse, high-performing employees; establish employee retention strategies that support the organization's job market competitiveness; implement programs to strengthen skills and build knowledge necessary for an effective, culturally competent workforce; and formalize an employee performance management system that fosters individual growth and accountability, aligning performance goals with business requirements. Even in the current economic environment, a shrinking qualified workforce combined with future retirements requires a strategic focus on the county's ability to recruit and retain a highly-skilled workforce. Classification and Compensation provides the pay and job classification frameworks that facilitate external competitiveness, ensure internal equity, promote employee retention and support career growth.

The Classification and Compensation team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed as documented in position descriptions. The unit also researches labor market pay range data for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Talent Development provides or coordinates all countywide training including: employee, management and supervisory development, including the Multnomah Leadership Academ; diversity awareness and skills building; and technology training and policy or process-focused learning opportunities.

The Countywide Training Needs Survey informs training offerings. Talent Development develops training options by using the survey findings, as well as core competencies and job skills aligned with the employee performance management system to develop training options. This comprehensive system is essential to build and monitor individual employee accountability and support the achievement of organizational program goals.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of positions reviewed as a result of class/comp studies.	437	350	344	325
Outcome	Percent of total positions reclassified, revised, updated.	15.0%	13.0%	13.0%	12.7%
Output	# of positions reviewed as a result of individual requests.	219	250	260	250
Output	Number of Countywide training class attendees.	4,008	4,500	4,500	4,500

Performance Measure - Description

The percentage of all positions re-classed, revised, or updated as a result of classification or compensation review indicates County positions better aligned to current competitive job market factors, such as technology changes, regulatory requirements, and the inability to fill vacancies and/or impact on essential public services.

Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,180,684	\$0	\$1,237,271	\$0
Contracts	\$136,803	\$0	\$182,720	\$0
Materials & Supplies	\$30,314	\$0	\$35,089	\$0
Internal Services	\$321,920	\$0	\$344,898	\$0
Total GF/non-GF:	\$1,669,721	\$0	\$1,799,978	\$0
Program Total:	\$1,669,721		\$1,799,978	
Program FTE	9.50	0.00	9.60	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last year this program was: #72017, Central HR Services

Reduce HR Analyst Sr. to .50FTE and addition of .60FTE HR Tech within department GF constraint.

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Innovative/New Program

Related Programs: 72017A

Program Characteristics:

Executive Summary

The Central Human Resources Strategic Plan includes Equitable and Empowering Practices and Workforce Development as two of the four primary goals identified and prioritized by county leaders and stakeholders. This scaled offer increases capacity to provide expanded management and supervisory development, and resources to partner with the Office of Diversity and Equity for the countywide implementation of the Equity and Empowerment Lens.

Program Description

The Equity and Empowerment Lens embodies social responsibility as a quality improvement process and tool. Implementation of the Lens provides a structured, rigorous evaluative focus on the organizational conditions, context and methods used to develop county policies and operations.

Increased capacity enables Talent Development to support the Office of Diversity and Equity with the implementation and adoption of the Equity and Empowerment Lens within all departments' policies, practices and programs. Supports and resources include:

- Orientation and continuous education for Equity Facilitators, cohorts of employees drawn from all departments who are charged with implementing the Equity and Empowerment Lens at the department level.
- Establish and support Community of Practice for Equity Facilitators group, to foster continuous social collaborative learning to effectively and courageously promote equity and eliminate institutional barriers and bias in county programs, policies, and practices.
- Increase number of training courses of "Leveraging our Diversity, Nurturing our Excellence," and expand diversity learning opportunities delving deeper into the challenges of equity and social justice for all employees.

Data from the last two County Employee Surveys indicate that over 30% of employees are dissatisfied with the quality of supervision they receive. They lack guidance, feedback, and developmental planning. In the last year Talent Development has implemented a successful classroom-based Supervisory Learning Series, but its scope is limited.

Increased capacity enables Talent Development to support Central Human Resources' focus and coordinated emphasis on workforce development and succession planning. Supports and resources for management and supervisory development include: evidence-based 360-degree assessment, customized developmental and professional growth planning, and ongoing performance consultation. Similar to the Multnomah County Leadership Academy for future leaders, additional resources for management and supervisory development will strengthen and build current expertise and skills.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Equity Facilitators trained to implement Equity and Empowerment Lens	0	0	15	40
Outcome	% of managers and supervisors receiving assessment, growth plan, consultation.	0.0%	0.0%	0.0%	5.0%
Output		0	0	0	0

Performance Measure - Description

Train, coordinate, and oversee two cohorts of 20 employees each to facilitate and advance the Equity and Empowerment Lens.
Provide evidence-based management and supervisor development to 30 front-line supervisors and mid-level managers selected by their departments.

Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$134,499	\$0
Total GF/non-GF:	\$0	\$0	\$134,499	\$0
Program Total:	\$0		\$134,499	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last year this program was:

This is a scaled offer to #72017 Central HR Services

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the County. This program manages 10 labor contracts, representing 85% of the County workforce.

Program Description

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during the last round of negotiations in achieving staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload, it does better support Labor Relations and department management staff to focus and prepare for each labor agreement.

Forums such as Employee Relations Committee and Employee Benefits Team along with tools such as negotiated memoranda create the foundation of open communication, clear and accessible decision making, and collaborative problem solving needed to achieve uniform labor/management practices throughout the County.

Labor Relations:

- Leads collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
- Guides development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
- Ensures consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies.
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem-solving.
- Maintains and develop personnel rules and administer the county's drug and alcohol testing process.
- Coordinates countywide layoff activities and the merit council appeals process.
- Manages the Unemployment Claims process; and
- Ensures compliance with federal, state, local laws, rules, regulations and labor agreements, and communicates, trains, and coaches supervisors, managers, and department human resources units on these requirements

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Labor disputes.	125	180	120	170
Outcome	Percentage of labor disputes settled collaboratively.	93.0%	90.0%	90.0%	90.0%

Performance Measure - Description

Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. The resolution of labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. The alternative is an external arbitrator imposing a decision binding on all parties.

Legal/Contractual Obligation

Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$737,159	\$40,868	\$778,572	\$43,767
Contracts	\$19,151	\$0	\$22,540	\$0
Materials & Supplies	\$12,641	\$0	\$13,350	\$0
Internal Services	\$159,593	\$0	\$159,594	\$7,125
Total GF/non-GF:	\$928,544	\$40,868	\$974,056	\$50,892
Program Total:	\$969,412		\$1,024,948	
Program FTE	5.60	0.25	5.60	0.25
Program Revenues				
Fees, Permits & Charges	\$0	\$40,868	\$0	\$50,892
Total Revenue:	\$0	\$40,868	\$0	\$50,892

Explanation of Revenues

This offer is supported primarily by County General Fund with 0.25 FTE Labor Relations Manager personnel costs charged to Risk Fund.

Significant Program Changes

Last year this program was: #72018, Central HR Labor Relations

A currently budgeted HRM 1 position is transferred from Program Offer 72018 Labor Relations to 72016 Central HR Administration.

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

Program Description

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of employee claims.	404	590	754	525
Outcome	Percentage of claim appeals found in the County's favor.	61.0%	65.0%	70.0%	66.0%
Output	Number of appeals.	28	13	20	18

Performance Measure - Description

It is the County's goal to support maximum benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appeals found in the County's favor means a lower expense and lower risk to the County.

Legal/Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010, Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$25,672	\$0	\$27,501
Materials & Supplies	\$0	\$1,826,429	\$0	\$1,521,475
Internal Services	\$0	\$4,221	\$0	\$4,275
Total GF/non-GF:	\$0	\$1,856,322	\$0	\$1,553,251
Program Total:	\$1,856,322		\$1,553,251	
Program FTE	0.00	0.15	0.00	0.15
Program Revenues				
Fees, Permits & Charges	\$0	\$1,856,322	\$0	\$1,553,251
Total Revenue:	\$0	\$1,856,322	\$0	\$1,553,251

Explanation of Revenues

Unemployment claims are funded by assessing a rate based on 0.5% of monthly payroll for each department.

Significant Program Changes

Last year this program was: #72019, Central HR Unemployment

Lead Agency: County Management

Program Contact: Travis Graves

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Employee Benefits and Wellness Program provides comprehensive health plan coverage, life insurance options and disability benefits for over 10,000 eligible individuals, including employees, their spouse or domestic partner, dependent children and retirees. The Program also includes a Wellness component, which promotes and supports a healthier workforce, retirees and their family members by providing a wide variety of affordable activities and services addressing proper nutrition, weight control, fitness and stress management.

Program Description

Internal administration of the Benefit Programs supports the County's unique business and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws and mandates.

The Benefits Program consults and coordinates with all County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produce user friendly benefit communication/educational materials, and act as an effective liaison between employees and benefit providers to facilitate problem resolution. The program works closely with County labor and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, enhanced employee retention, and increased employee morale and productivity. Program offerings can be tailored to address the specific health needs of our population as targeted by health plan statistics: weight reduction, stress management, women's health, and cardiovascular health. The program offers a broad range of services to employees including convenient access to commercial grade fitness equipment, affordable on-site fitness classes tailored to work schedules, a library of wellness related subject matter and incentives program for weight loss.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Medical plan annual member count	12,576	11,500	12,600	12,600
Outcome	Enrollment in Wellness sponsored activity	23,872	21,000	24,000	25,000
Efficiency	County's monthly per employee benefit cost - rate of increase	4.5%	4.4%	4.5%	4.5%

Performance Measure - Description

Output: Reports total number of members enrolled in health plan coverage at some point during the plan year. This includes employees, retirees, COBRA participants and dependents from all three. The FY year member count reflects the prior year experience.

Outcome: Reports number of individual visits to County Wellness Fitness Center sites, plus participation in specific classes or other offered programs (for example Wellness mini-grants, breast pump loan, weight loss subsidy).

Efficiency: Actual dollar costs per FTE FY 2011 \$1,080, FY 2012 \$1,128, FY 2013 \$1179. New federal benefit requirements will likely cause cost increases over the next few implementation years. Four-year national average increase has been 6.20%.

Legal/Contractual Obligation

County labor contracts contain benefit mandates for active and retired members. Benefits are governed by a variety of federal/state/local laws and agencies, including Internal Revenue Service (IRS), Dept of Labor (DOL), Dept of Health and Human Services (HHS), COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, Genetic Information Nondiscrimination act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), CHIP, as well as civil rights and Equal Employment Opportunity laws.

Labor contracts require transit pass be provided by employer. OAR Chapter 340, Div 12 requires employers to make a good faith effort to provide incentives for employees to potentially reduce commute trips to worksites by 10% within 3 years. To meet this requirement, County assists DEQ with their bi-annual survey to determine current commute methods, then follows DEQ approved plan to meet target reductions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$23,413	\$1,220,538	\$0	\$1,555,238
Contracts	\$3,192	\$1,253,000	\$0	\$1,272,000
Materials & Supplies	\$654	\$79,566,946	\$0	\$81,072,436
Internal Services	\$3,824	\$310,319	\$0	\$337,524
Total GF/non-GF:	\$31,083	\$82,350,803	\$0	\$84,237,198
Program Total:	\$82,381,886		\$84,237,198	
Program FTE	0.20	11.17	0.00	13.37
Program Revenues				
Fees, Permits & Charges	\$0	\$73,908,442	\$0	\$75,721,872
Other / Miscellaneous	\$0	\$8,442,361	\$0	\$8,515,326
Total Revenue:	\$0	\$82,350,803	\$0	\$84,237,198

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage, benefit administration charge (0.90% of gross payroll), employee payroll deductions (both pre and post tax) for benefit plan participation, premium payments from retirees and COBRA participants, operational refunds/rebates/performance guarantee penalties from vendors, tax credits due to Federal and State subsidies, revenues from parking garage fees (applied to Wellness program only), fees paid by Wellness program participants. Revenues collected under 705210 pay for expenses recorded under 705200, 705211, 705212, 705213, 705216, 705217, 705218, 705230, 705240, 705245.

Significant Program Changes

Last year this program was: #72020, Central HR Employee Benefits

An additional 0.2FTE of the HR Director position is transferred to Program Offer 72020 Central HR Employee Benefits due to increase oversight of Risk Fund services.

Addition of 2.0 FTE, an HR Manager 2 and an HR Tech, to expand the Wellness Program in FY 2013 continues in FY 2014. Both positions are within the Risk Fund.

Lead Agency: County Management

Program Contact: Randy Walruff

Program Offer Type: Administration

Related Programs: 72024, 72025A, 72026, 72027, 72028, 72029, 72030, 72031, 72032, 72033, 72034, 72035, 72037, 72038

Program Characteristics:

Executive Summary

The Division of Assessment Recording & Taxation (DART) Administration Program performs the Assessor and Tax Collector functions required by statute and manages all Property Tax Collection and Property Tax Assessment functions as well as certain County Clerk functions (Recording, Marriage Licenses, Domestic Partnerships, and Board of Property Tax Appeals); monitors all processes for statutory compliance, certifying the property tax roll for collection, maintaining values on over 340,000 property tax accounts and collection and distribution of over \$1.2 billion in property taxes; provides leadership and strategic direction; plans, manages, directs, and coordinates the activities of the division; provides fiscal and operational oversight; employee development and performance management, tactical/resource planning, program measurement and evaluation and process/technology improvements.

Program Description

DART Administration program performs the duties of the County Assessor including certifying the property tax roll for collection, maintaining Real Market Value on over 340,000 real and personal property accounts, and capturing/calculating Measure 50 "exception value" defined as new construction, renovation or remodeling which increases total Assessed Value of taxing districts. It also performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.2 billion in property taxes.

DART Administration plans, manages, directs, and coordinates the activities of the division; is responsible for strategic direction, policy development, financial planning, employee development and performance management, tactical/resource planning, program measurements and evaluation, work plans, continuity of operations planning, and process/technology improvements, including the new Assessment and Taxation System. Administration monitors statutory compliance, oversees over 500,000 customer service interactions, provides internal and external communications, prepares and submits the annual County Assessment Function Funding Account (CAFFA) Grant Document and Annual Appraisal Work Plan to the Oregon Department of Revenue. Administration supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules.

This Program ensures the collection of property taxes in a timely manner that is fair & equitable to all taxpayers and maintains accurate, accessible property ownership records and property descriptions that are used in the production of county property tax maps. The Program provides quality customer service to taxpayers. DART has taken steps toward achieving CAP Item #18-8 Local Government Operations, by increasing use of e-files and e-business, and participation in waste recycling efforts, leading to an overall reduction in paper use and paper waste and contributing to a reduced facilities footprint.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total Number of Property Tax Accounts Administered	339,698	341,000	340,436	341,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100.0%	100.0%	100.0%	100.0%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	5.3%	5.0%	5.0%	5.0%
Efficiency	Cost of Collection per Account (in Dollars)	3	3	3	3

Performance Measure - Description

The percent of required compliance reports received and accepted by the Department of Revenue (Grant document, Appraisal Plan, Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 5% of total DART operating program expenditures. FY 2012 was 5.3%. FY 2013 estimated is 5%. FY14 estimated is 5%. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts. FY 2012 was \$3.23; FY 2013 estimated is \$3.59. FY14 is estimated to be \$3.59.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue(DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$550,532	\$0	\$607,812	\$0
Contracts	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$141,508	\$0	\$157,901	\$0
Internal Services	\$116,627	\$0	\$102,607	\$0
Total GF/non-GF:	\$810,667	\$0	\$870,320	\$0
Program Total:	\$810,667		\$870,320	
Program FTE	6.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$85,000	\$0
Intergovernmental	\$147,064	\$0	\$173,610	\$0
Total Revenue:	\$227,064	\$0	\$258,610	\$0

Explanation of Revenues

Intergovernmental Revenues: Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$165,110 allocated to the DART Administration Program. \$8,500 in Inter-Governmental revenue is for reimbursement from other local governments for registration fees for participation in International Association of Assessing Officers (IAAO) training workshops sponsored by and held on site at Multnomah County.

Program General Fund Revenue of \$85,000 is from document recording fees allocated to County Assessment and Taxation Programs, and includes 5% of the \$10 per document Recording Fee for the maintenance of county property tax systems. The Document Recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents being recorded. The annual estimated fee revenue is based upon historical trends. [The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the State Dept of Revenue for deposit into the County Assessment Function Assistance Account.]

Remaining Program support is from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72023, Div of Assessment, Recording & Taxation Administration

Position was reclassified Data Analyst Sr to Property Appraiser 2 and transferred to Residential Appraisal (72034). Net Change -1.00 FTE from FY13 to FY14

Lead Agency: County Management

Program Contact: Gary Bartholomew

Program Offer Type: Existing Operating

Related Programs: 72023, 72025A, 72026, 72027, 72028, 72035, 72037

Program Characteristics:

Executive Summary

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program is the first primary point of contact for DART customers at the public counter, through the organization's incoming phone system, by email and via online chat.

Program Description

The Customer Service program responds to approximately 90,000 telephone inquiries and 30,000 walk-in customers annually (which includes approximately 18,000 reported in the County Clerk Function Program Offer). Staff process tax payments, sell copies of records and provide general information on behalf of the organization. Property owners, taxpayers and citizens in general have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spend several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50 million dollars annually. The Customer Service office, Recording office and Public Research Room were integrated in 2012 thereby improving efficiency and quality of service delivery. Additional improvements from technology updates included an electronic customer queuing system and an online chat tool. Further improvements are expected from a new assessment and taxation system scheduled for 2014.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of counter transactions	40,743	30,000	35,000	37,000
Outcome	Average number of transactions per cashier	4,074	3,200	3,600	3,800
Output	Number of phone calls received and answered	75,015	90,000	90,000	85,000
Outcome	Average number of phone calls per operator	6,251	6,500	6,500	6,500

Performance Measure - Description

"Number of counter transactions" includes both computer-generated statistics from the operating systems used in Customer Service and statistics from staff production reports. The system tracks revenue generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and copies of various records. Staff production reports track routine, non-payment transactions. An additional 10% was added to the production report statistics for transactions that may not have been tracked.

Legal/Contractual Obligation

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$722,499	\$0	\$750,465	\$0
Materials & Supplies	\$11,685	\$0	\$16,744	\$0
Internal Services	\$238,396	\$0	\$218,957	\$0
Total GF/non-GF:	\$972,580	\$0	\$986,166	\$0
Program Total:	\$972,580		\$986,166	
Program FTE	9.30	0.00	9.30	0.00
Program Revenues				
Intergovernmental	\$273,017	\$0	\$306,520	\$0
Total Revenue:	\$273,017	\$0	\$306,520	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$306,520 allocated to DART Customer Service Program. Remaining Customer Service Program support is provided by General Fund revenues.

Significant Program Changes

Last year this program was: #72024, DART Customer Service
 OA2 position transferred from Personal Property (#72031) to Customer Service Program. Position reclassified from A&T Technician 1 to Property Appraiser 2 and portion allocated to Customer Service in FY13 (.50 FTE) was transferred to Residential Appraisal (#72034). Tech 2 position formerly allocated to Customer Service, was partially allocated (.50 FTE) to County Clerk Function (#72025). No net change in FTE overall from FY13 to FY14.

Lead Agency: County Management **Program Contact:** Gary Bartholomew
Program Offer Type: Existing Operating
Related Programs: 72023, 72024, 72026, 72028, 72030, 72031, 72032, 72033, 72034, 72035, 72037
Program Characteristics:

Executive Summary

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA).

BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

Program Description

Recording is the process of registering legal documents, thus making them a matter of public record. These documents are primarily related to real property transactions. The recording process requires staff to review every document for statutory compliance. The processes for Recording, Marriage Licenses, Domestic Partnership Registrations and Passport Applications include the collection of statutory fees. With the exception of Passport Applications, the creation and maintenance of general indexes and production of microfilm preserved for permanent retention is a statutory requirement.

For FY 2012, 154,514 documents were recorded, 6,410 Marriage Licenses were processed, 395 Domestic Partnership Registrations were issued and 2,503 Passport Applications were accepted. Last year 1,919 BoPTA appeals were processed. All areas within the County Clerk Functions program provide direct customer service by responding to telephone inquiries and walk-in customers. The Recording office assists approximately 15,000 customers at the counter annually and responds to an estimated 15,000 phone inquiries. The Marriage Licenses and Domestic Partnership section assists approximately 18,000 customers at the counter annually and responds to a high volume of calls that are reported within the Customer Service total of approximately 90,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 thereby improving efficiency and customer service. The Recording Office, Customer Service Office and Public Research Room were integrated in 2012 which improved efficiency and quality of service delivery. Additional improvements from technology updates included an electronic customer queuing system, an online chat tool and an upgraded customer PC menu and services. Additional improvements for 2013 include further digitization of records and a new search engine for PC's used by customers.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Marriage Licenses Issued	6,410	6,300	6,300	6,300
Outcome	Number of Accurately Processed Licenses	6,290	6,250	6,250	6,200
Output	Number of Documents Recorded	154,514	170,000	175,000	175,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	4	5	5	5

Performance Measure - Description

The "Number of Accurately Processed Licenses" is the number of licenses which the State of Oregon (Office of Vital Statistics) reviewed and found to be 100% accurate. The remaining licenses were returned to the county by the state for minor corrections. The "Average Number of Business Days to Return Original Recorded Documents" is a measure of compliance with the statutory requirement that documents be returned within 10 business days.

Legal/Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntarily register as domestic partners. Additional statutes pertaining to this program are found in ORS 106, 107,409,432 (marriage/state domestic partnerships); ORS 86, 87,93,100 (requirements for recording); and ORS 306 and 309 (Board of Property Tax Appeals). Guidelines for the acceptance of Passports are set by the US Department of State. Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the Dept of Revenue determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable level to perform their functions. Any reduction to the BoPTA portion of this Program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$930,593	\$0	\$967,138	\$0
Contracts	\$537,898	\$0	\$87,175	\$0
Materials & Supplies	\$92,515	\$0	\$90,850	\$0
Internal Services	\$310,976	\$0	\$272,319	\$0
Capital Outlay	\$8,000	\$0	\$0	\$0
Total GF/non-GF:	\$1,879,982	\$0	\$1,417,482	\$0
Program Total:	\$1,879,982		\$1,417,482	
Program FTE	12.00	0.00	12.00	0.00
Program Revenues				
Fees, Permits & Charges	\$4,817,000	\$0	\$5,085,750	\$0
Intergovernmental	\$35,183	\$0	\$39,500	\$0
Other / Miscellaneous	\$456,636	\$0	\$0	\$0
Total Revenue:	\$5,308,819	\$0	\$5,125,250	\$0

Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence fund, and \$10 to Court Conciliation Services. Fees are charged for certified copies of licenses. The General Fund portion of marriage licenses/DP registrations and copy fees is estimated at \$257,500. The County collects a \$25 fee for accepting each Passport application, estimated at 2,500 passport applications for FY14, or \$62,500 GF revenue. Fees are collected for the recording of documents for: the Corner Preservation Fund; the State DOR for the Housing & Community Services Dept for housing related programs, the Oregon Land Information Systems Fund (OLIS), and the County Assessment Function Funding Assistance (CAFFA) Account in support of Assessment & Taxation functions; and the Oregon State Treasurer for the Foreclosure Avoidance Mediation Fund. A portion of some recording fees is credited to the County Clerk Fund for purposes described in ORS 205.320(18) and is estimated at \$155,750 for FY14. Remaining recording page fees of \$4,560,000 and Document Copy Fees of \$50,000 are retained by the County Gen Fund as Recording Program revenues.

BoPTA is supported by participation in the Oregon Dept of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, providing reimbursement of approximately 25% of BoPTA program expenditures. Multnomah County estimated share of CAFFA is \$3,950,000 for FY14, with \$39,500 allocated to BoPTA, with remaining support from the General Fund.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72025A, DART County Clerk Functions

Position reclassified from A&T Technician 1 to Property Appraiser 2 and .50 FTE portion that was allocated to County Clerk in FY13, was transferred to Residential Appraisal(#72034)for FY14. Another position was partially allocated from Customer Service (72024) to County Clerk Functions for FY14. No net change from FY13 to FY14.

Lead Agency: County Management

Program Contact: Gary Bartholomew

Program Offer Type: Existing Operating

Related Programs: 72023, 72025A

Program Characteristics: One-Time-Only Request

Executive Summary

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

A portion of fees on recorded documents is dedicated to Records Storage and Retrieval Systems for the County Clerks. Under GASB #54, these funds are restricted, and per Oregon Revised Statute 205.320(18) the funds are to be used for acquiring storage and retrieval systems, and maintaining and restoring records as authorized by the County Clerk.

This Scaled Offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund, and which are to be used during FY14 for services to continue conversion of historical recorded documents and other county clerk records to digital format.

Program Description

This Program will achieve the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format. In the past, these records have been available to the public in DART's on site public research room. A portion of the recorded document records are in digital format and are available in electronic format through on site access terminals. The digitization of the historical records will improve access to a large portion of public records, providing for more efficient service delivery methods. In addition, by converting records to digital/electronic format, the County is positioned to no longer rely upon antiquated microfilm and microfiche equipment, and to provide for optimal space utilization.

The Program aligns the organization to relocate a large portion of the public records currently in a public research room into DART's newly consolidated Customer Service Office, by providing public records in electronic format accessible via web-based portals. This comprehensive approach provides improved service delivery for access to public records.

This scaled Program Offer utilizes unspent restricted revenues for the County Clerk that reside within the General Fund, for services to convert historical recorded documents and other county clerk records to digital format. In FY13 a portion of the records were digitized and made available in electronic format via a new web-based access portal. The carryover of unspent funds provides for further digitization of additional records, and services to prepare the records for access via the web-based search engine for PC's used by customers in the DART Customer Service Office.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320 (18) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems, and maintaining and restoring records as authorized by the County Clerk.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$17,569	\$0
Contracts	\$0	\$0	\$324,083	\$0
Materials & Supplies	\$0	\$0	\$11,348	\$0
Capital Outlay	\$0	\$0	\$8,000	\$0
Total GF/non-GF:	\$0	\$0	\$361,000	\$0
Program Total:	\$0		\$361,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$361,000	\$0
Total Revenue:	\$0	\$0	\$361,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$361,000, represents unspent "restricted revenues", and is a portion of recording fees dedicated to the County Clerk that reside in the general fund. Under GASB #54, these funds are restricted pursuant to Oregon Revised Statute 205.320 (18).

Significant Program Changes

Last year this program was: #72025B, DCM DART County Clerk

Lead Agency: County Management

Program Contact: Gary Bartholomew

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72025A, 72028, 72030, 72032, 72033, 72034, 72035, 72037

Program Characteristics:

Executive Summary

The Ownership Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfers to take place. The Ownership Program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff, both on the phones and at the public counter.

Program Description

The Ownership Program updates and maintains the ownership and property description for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live in 2014 is expected to further increase efficiencies.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Ownership Changes Processed	25,894	25,000	27,000	27,000
Outcome	Average Number of Days to Complete Ownership Changes	2	2	2	2

Performance Measure - Description

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation).

The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff by logging both the date the work is begun and the date of completion. Those numbers are then combined and divided by the actual number of working days in the fiscal year.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205,222,308,457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$318,267	\$0	\$333,342	\$0
Contracts	\$0	\$0	\$1,474	\$0
Materials & Supplies	\$2,583	\$0	\$2,686	\$0
Internal Services	\$79,029	\$0	\$77,728	\$0
Total GF/non-GF:	\$399,879	\$0	\$415,230	\$0
Program Total:	\$399,879		\$415,230	
Program FTE	4.20	0.00	4.20	0.00
Program Revenues				
Intergovernmental	\$123,491	\$0	\$138,645	\$0
Total Revenue:	\$123,491	\$0	\$138,645	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$138,645 allocated to DART Ownership Program. Remaining Ownership Program support is provided by General Fund revenues.

Significant Program Changes

Last year this program was: #72026, DART Ownership

Lead Agency: County Management

Program Contact: Gary Bartholomew

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72030, 72031, 72035, 72037, 72038

Program Characteristics:

Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from interest on past due taxes is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

Program Description

The Tax Revenue Management Program sends property tax statements, collects current and delinquent real and personal property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts, and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. 370,000 tax statements are sent annually and \$1.25 billion in property taxes is levied for collection. Approximately 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program continuously monitors service delivery options available for possible enhancements. Tax statement printing costs have been significantly reduced through streamlining and outsourcing. Payment processing hardware and software is currently being replaced and is expected to result in cost savings and efficiencies. Customer use of electronic payment continues to increase. Credit card options and payment by phone have been implemented. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Legislation (2013) is being proposed for efficiencies and improvements. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system scheduled to go live in 2014 is expected to increase efficiency and customer service.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Property Tax Statements Issued	360,639	370,000	365,000	365,000
Outcome	Percentage of Current Year Property Taxes Collected	96.9%	97.2%	97.2%	97.2%
Outcome	Tax Collected Via Electronic Payment (in Dollars)	44,519,075	55,000,000	50,000,000	55,000,000

Performance Measure - Description

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A& T) staffing. The DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue. The County as an agent of the State carries out the functions under ORS 446.566 to ORS 446.646 related to mobile home ownership document transactions and trip permits.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,007,683	\$0	\$1,056,447	\$0
Contracts	\$146,900	\$0	\$142,925	\$0
Materials & Supplies	\$125,276	\$0	\$61,494	\$0
Internal Services	\$457,758	\$0	\$459,329	\$0
Total GF/non-GF:	\$1,737,617	\$0	\$1,720,195	\$0
Program Total:	\$1,737,617		\$1,720,195	
Program FTE	11.50	0.00	11.50	0.00
Program Revenues				
Fees, Permits & Charges	\$384,400	\$0	\$402,800	\$0
Intergovernmental	\$338,106	\$0	\$379,595	\$0
Other / Miscellaneous	\$250	\$0	\$500	\$0
Total Revenue:	\$722,756	\$0	\$782,895	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$379,595 allocated to DART Tax Revenue Management Program.

Program revenues of \$403,300 are from service fees, including foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, manufactured structure ownership transfer fees and trip permit fees, and miscellaneous tax collection and copy fees. Service fees are required by Oregon Revised Statutes and County Fee Ordinance, and may vary in volume depending upon economic influences, and some are linked to the volume of delinquent property taxes. The County serves as an agent of the State, and pursuant to an IGA, accepts payment on behalf of the State for mobile home ownership document transactions (\$55) and trip permits (\$5). The County is allowed to retain \$30 for each ownership document transaction completed, and all of the trip permit fees collected; total annual fees vary by volume of transactions. Exemption late filing fees may vary depending upon the timeliness of applications each year. The volume of service fees and other revenues is based upon historical averages. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last year this program was: #72027, DART Tax Revenue Management

Lead Agency: County Management

Program Contact: June Tilgner

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72025A, 72026, 72030, 72033, 72034, 72035, 72037

Program Characteristics:

Executive Summary

The Division of Assessment, Recording and Taxation (DART) GIS & Parcel Management program creates and maintains official county maps for property taxation purposes, maintains the base map for the County's Geographic Information System (GIS), maintains property information and property tax roll descriptions, and provides direct customer service to property owners, taxpayers and the community.

Program Description

The GIS & Parcel Management program maintains up-to-date accessible property descriptions, county property tax maps and GIS. Current ownership and timely created accounts ensure that the correct owner is assessed the correct amount thus ensuring the tax is distributed as equitably as possible.

The program is responsible for maintaining accurate tax maps used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings. Program staff develop databases that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of New Tax Roll Accounts Created	0	615	447	500
Outcome	Average Number of Changes per FTE	0	6,488	4,565	6,200
Output	Number of Mapping & Tax Roll Changes	0	45,400	41,560	45,000

Performance Measure - Description

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. There has been a significant decrease in the volume since FY 2009 and has continued through FY 2013. The number of Mapping & Tax Roll Changes includes audits and data clean-up activities that have taken place this year.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227,271 , 274,275, 306-308, 312,368, 457, 477,and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance"(CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that staffing is at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$418,664	\$0	\$401,534	\$0
Contracts	\$3,000	\$0	\$5,000	\$0
Materials & Supplies	\$45,456	\$0	\$45,530	\$0
Internal Services	\$77,578	\$0	\$77,303	\$0
Total GF/non-GF:	\$544,698	\$0	\$529,367	\$0
Program Total:	\$544,698		\$529,367	
Program FTE	5.20	0.00	4.15	0.00
Program Revenues				
Intergovernmental	\$122,084	\$0	\$137,065	\$0
Total Revenue:	\$122,084	\$0	\$137,065	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$137,065 allocated to DART GIS & Parcel Management Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72028, DART GIS & Parcel Management GIS Cartographer Sr position reclassified to Sr Data Analyst and transferred to DART Application Support Program (#72037) to provide support for A&T Software System. Sr Manager position allocation to program reduced by .05 FTE, which was transferred to Assessment Performance Analysis Program (#72029). Net reduction of 1.05 FTE from FY13 to FY14.

Lead Agency: County Management

Program Contact: June Tilgner

Program Offer Type: Existing Operating

Related Programs: 72023, 72030, 72031, 72032, 72033, 72034, 72035, 72037

Program Characteristics:

Executive Summary

The Assessment Performance Analysis Unit, within the Division of Assessment, Recording and Taxation (DART) is responsible for annual adjustments to Real Market Value resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio Study as required by statute.

Program Description

The Assessment Performance Analysis Unit links to DART appraisal and other programs and their contributions. Appraisal Data Analysts analyze sales, trends and other market data used to monitor, maintain and report valuation performance regarding Residential, Commercial, Multi-Family, and Industrial Appraisal Models. The Analysis Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports the effectiveness of appraisal programs to the Oregon Department of Revenue. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Projects Maintained	13	13	13	13
Outcome	Percentage of Residential Neighborhoods With Equity Compliance	90	90	90	90

Performance Measure - Description

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Residential.

"Residential Equity Compliance" is a measure developed internally to demonstrate the consistency of values among properties in the same neighborhood as valuation models are adjusted. This self-imposed compliance goal is not designed to achieve an ever higher score but instead to prompt deep analysis of value variances that ensures consistent and accurate adjustments to value.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$339,247	\$0	\$352,966	\$0
Materials & Supplies	\$13,595	\$0	\$14,970	\$0
Internal Services	\$41,461	\$0	\$46,168	\$0
Total GF/non-GF:	\$394,303	\$0	\$414,104	\$0
Program Total:	\$394,303		\$414,104	
Program FTE	3.20	0.00	3.15	0.00
Program Revenues				
Intergovernmental	\$92,530	\$0	\$103,885	\$0
Total Revenue:	\$92,530	\$0	\$103,885	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$103,885 allocated to DART Assessment Performance Analysis Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72029, DART Assessment Performance Analysis

Removed allocation of .20 FTE Chief Appraiser position (transferred to Residential Appraisal (#72034) and Commercial Appraisal (#72033)). Added allocation of .15 FTE Sr Manager position to the program for FY14. Net Reduction of .05 FTE from FY13 to FY14.

Lead Agency: County Management

Program Contact: Sally Brown

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72025A, 72026, 72027, 72028, 72029, 72031, 72032, 72033, 72034, 72035, 72037, 72038

Program Characteristics:

Executive Summary

Special Programs, within the Division of Assessment Recording & Taxation (DART), is responsible for processing applications relating to property tax exemptions or special assessments. Exempt properties are monitored by the program for continued qualification. Additional tax roll responsibilities include creating new tax accounts, processing corrections and verifying correct assessed values. Parcel management responsibilities of Special Programs maintains property information and property tax roll descriptions while providing direct customer service to interested parties.

Program Description

Special Programs manages parcels by updating existing accounts and creating new accounts in various databases and ensures that exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund County programs. Property taxes account for approximately 65% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on timely processing property descriptions, maintaining ownership and creating new accounts and compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation.

The Special Programs Group (SPG) maintains over 5,000 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. In addition, there are over 8,000 accounts with exemption status for various types of organizations, including charitable, fraternal, and religious. SPG is responsible for specially assessed properties, which include farm, forest, historic, and other specially assessed programs mandated by law. Leasehold records are monitored to maintain accurate, taxable values on over 800 accounts where non-exempt tenants lease from exempt government agencies. Approximately five hundred field inspections are performed as part of the program's compliance activities. Staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. This program ensures that exempt and specially assessed property is accurately assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate market values on all property relates to the bonding capacity and general obligation bond tax rates for taxing districts in the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts Reviewed and Processed for Current Tax Roll	8,409	8,400	8,000	8,000
Outcome	Taxable Market Value Re-established to the Roll	475,336,577	325,000,000	500,000,000	500,000,000
Input	Total Exempt Accounts Monitored	37,186	34,450	37,000	37,000
Output	Total Number of Accounts Processed for Prior Tax Roll	2,996	3,000	3,040	3,040

Performance Measure - Description

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,031,906	\$0	\$1,110,835	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$13,413	\$0	\$18,620	\$0
Internal Services	\$171,865	\$0	\$180,390	\$0
Total GF/non-GF:	\$1,217,184	\$0	\$1,309,845	\$0
Program Total:	\$1,217,184		\$1,309,845	
Program FTE	11.30	0.00	11.30	0.00
Program Revenues				
Intergovernmental	\$367,307	\$0	\$412,380	\$0
Total Revenue:	\$367,307	\$0	\$412,380	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$412,380 allocated to DART Property Assessment-Special Programs. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last year this program was: #72030, DART Property Assessment Special Programs

Lead Agency: County Management

Program Contact: Rick Teague

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72025A, 72027, 72029, 72030, 72032, 72033, 72035, 72037

Program Characteristics:

Executive Summary

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all taxable Business Personal Property accounts. Personal Property represents 5% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable Personal Property accounts. Oregon Revised Statutes require annual filings from the 23,000 businesses in the county, comprising more than 40,000 accounts. 40% of those accounts are equipment-leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. The focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Non-Leased Accounts Processed, Coded and Valued	22,100	22,000	21,700	21,800
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	2,276	2,200	2,288	2,290
Output	% of Accounts with Captured Asset Listings	67.0%	70.0%	75.0%	75.0%
Output	% of Accounts Filing Electronically	10.0%	12.0%	10.0%	10.0%

Performance Measure - Description

Oregon Revised Statutes requires appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and valued by the third week of September. The Department of Revenue (DOR) annually reviews compliance through the Assessors Appraisal Plan. The DOR's most recent review determined that we are in compliance with standards. Failure to meet these standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. We have increased our focus on improving efficiencies and better utilization of technology. We now capture the annual asset listings from businesses in a database and return them to the business each year for updating. In addition, larger businesses are encouraged to file their asset lists electronically. These take less time to process, reduce our costs, improve our accuracy, and reduce the need for account review.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A& T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A& T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$984,449	\$0	\$1,067,970	\$0
Contracts	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$10,566	\$0	\$12,508	\$0
Internal Services	\$254,700	\$0	\$254,343	\$0
Total GF/non-GF:	\$1,259,715	\$0	\$1,344,821	\$0
Program Total:	\$1,259,715		\$1,344,821	
Program FTE	10.70	0.00	10.70	0.00
Program Revenues				
Intergovernmental	\$314,533	\$0	\$353,130	\$0
Total Revenue:	\$314,533	\$0	\$353,130	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$353,130 allocated to DART Personal Property Assessment Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72031, DART Personal Property Assessment OA2 position was transferred from Personal Property to Customer Service (Program 72024). A Fiscal Specialist Senior and an A&T Technician 1 were transferred from Personal Property to Industrial Appraisal (Program 72032) and reclassified as an Industrial Appraiser and a Property Appraiser 2. Three Data Entry positions were transferred from the Residential Appraisal (Program 72034) to Personal Property. No net change in FTE overall from FY13 to FY14.

Lead Agency: County Management

Program Contact: Rick Teague

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72026, 72029, 72030, 72031, 72033, 72035, 72037

Program Characteristics:

Executive Summary

The Property Assessment-Industrial Program, within the Division of Assessment, Recording and Taxation (DART) is responsible for valuing, appraising and/or maintaining all local and state industrial property. Industrial property represents approximately 5% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 250 county-responsibility industrial properties and maintenance of 440 accounts appraised by the Oregon Department of Revenue. In addition this program is responsible for maintaining Real Market Value and Maximum Assessed Value on 524 billboard accounts. All industrial property owners are required to file industrial property returns annually. A number of industrial plants are physically inspected and audited every year. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. Use of various computer and online tools maximize appraisal efforts. This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Industrial Accounts Maintained	700	700	937	940
Outcome	Assessed Value placed on the Tax Roll (in millions)	2,670	2,670	2,772	2,800
Efficiency	Percentage of Sites Reviewed for Transfer	8.0%	10.0%	20.0%	20.0%

Performance Measure - Description

Oregon Revised Statutes (ORS) requires property appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and values placed on the roll by the third week of September. Failure to meet standards can result

in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control.

Program measures "Accounts Maintained" and "Assessed Value Placed on Roll" include both state and county-responsibility industrial sites in order to better reflect the contribution of this program. The number of Accounts Maintained increased as a result of a statute change requiring industrial machinery and equipment to be listed on their own separate account.

The "Reviewed for Transfer" project began with a list of 75 potentially misclassified sites. Proper classification is required by law and results in more accurate whole plant valuation.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A& T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$721,997	\$0	\$822,142	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$15,595	\$0	\$24,619	\$0
Internal Services	\$99,355	\$0	\$99,558	\$0
Total GF/non-GF:	\$836,947	\$0	\$946,319	\$0
Program Total:	\$836,947		\$946,319	
Program FTE	5.55	0.00	7.55	0.00
Program Revenues				
Intergovernmental	\$222,003	\$0	\$249,245	\$0
Total Revenue:	\$222,003	\$0	\$249,245	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$249,245 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72032, DART Property Assessment Industrial

Increase of 2.00 FTE. In order to gain more control over the valuation of industrial property in Multnomah County, we are taking back from the Department of Revenue, responsibility for valuation of 160 principal or secondary industrial accounts. A Finance Specialist Sr position in Personal Property (Program 72031) was reclassified as an Industrial Appraiser and transferred to Industrial Program. An A&T Technician 1 was transferred from Personal Property (Program 72031) and reclassified it as a Property Appraiser 2.

Lead Agency: County Management **Program Contact:** Richard Deich

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72029, 72030, 72032, 72034, 72035, 72037

Program Characteristics:

Executive Summary

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, small and large multi-family property. Commercial property represents 19% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 22,000 commercial, and multifamily properties. Staff physically inspects and appraises 650 properties annually due to permits having been issued for new construction, remodeling or renovation.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts Appraised	622	550	605	700
Outcome	New Taxable Exception Value in Millions	960	850	840	970
Efficiency	% Automated Recalculation	7.6%	20.0%	7.6%	7.6%
Outcome	% Market Groupings with COD Compliance	73.0%	85.0%	85.0%	85.0%

Performance Measure - Description

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application. The DOR's most recent review as of 2012 determined that this program complies with standards.

Estimates made regarding new taxable value from Measure 50 exceptions are speculative due to the difficulty in predicting market forces. With the real estate market still in recovery, we are focused on physical reappraisal, targeted resource allocation and improved methodology to maximize assessments. The % of Automated Reclaculation actual for FY11-12 at 7.6% was a reduction from FY10-11 actual of 53%, due to the transfer of high rise condominium projects and 5-20 unit apartment complexes from Commercial Appraisal to Residential Appraisal. The number of Accounts appraised in FY11-12 at 622 was less than the original estimated 2,000, due to a change in the method of measuring to reflect a more accurate representation of the number of Accounts Appraised.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,440,588	\$0	\$1,540,208	\$0
Contracts	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$73,931	\$0	\$74,351	\$0
Internal Services	\$203,834	\$0	\$210,608	\$0
Total GF/non-GF:	\$1,748,853	\$0	\$1,855,667	\$0
Program Total:	\$1,748,853		\$1,855,667	
Program FTE	15.30	0.00	14.40	0.00
Program Revenues				
Intergovernmental	\$423,248	\$0	\$475,185	\$0
Total Revenue:	\$423,248	\$0	\$475,185	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$475,185 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72033, DART Commercial Property Appraisal
 Transferred position from Commercial Appraisal to Residential Appraisal (#72034); Chief Appraiser allocation changed from 30% in FY13 to 40% in FY14 +.10 FTE; Net reduction of .90 FTE from FY13 to FY14.

Lead Agency: County Management

Program Contact: Leslie CECH

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72028, 72029, 72030, 72033, 72035, 72037

Program Characteristics:

Executive Summary

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property, residential converted to commercial use, generic commercial use and 5-5 unit multi family apartments. Residential Property represents 62% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 209,400 single family and two-four family properties; 35,400 condominiums; 4,900 manufactured homes; 1,800 floating properties; 2,800 farm/forest deferral properties; 2,200 5-20 multifamily unit properties; and 1,300 business accounts. Staff physically inspects and appraises 7,000 to 8,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 3,000 to 4,000 properties annually discovered through the sales confirmation process as having been significantly improved without apparent issuance of building or trade permits.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Accounts Appraised	16,019	15,000	15,000	15,000
Outcome	New Taxable Exception Value in Millions of Dollars	322	400	400	400
Efficiency	Accounts Appraised per Appraiser	668	700	700	700
Outcome	% Neighborhoods with COD Compliance	89	98	98	98

Performance Measure - Description

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application. The DOR's most recent review as of 2012 determined that this program complies with standards.

Estimates made regarding new taxable value from Measure 50 exceptions are speculative due to the difficulty in predicting market forces. With the real estate market still in flux, we are focused on physical reappraisal, targeted resource allocation and improved methodology to maximize assessments.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,958,735	\$0	\$3,087,062	\$0
Contracts	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$131,244	\$0	\$120,675	\$0
Internal Services	\$402,285	\$0	\$436,263	\$0
Total GF/non-GF:	\$3,502,764	\$0	\$3,654,500	\$0
Program Total:	\$3,502,764		\$3,654,500	
Program FTE	29.25	0.00	29.35	0.00
Program Revenues				
Intergovernmental	\$862,680	\$0	\$968,540	\$0
Total Revenue:	\$862,680	\$0	\$968,540	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$968,540 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72034, DART Residential Property Appraisal

Small apartments (5-20 units) formerly reported in commercial (72033) are now reported in this program.

One position reclassified from Data Analyst Sr. to Property Appraiser 2 and transferred from Administration(#72023) to Residential Appraisal(#72034)+1.00 FTE; Transferred a position from Commercial Appraisal (#72033) to Residential (#72034) +1.00 FTE; One Position reclassified from A&T Technician 1 to Property Appraiser 2 and transferred from Customer Service & County Clerk (#72024/#72025) to Residential Appraisal (#72034) +1.00 FTE; Three A&T Data Entry Operator positions transferred from Residential to Personal Property (-3.00 FTE); Allocation of Chief Appraiser position changed from 25% in FY13 to 35% in FY14 +.10 FTE. Net Change overall due to above reorganizations from FY13 to FY14 = +.10 FTE

Lead Agency: County Management

Program Contact: June Tilgner

Program Offer Type: Existing Operating

Related Programs: 72023, 72024, 72025A, 72026, 72027, 72028, 72029, 72030, 72031, 72032, 72033, 72034, 72037

Program Characteristics:

Executive Summary

This multi-year system upgrade project was initially approved in the FY 2008 Budget. The Division of Assessment, Recording and Taxation is replacing the outdated Assessment and Taxation system. A request for proposal was published at the end of FY 2008 with the evaluation of proposals, selection of a vendor and contract negotiations proceeding through FY 2009. FY 2010 activities included detailed analysis of the required functionality and the vendor's software application, and defining the programming changes required due to Oregon property tax statutes. In FY 2011 the detailed analysis and definition of programming changes were completed and the vendor started development and data migration. The project's major stages will be completed in FY 2014 with the completion of development, testing of those changes, staff training and implementation of the new software.

Program Description

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and tax distribution. The program mission is to improve property assessment and taxation services to the customers and stakeholders of Multnomah County by replacing existing legacy software with current technology that will include, and enhance, integration with other applications. The new software application will substantially reduce systemic gaps and duplication of data that exists in our current environment. The technology will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, and employ an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replacing the current Assessment and Taxation computer application, to achieve greater operation efficiency and revenue enhancement while maintaining or improving accuracy and compliance for A& T business functions; 2) Reduce costs of targeted operations so that human resources can be more productively used; 3) Improve public visibility, accessibility, and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of A&T System Project Milestones Met	0	1	0	8
Outcome	% of A&T Project Milestones Completed on Time and within Budget	0.0%	100.0%	0.0%	100.0%

Performance Measure - Description

The multi-year project to select and implement a new A& T system has met the following milestones: FY 2008 - Publish RFP; FY 2009 - Evaluate Proposals, Select Vendor and Negotiate Contract; FY 2010-GAP Analysis Start, Design Start, Development Start (a), Server/Oracle Installed, FY 2011 - GAP Analysis Finish, Design Finish, Development Start (b), Data Migration Start, and Integrations Start. The FY 2013 milestones will be carried forward to FY14: Development Finish, Data Migration Finish, System Testing, Training, PC Deployment, Integrations Finish, Go-Live and Post Go-Live Support.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$299,462	\$0	\$239,140
Contracts	\$0	\$1,780,016	\$0	\$1,624,116
Materials & Supplies	\$0	\$1,451,805	\$0	\$1,578,619
Total GF/non-GF:	\$0	\$3,531,283	\$0	\$3,441,875
Program Total:	\$3,531,283		\$3,441,875	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$3,531,283	\$0	\$3,441,875
Total Revenue:	\$0	\$3,531,283	\$0	\$3,441,875

Explanation of Revenues

BWC represents estimated carryover of unspent Fund 2504 project fund balance, and is based upon BWC in FY13, less estimated project expenditures during FY13.

Significant Program Changes

Last year this program was: #72035, DART Assessment & Taxation System Upgrade

Lead Agency: County Management

Program Contact: June Tilgner

Program Offer Type: Support

Related Programs: 72023, 72024, 72025A, 72026, 72027, 72028, 72029, 72030, 72031, 72032, 72033, 72034, 72035, 72038

Program Characteristics:

Executive Summary

Division of Assessment, Recording & Taxation (DART) Applications Support Program supports the applications used by all of the DART's linked programs. Responsibilities include tax roll calculation and certification, tax statement production, requests for information and data files from both internal and external sources and supporting the DART application users.

Program Description

DART's Application Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the DART's business application systems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Requests & Support Activities Completed	2,155	3,500	2,350	3,500
Outcome	% of Requests Associated with Program Revenue	5.0%	4.0%	4.0%	4.0%

Performance Measure - Description

The Number of Requests & Support Activities measures an Activity representing a single request or contact, even if that request is for 5 data files to be created and sent to the client.

The percent of Requests Associated with Program Revenue is also a new measure, indicating the portion of the program's work activities associated with a portion of our revenue.

Legal/Contractual Obligation

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321 . Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined staffing levels are at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$763,679	\$0	\$835,292	\$0
Contracts	\$49,750	\$0	\$56,925	\$0
Materials & Supplies	\$325,157	\$0	\$338,130	\$0
Internal Services	\$163,308	\$0	\$171,502	\$0
Total GF/non-GF:	\$1,301,894	\$0	\$1,401,849	\$0
Program Total:	\$1,301,894		\$1,401,849	
Program FTE	5.80	0.00	6.70	0.00
Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$50,000	\$0
Intergovernmental	\$197,023	\$0	\$221,200	\$0
Total Revenue:	\$267,023	\$0	\$271,200	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of Assessment & Taxation program expenditures, and can vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,950,000 for FY14, with \$221,200 allocated to DART Applications Support Program.

Program revenue of \$50,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72037, DART Applications Support

Position reclassified from GIS Cartographer Sr to Data Analyst Sr and Transferred from GIS & Parcel Management (Program #72028) to DART Application Support (Program #72037) (+1.00 FTE); Program Manager allocation to Program #72037 changed from 80% in FY13 to 70% for FY14 (-.10 FTE); Net Increase of .90 FTE from FY13 to FY14

Lead Agency: County Management

Program Contact: Sally Brown

Program Offer Type: Existing Operating

Related Programs: 72023, 72027, 72030, 72037

Program Characteristics:

Executive Summary

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property inventory. The County's foreclosed property portfolio consists of 277 properties. Every year property is deeded to the county in the fall through Tax Foreclosure, this year the County received 6 properties. Of the current inventory, approximately 77% of the properties are strips of various sizes, 20 % are vacant lots that are mostly irregular in shape and not buildable, and 3% are properties with improvements or structures. Properties are sold at public auction and by entering into private sales with adjacent owners. The inventory is also reduced by transferring properties to government agencies, non-profit housing developers, and non-profit corporations for public use.

Program Description

The County comes into ownership of real property at least once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are placed into the Special Program Group's (SPG) inventory and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they are made available for repurchase to the former owners of record. SPG researches and inspects the properties received to determine highest and best use of the property. To assure this section's fiscal stability the department will identify property to be sold at public auction, private sale or available for donation to governments, non-profit housing sponsors or Open Space Preservation Sponsors.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Properties remaining in Tax Title Inventory	327	345	285	258
Outcome	Properties placed back on the tax roll & into community use	35	30	79	48
Outcome	Revenue disbursed to taxing districts for public use	244,169	371,768	371,768	473,099

Performance Measure - Description

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and set asides are accounted for and the balance of revenue is disbursed to taxing districts.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage & dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. Multnomah County Code Chapter 7 specifically states how tax foreclosed properties are to be managed and the process to be used for disposition.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$110,055	\$0	\$116,479	\$0
Contracts	\$450,788	\$0	\$553,119	\$0
Materials & Supplies	\$35,922	\$0	\$45,890	\$0
Internal Services	\$16,535	\$0	\$15,712	\$0
Total GF/non-GF:	\$613,300	\$0	\$731,200	\$0
Program Total:	\$613,300		\$731,200	
Program FTE	1.20	0.00	1.20	0.00
Program Revenues				
Fees, Permits & Charges	\$567,300	\$0	\$700,300	\$0
Taxes	\$25,000	\$0	\$16,700	\$0
Other / Miscellaneous	\$21,000	\$0	\$14,200	\$0
Total Revenue:	\$613,300	\$0	\$731,200	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle estimated at \$16,700 and interest estimated \$14,200 from contracts and repurchases of tax foreclosed properties.

Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$700,000 for FY14. Fees of \$300 are for transfers of Tax Foreclosed properties and are charged in accordance with County Fee Ordinance.

When program actual revenues exceed the program's operating costs, the excess is distributed to the taxing districts in Multnomah County, in accordance with ORS 275.275, and per formula provided in ORS 311.390.

Significant Program Changes

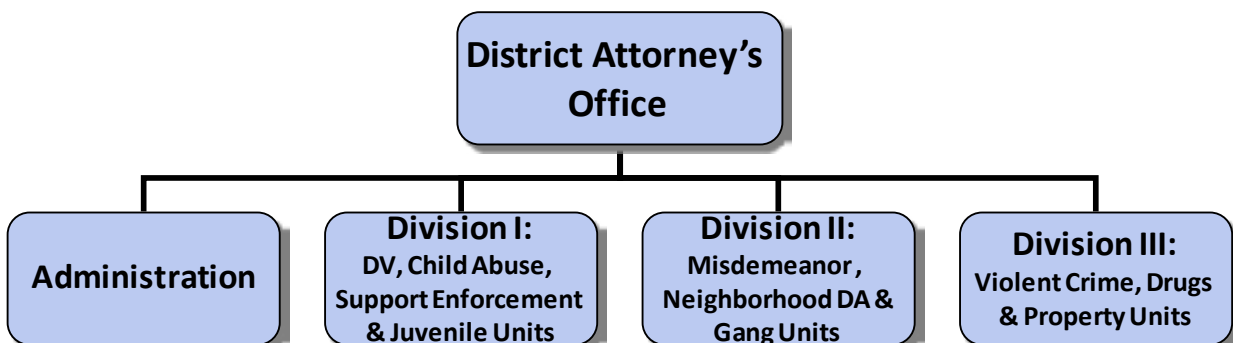
Last year this program was: #72038, DART Tax Title

Department Overview

Prosecution services are the cornerstone of any effective public safety system. The District Attorney's Office reviews and prosecutes criminal cases referred by seven police agencies within the county. It also represents the State of Oregon in cases of juvenile dependency, delinquency, and on matters related to child support.

The Multnomah County District Attorney's Office is committed to the open and balanced administration of justice – one that honors and respects diversity in all of its forms – and works diligently to protect children and victims of crime and maintain timely and appropriate sanctions for offenders who engage in criminal activity. The District Attorney's Office operates under these guiding principles:

- To enforce the Rule of Law by providing fair, equitable, and unbiased prosecution services.
- To be responsive to the needs to our community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to affect positive change by looking at and developing new and innovative programs, best practices, and leveraging technological advancements.
- To find ways at both the adult and juvenile levels to provide education and access to community services to reduce reentry into the criminal justice system.
- To provide the best and most cost effective child support services.



Budget Overview

The District Attorney's Office has a total budget of \$26.6 million, an increase of 3.6% or \$918,000 more than FY 2013.

The General Fund budget is \$20.5 million, which is an increase of 6.5% or \$1.2 million over FY 2013. Most of this increase is due to annual personnel increases. A small portion of the increase is \$183,375 of one-time-only General Fund for the following technology programs:

- DA Tablet Project (15002B) equips all attorneys in the office with tablet computers which will enable them to be more efficient and effective in carrying out their duties inside and outside the courtroom. This program will help modernize the traditionally paper-centric environment.
- Courthouse Wireless Project (15002C) creates a secure wireless network with internet access within the County Courthouse in order to maximize the benefits associated with the DA tablet project.
- Conference Room Technology Enablement (15002D) equips the DA's main conference room with a television and computer for use during meetings, trainings and court-related proceedings.

Funding from other funds is reduced year over year by \$325,400. Most of this decrease is reduced funding from the City of Portland. This loss of funding includes the loss of a 1.00 Victims Advocate at the Gateway Center for Domestic Violence and a 1.00 Deputy District Attorney 2 assigned to the Prostitution Coordination Team.

The FY 2014 budget full time equivalents (FTE) are flat year over year.

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	196.00	193.20	193.20	193.00	(0.20)
Personnel Services	\$20,591,577	\$21,324,938	\$21,721,456	\$22,281,981	\$560,525
Contractual Services	856,870	916,182	882,202	987,656	105,454
Materials & Supplies	2,588,341	3,238,688	3,122,682	3,375,168	252,486
Capital Outlay	<u>19,946</u>	<u>16,558</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$24,056,734	\$25,496,367	\$25,726,340	\$26,644,805	\$918,465

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

Successes:

As with years past, our community continues to experience high levels of gun and gang violence, property crime, drug manufacturing and distribution, and other criminal activity. The District Attorney's Office continues to do a tremendous job of holding the most dangerous offenders accountable while using resources as efficiently and effectively as possible. While budgetary trends of the last five years have placed significant pressure on our staffing levels, we continuously adapt to ensure we are adequately addressing our community's most pressing public safety needs.

Over the course of the last two years, the intersection of mental health challenged individuals and the justice system has been thrust into local and national public safety discourse. In September 2012, in response to increasing numbers of seriously mentally ill offenders interacting with the local justice system and the US Department of Justice's investigation of the Portland Police Bureau, the District Attorney created a "pilot" position – the Mental Health Deputy DA. This position was assigned to conduct civil commitment hearings, Mental Health Court, and to engage in outreach and training. The District Attorney's Office is pleased to have the Mental Health Deputy DA position fully funded in FY 2014 so we can continue our important work in this area.

In late FY 2012, pairing funding from the General Fund and the Oregon Department of Justice, the District Attorney's Office started a Restitution Pilot Project aimed at improving establishment and collection of court ordered restitution. The District Attorney's Restitution Unit has established practices to ensure that victims will have the opportunity to request restitution. Those practices include instituting uniform standards, various checkpoints and statistical gathering mechanisms to prevent folks from falling through the cracks. As a result, the Restitution Unit has more than doubled the rate of victim contact on cases where restitution is at issue. Restitution collections have seen a marked increase in the time since the funding went into effect, seeing a return to 2007, pre-recession collections levels. These efforts have allowed the Multnomah County District Attorney's Office to ensure that victims' constitutional right to prompt restitution is materialized.

Continuing the recent history of success in difficult economic times, the District Attorney's Support Enforcement Division collected over \$30 million in child support, all of which went to helping households in Multnomah County.

Challenges:

Like most departments, the District Attorney's Office is facing budgetary pressure at the federal, state, county, and city level. While the county funding picture looks better for FY 2014 than it has in recent years, only about 80% of the District Attorney's budget comes from the General Fund. The remaining 20% comes from federal, state, and city dollars. Because nearly 85% of the District Attorney's budget goes towards personnel costs, any reduction in revenue often means personnel cuts and/or reductions to important programs. Given the significant role this office plays in keeping our community safe, prioritizing potential cuts in an already strained budgetary environment has proven to be no small task.

Diversity and Equity

The District Attorney's Office is fully committed to workplace diversity and equity, with the goal of providing outstanding service to the many different people and populations within Multnomah County. It is the policy of the District Attorney that all staff and attorneys maintain the highest ethical and professional standards, and that includes acting with regard for the ways in which the justice system impacts different populations. One example of that effort can be seen in our Victims Assistance Program. Our Victims Advocates work hard to eliminate the cultural barriers that can prevent victims from taking advantage of their legal rights and criminal justice processes. That includes being mindful of cultural sensitivities, producing resource-based documents in many different languages, using interpreters and translation services, and partnering with social-service agencies.

In January of 2013, the District Attorney's Office established the Equity, Dignity, and Opportunity Council: Now and For the Future (EDOC) in an effort to renew and rejuvenate its commitment to work in the areas of diversity and equity. The EDOC is a 12 member group which meets weekly, addressing topics relevant to the Office both internally, and through connections to our community. This committee will surely have a positive impact on the District Attorney's work in this area.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$5,251,350	\$806,109	\$6,057,459	39.50
Division I: DV, Child Abuse, Support Enforcement & Juvenile Units	4,151,036	4,413,390	8,564,426	61.00
Division II: Misdemeanor, Neighborhood DA & Gang Units	5,866,869	643,498	6,510,367	50.50
Division III: Violent Crime, Drugs and Property Units	<u>5,240,600</u>	<u>271,953</u>	<u>5,512,553</u>	<u>42.00</u>
Total District Attorney's Office	\$20,509,855	\$6,134,950	\$26,644,805	193.00

Administration

The administrative branch sets policy and provides leadership, coordination, resource allocation, and direction for the Office's three divisions. It also sets policy and provides direction related to work with local law enforcement and social service agencies, local businesses, and the public. Administration includes the following:

- Administrative Services – Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Human Resources – Manages recruitment, payroll, the HR module in SAP, and benefits administration.
- Information Technology – Supports desktop computer systems, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES case management systems; and provides data analysis.
- Finance – Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing and contracts
- Records/Discovery – Fulfills the Office's statutory responsibility to provide case specific discovery documents, and provides file storage and retrieval.
- Victims Assistance – Assists victims of crime with crisis response, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.

Significant Changes

Administration is reduced by 1.00 FTE Victim Advocate in the Victims Assistance Program (15005A) due to a reduction in funding from the City of Portland for the Gateway Center Victim Advocate position.

Administration was granted over \$180,000 in County one-time-only money for technology-related upgrades in programs 15002B, 15002C, and 15002D. The DA Tablet Program (15002B) will equip all Deputy District Attorneys with tablet computers for use in the courtroom. The Courthouse Wireless Program (15002C) will outfit the Multnomah County Courthouse with a secure wireless network, allowing for internet access in the courtroom. The DA Conference Room Technology Program (15002D) will equip the District Attorney's main conference room with modern equipment for use during meetings and court proceedings.

Division I: Domestic Violence, Child Abuse, Support Enforcement and Juvenile Units

Division I is comprised of four of the six units which, in previous years, were known as the Community and Family Justice Division: the Domestic Violence Unit, the MDT Child Abuse Unit, Juvenile, and Child Support Enforcement (SED). Consistent with the historical efforts, Division I works to strengthen services for children and families in Multnomah County.

- Domestic Violence Unit – Reviews and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and violation of restraining orders.
- MDT Child Abuse Unit – Reviews and prosecutes cases involving the physical and/or sexual abuse of children and intervenes to protect abused or neglected children in Dependency Court.
- Juvenile – Prosecutes juveniles who have committed crimes ranging from misdemeanors to homicides, intervenes to protect abused or neglected children in Dependency Court, and frees children for adoption.
- Child Support Enforcement – Establishes and enforces child support and medical orders.

Significant Changes

Division I is reduced by 1.00 FTE Legal Assistant 1 and 1.00 FTE Support Enforcement Agent in the Child Support Program (15015) due to a reduction of State General Fund revenue.

Division II: Misdemeanor Prosecution, Neighborhood DA and Gang Units

Division II is comprised of two of the six units formerly known as the Community and Family Justice Division and two formerly of the Felony Court Division: the Misdemeanor Prosecution Unit, the Neighborhood Unit, Unit C/ Gangs, and Investigations.

- Misdemeanor Prosecution Unit/Intake – Reviews and prosecutes misdemeanor crimes, traffic crimes, and city ordinance violations, including in Community Court, the venue for prosecuting community-related, non-violent, and quality of life crimes.
- Neighborhood Unit – Works closely with community groups, neighborhood associations, business groups and local law enforcement to identify emerging criminal activity and develop and implement strategies to prevent crime.
- Unit C/Gangs – Prosecutes a variety of very serious and mid-level felony crimes including: homicide, robbery, weapons offenses, gang crimes, vehicular homicide and assault, arson, residential burglary and felony animal abuse.
- Investigations – In partnership with the Multnomah County Sheriff's Office, the Portland Police Bureau, and the Gresham Police Department, provides investigation services for felony, misdemeanor, juvenile, and family crimes.

Significant Changes

The new Mental Health Deputy Program (15018B), funded by the County General Fund, is a 1.00 FTE DDA2 position increase.

The Neighborhood DA Program is reduced by 1.00 FTE DDA2 due to a loss of City of Portland funding for the Prostitution DDA position.

Division III: Violent Crime, Drugs and Property Units

Division III is comprised of four of the six units which, in previous years, were known as the Felony Court Division: Unit A, Unit B, Unit D, and the Pretrial Unit.

- Unit A – Prosecutes felony property and theft crimes including theft, forgery, identity theft, white collar crime, and theft targeting the elderly.
- Unit B – Prosecutes felony drug and vice crimes including manufacturing, distribution, and possession of controlled substances.
- Unit D – Prosecutes felony violent person crimes including aggravated assault, rape, kidnap, sex offenses, murder, compelling prostitution, and official misconduct.
- Pretrial Unit – Represents and/or coordinates judicial appearances for the District Attorney's Office in post-conviction relief, felony arraignments, extradition, transport of material witnesses, expunctions, civil litigations, and administration of the Grand Jury.

Significant Changes

Division III is reduced by 0.50 FTE DDA3 in the The Property Crime Unit (15007) due to a reduction in Federal funding.

District Attorney's Office

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	852,873	0	852,873	6.00
15001	Administrative Support Services	1,094,753	0	1,094,753	3.00
15002A	Information Technology	1,723,494	0	1,723,494	6.00
15002B	DA Tablet Project	105,000	0	105,000	0.00
15002C	Courthouse Wireless Project	75,575	0	75,575	0.00
15002D	DA Conference Room Technology Enablement	2,800	0	2,800	0.00
15003	Finance/Human Resources	517,587	0	517,587	5.50
15004	Records/Discovery	632,272	0	632,272	7.00
15005A	Victims Assistance Program	246,996	594,508	841,504	9.50
15005C	Victims Assistance - Restitution	0	211,601	211,601	2.50
Division I: Domestic Violence, Child Abuse, Support Enforcement and Juvenile Units					
15011	Division I Administration	270,598	0	270,598	1.00
15012	Juvenile Court Trial Unit	1,164,851	1,441,078	2,605,929	19.00
15013	Domestic Violence Unit	1,200,504	78,750	1,279,254	10.00
15014A	MDT - Child Abuse Unit	719,967	763,683	1,483,650	6.00
15014B	MDT - Child Abuse Deputy DA 3	199,616	0	199,616	1.00
15015	Child Support Enforcement	595,500	2,129,879	2,725,379	24.00
Division II: Misdemeanor Prosecution, Neighborhood DA and Gang Units					
15016	Division II Administration	241,278	0	241,278	1.00
15017	Unit C/Gangs - Robbery, Weapons	1,630,058	55,409	1,685,467	11.00
15018A	Misdemeanor Trial Unit, Intake, Community	2,638,529	0	2,638,529	26.00
15018B	Mental Health Deputy	116,476	0	116,476	1.00
15019A	Neighborhood DA Program	736,868	552,089	1,288,957	7.50
15020	Investigations	503,660	36,000	539,660	4.00

District Attorney's Office

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Division III: Violent Crime, Drugs and Property Units					
15006	Division III Administration	388,283	0	388,283	2.00
15007	Unit A - Property Crimes	1,758,304	100,075	1,858,379	14.50
15008A	Unit B - Drugs/Vice	962,453	40,000	1,002,453	8.00
15008B	Unit B - Drug Impact Area Deputy DA 2	0	131,878	131,878	1.00
15009	Unit D - Violent Person Crimes	1,069,001	0	1,069,001	7.00
15010	Pre-Trial Unit	<u>1,062,559</u>	<u>0</u>	<u>1,062,559</u>	<u>9.50</u>
	Total District Attorney	\$20,509,855	\$6,134,950	\$26,644,805	193.00

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The District Attorney and his Senior Management team provide the leadership, vision, policies and oversight that enable the office to operate each day in a manner consistent with the needs of citizens and making best use of the resources provided.

Program Description

The District Attorney and Senior Management provide leadership, public relations, policy direction, daily operations oversight, long and short range planning, and internal labor relations for the entire department. Managers work with other departments, and state and federal agencies on committees and initiatives relating to the criminal justice system and other governmental endeavors. This unit includes two Administrative Secretaries that provide support for the District Attorney and other senior management. The District Attorney's Administration-Management Programs provide leadership, policy direction, long and short range planning and daily operational oversight across the department and/or at the division level and includes all of the District Attorney's operational programs that assigned to County's Safety and Basic Needs Priority areas.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total number of all staff communications	52	52	52	52
Outcome	Total number of cases resolved	16,754	19,750	18,500	18,500

Performance Measure - Description

Output - The number of all staff communications

Outcome - The total number of cases resolved in the office during the fiscal year

Legal/Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct.

Oregon Revised Statute (ORS): 8.580. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$787,585	\$0	\$852,873	\$0
Total GF/non-GF:	\$787,585	\$0	\$852,873	\$0
Program Total:	\$787,585		\$852,873	
Program FTE	6.00	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #15000, District Attorney's Office-Management Services

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

This Administrative support services program provides clerical support for the department's main reception desk and mail handling at the County Courthouse and clerical floaters that provide backup clerical coverage throughout the department.

Program Description

The Administrative Support Services program provides reception for the main District Attorney's Office at the County Courthouse and is the point of first contact for members of the public both in person and on the telephone.

The staff provides general information about the responsibilities of the office and direct inquiries to the appropriate unit. The reception staff also processes all incoming and outgoing internal and external mail.

The program also includes two clerical floater positions that act in a support and back-up function for the departments clerical staff. A number of contracted services which are used by the entire department are also a part of this program.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Witness subpoenas paid	2,819	3,200	2,800	3,200
Outcome	Amount of witness fees paid	20,232	24,000	22,000	24,000

Performance Measure - Description

Output - The total number of witness subpoenas processed. Witnesses who receive a subpoena turn them in to the DA reception area after testifying in order to receive payment.

Outcome - The amount paid to witnesses who have turned in their subpoenas after testifying.

Legal/Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$226,660	\$0	\$226,776	\$0
Contracts	\$28,782	\$0	\$49,832	\$0
Materials & Supplies	\$113,349	\$0	\$137,202	\$0
Internal Services	\$618,417	\$0	\$680,943	\$0
Total GF/non-GF:	\$987,208	\$0	\$1,094,753	\$0
Program Total:	\$987,208		\$1,094,753	
Program FTE	3.00	0.00	3.00	0.00
Program Revenues				
Fees, Permits & Charges	\$157,546	\$0	\$151,921	\$0
Total Revenue:	\$157,546	\$0	\$151,921	\$0

Explanation of Revenues

\$151,921 departmental indirect revenue.

Significant Program Changes

Last year this program was: #15001, District Attorney's Office-Administrative Support Services

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The District Attorney's Information Technology Unit provides rapid and economical computer desktop support, as well as all computer software, servers, peripherals and network support. The Unit is responsible for the operation and maintenance of the DA's document management system, Alfresco, and the DA's principal case tracking systems, CRIMES Juvenile and CRIMES Adult; it is also responsible for the collection and preparation of the Office's statistical data for public consumption.

Program Description

The IT Unit is primarily responsible for the acquisition, deployment, maintenance, monitoring, development, upgrade and support of all DA IT systems, including servers, PC's, operating systems, hardware, software and peripherals. This includes, but is not limited to: case tracking systems for adult and juvenile components; document management and imaging systems; web services for intranet and internet publishing; database administration; data exchanges with external law enforcement agencies; report generation; data storage, retention, backup and restoration; file and print services; email services; mobile access and mobile device services; email spam filtering; document repository services; and desktop support services.

This program allows the District Attorney to fulfill a legal responsibility under Oregon state law to maintain a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the District Attorney in official capacity, and the proceedings therein.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Help Desk Calls	5,590	5,000	6,000	5,000
Outcome	Average number of minutes it takes to resolve each ticket	16	15	14	15

Performance Measure - Description

Output - The number of calls coming through the DA help desk.

Outcome - The average number of minutes taken to resolve each help desk ticket.

Legal/Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$705,514	\$0	\$752,749	\$0
Contracts	\$40,750	\$0	\$56,667	\$0
Materials & Supplies	\$300,643	\$0	\$372,779	\$0
Internal Services	\$568,810	\$0	\$541,299	\$0
Total GF/non-GF:	\$1,615,717	\$0	\$1,723,494	\$0
Program Total:	\$1,615,717		\$1,723,494	
Program FTE	6.00	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #15002, District Attorney's Office-Information Technology

Lead Agency: District Attorney
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics: One-Time-Only Request

Program Contact: Adam Brown

Executive Summary

This one-time program offer would provide funding to equip all attorneys in the office with tablet computers. The tablets would enable the attorneys to be more efficient and effective in carrying out their duties in courtroom, and on the go. Tables would also be a big step forward in the District Attorney’s ongoing effort to modernize its traditionally paper-centric legal environment through the use of electronic resources.

Program Description

This program furnishes all attorneys with a tablet and keyboard for use in courtrooms, a necessary step to increase efficiency and effectiveness, and keep pace with technology available to the courts and defense counsel. Tablets would give attorneys access to the office network to review case-related documents, notes made by other attorneys, the DA case tracking system (CRIMES), and the DA document management system (DMS) while in court. Additionally, internet access in the courtroom would allow for quick legal research through LexisNexis and other web-based outlets, an option often available to judges and defense counsel.

Attorneys would also be able to communicate more easily with staff and colleagues from within the courtroom. For example, if additional information is needed about a witness or a file is required in a courtroom, the attorney could instantly communicate with a number of people to gather the needed information. The increased connectivity would enhance the efficiency of attorneys in the courtroom, saving time for judges and other parties. Given the widespread availability of such technological resources, the courts are moving away from the traditional environment in which parties are granted “recess” to address legal issues. Equipping attorneys with tablets is a necessary step to ensuring case outcomes are not negatively impacted by a lack of access to technology.

Additional examples of efficiencies gained through the use of tablets:

- Attorneys who work at satellite offices would be able to travel to their various assignments without having to take multiple burdensome files. It would reduce the amount of files being sent in the mail, and increase the ability of those attorneys to get work done on all matters when they are at any part of the office.
- Misdemeanor files tend to pass through many hands, because of the volume of the work. If the attorneys had tablets, the need to physically possess the file would be reduced. Misdemeanor lawyers also need to communicate quickly when morning trial matters are being re-assigned, and the ability to do so online would increase the rate at which the re-assignments take place.
- Witnesses and victims in criminal cases frequently contact the District Attorney’s office to ask questions, relay pertinent information and assert their victims’ rights. Depending on the reason for their contact they may speak with an attorney, a subpoena clerk, a victim’s advocate or other staff member who will then make an electronic note in CRIMES about the nature of the contact. Tablets will enable attorneys in the courtroom to have instant access to all electronic CRIMES notes, most of which may not be updated in the physical file.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
Materials & Supplies	\$0	\$0	\$105,000	\$0
Total GF/non-GF:	\$0	\$0	\$105,000	\$0
Program Total:	\$0		\$105,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was:

Lead Agency: District Attorney
Program Offer Type: Innovative/New Program

Program Contact: Adam Brown

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides one time only funding to equip the County Courthouse with secure wireless internet access to support the operations of the District Attorney's Office, including the enabling internet access to tablet users.

Program Description

This program offer funds the creation of a wireless network (WLAN) in the County Courthouse in order to maximize the benefits associated with the DA Tablet Project. WLAN configurations have been universally accepted by local jurisdictions, law enforcement agencies and State and Federal courthouses across the country. A WLAN will allow prosecutors to make use of wireless connectivity within the Multnomah County Courthouse and its other county courtrooms, in addition to all DA Office locations. This secured WLAN will connect to the DA's network via the Internet without need for physical network connections. Prosecutors with wireless connectivity will be able to access legal research sites, send and receive email, and securely bring their full network resources with them to every courtroom, including network files and forms, case management systems, intranets and other office network resources, saving valuable time and resources. The secured DA-WLAN and its access points will be created in conjunction with network infrastructure already established by the Multnomah County Information Services Division.

The goal is to provide a seamless technological environment that enables prosecutors and improves access to critical information and resources that will ensure justice and less court delay.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
Materials & Supplies	\$0	\$0	\$44,669	\$0
Internal Services	\$0	\$0	\$30,906	\$0
Total GF/non-GF:	\$0	\$0	\$75,575	\$0
Program Total:	\$0		\$75,575	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was:

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Innovative/New Program

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer funds equipping the DA's main conference room with a television and computer for use during meetings, trainings, and court-related proceedings.

Program Description

The District Attorney's Office has one primary conference room in the County Courthouse, the Kelly Bacon Conference Room (KBCR). This program offer funds equipping the KBCR with a television and computer for use during meetings, trainings, and court-related proceedings.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
Materials & Supplies	\$0	\$0	\$2,400	\$0
Internal Services	\$0	\$0	\$400	\$0
Total GF/non-GF:	\$0	\$0	\$2,800	\$0
Program Total:	\$0		\$2,800	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was:

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

This program provides all support related to finance, including purchasing, travel & training, budget preparation, fiscal reports, and grant reporting and monitoring. It also carries out all human resources functions, including payroll, HR maintenance for SAP, and recruitment.

Program Description

This program provides office wide support for finance and human resources functions. The program provides all accounts payable, accounts receivable, general ledger, petty cash accounts, travel & training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, and contracts. It also carries out recruitment, payroll, position control, HR maintenance and other human resources functions for the entire District Attorney's Office. This program allows the District Attorney to fulfill all legal responsibility under state law to maintain a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

This program contributes to the County's Climate Action Plan by purchasing "green" products and supplies for the entire office and by working to reduce paper usage throughout the office. The Office uses 100% recycled paper products.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total number of payments made to vendors	4,598	4,900	4,600	4,900
Outcome	Total number of payments to vendors made within 30 days	4,171	4,410	4,200	4,900
Outcome	Percentage of payments to vendors made within 30 days	90.7%	92.0%	91.3%	92.0%
Output	Total number of applications screened	490	650	650	600

Performance Measure - Description

- Output - Total number payments made to vendors.
- Outcome - Total number of vendors paid within 30 days.
- Outcome - Percentage of vendors paid within 30 days.
- Output - Total number of applications screened.

Legal/Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the District Attorney to the successor in office.

ORS 8.850 - Offices, supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies and stenographic assistance as is necessary to perform efficiently the duties of such office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$473,461	\$0	\$505,609	\$0
Contracts	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$2,287	\$0	\$2,973	\$0
Internal Services	\$4,384	\$0	\$4,005	\$0
Total GF/non-GF:	\$480,132	\$0	\$517,587	\$0
Program Total:	\$480,132		\$517,587	
Program FTE	5.50	0.00	5.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #15003, District Attorney's Office-Finance/Human Resources

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The discovery component of this program supports the entire office by processing discovery requests from defense counsel and defendants. The records component supports the entire office by maintaining physical files and records on open and recently closed felony and misdemeanor cases, and docketing court appearances.

Program Description

The Discovery/Records program fulfills the offices statutory responsibility to provide case specific discovery documents such as police reports to the public and private defense attorney's. The program also provides file storage and retrieval for the entire District Attorney's Office, maintaining approximately 34,000 closed and open case files at any given time.

This program produces general fund revenue of \$275,000 to \$340,000 each year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total number of discovery packets created	19,267	18,750	20,000	19,000
Outcome	Total discovery revenue	336,863	285,000	350,000	300,000

Performance Measure - Description

Output - Total number of discovery packets created.
Outcomes - Total revenue from the sale of discovery.

Legal/Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$430,303	\$0	\$462,658	\$0
Contracts	\$4,356	\$0	\$9,100	\$0
Materials & Supplies	\$17,816	\$0	\$26,381	\$0
Internal Services	\$118,168	\$0	\$134,133	\$0
Total GF/non-GF:	\$570,643	\$0	\$632,272	\$0
Program Total:	\$570,643		\$632,272	
Program FTE	7.00	0.00	7.00	0.00
Program Revenues				
Fees, Permits & Charges	\$285,000	\$0	\$300,000	\$0
Total Revenue:	\$285,000	\$0	\$300,000	\$0

Explanation of Revenues

\$336,863 in discovery revenue.

Significant Program Changes

Last year this program was: #15004, District Attorney's Office-Records/Discovery

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The primary goal of the Victim Assistance Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. The District Attorney's Office continuously works to ensure for crime victims a meaningful role in the criminal and juvenile justice system, while affording them due dignity and respect. To this end it is the philosophy of the office that every effort be made to maximize victim involvement at every possible stage of a criminal case. The office is committed to full implementation of Victims Rights as embodied in Oregon law.

Program Description

Victim Advocates will work directly with crime victims to explain the criminal justice system, including what rights are available to them; provide court accompaniment; offer referral information to appropriate community services and guide victims through the prosecution process.

The program also provides 24-hour on-call response to victims of sexual assault. We carry out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service is then followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

Currently there is an enhanced focus on improving all aspects of obtaining restitution for victims of crime. As a result of this focus impressive improvements have been made, and other possibilities for improvement are being studied.

All victims of crimes being prosecuted by the District Attorney's Office receive: information about their rights as victims; opportunity to submit information about their losses for restitution; and notification letters on the case status and disposition.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of cases assigned to victims advocates	1,929	1,950	1,900	1,950
Outcome	Number of court appearances	1,213	1,375	1,250	1,375
Outcome	Number of referrals made	9,586	11,200	11,000	11,200

Performance Measure - Description

Output - The number of cases which were assigned a victims advocate for the assistance of the crime victim.

Outcome - The number of court appearances attended to support the victim.

Outcome - The number of referral services provided to victims.

Legal/Contractual Obligation

Article I Section 42 Oregon Constitution - Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.410, ORS 147.417 - Victim to be notified of constitutional rights. ORS 147.22 - Disbursement of moneys to be used for comprehensive victim's assistance programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$187,751	\$575,194	\$217,012	\$592,728
Contracts	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$4,218	\$2,925	\$3,322	\$1,780
Internal Services	\$22,069	\$4,404	\$25,662	\$0
Total GF/non-GF:	\$215,038	\$582,523	\$246,996	\$594,508
Program Total:	\$797,561		\$841,504	
Program FTE	2.61	6.89	2.74	6.76
Program Revenues				
Fees, Permits & Charges	\$0	\$4,404	\$0	\$0
Intergovernmental	\$0	\$575,419	\$4,308	\$592,958
Other / Miscellaneous	\$0	\$2,700	\$0	\$1,550
Total Revenue:	\$0	\$582,523	\$4,308	\$594,508

Explanation of Revenues

VOCA Grant - \$171,737
 DA Unitary Assessment - \$403,912
 DA 1 STOP - \$17,309
 DA Emergency Restitution BWC - \$1,550
 DA Restitution Space - \$4,308

Significant Program Changes

Last year this program was: #15018, District Attorney's Office-Victims Assistance

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

This program ensures prompt restitution for crime victims in the State of Oregon. Established practices allow us to ensure that all victims will have the opportunity to request restitution. Those practices include instituting uniform standards, various checkpoints and statistical gathering mechanisms to prevent folks from falling through the cracks.

Program Description

This program ensures prompt restitution for crime victims in the State of Oregon. Established practices allow us to ensure that all victims will have the opportunity to request restitution. Those practices include instituting uniform standards, various checkpoints and statistical gathering mechanisms to prevent folks from falling through the cracks. As a result of these efforts, Multnomah County has more than doubled the rate of victim contact on cases where restitution is at issue. Restitution Collections have seen a marked increase in the very short time since the grant came into effect, seeing a return to 2007, pre-recession collections levels. Restitution hearings are no longer being set over with frequency, providing big savings to the county. The Restitution Unit has also provided legal support to not only the Multnomah County District Attorney's Office, but also other counties, grant partners and local law firms. These efforts have allowed the Multnomah County District Attorney's Office to ensure that victims' constitutional right to prompt restitution is a top priority.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of victims contacted in an effort to document losses	0	0	3,028	3,000
Outcome	Percentage increase in number of victims contacted over before pilot	0.0%	0.0%	47.0%	65.0%
Outcome		0	0	0	0

Performance Measure - Description

Output - The number victims contacted in an effort to document losses associated with criminal activity.

Outcome - The percentage increase in number of victims contacted over the number prior to starting pilot project.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$185,315	\$0	\$197,463
Materials & Supplies	\$0	\$3,486	\$0	\$0
Internal Services	\$0	\$12,706	\$0	\$14,138
Total GF/non-GF:	\$0	\$201,507	\$0	\$211,601
Program Total:	\$201,507		\$211,601	
Program FTE	0.00	0.50	0.00	2.50
Program Revenues				
Indirect for dep't Admin	\$9,761	\$0	\$9,873	\$0
Intergovernmental	\$0	\$201,507	\$0	\$211,601
Total Revenue:	\$9,761	\$201,507	\$9,873	\$211,601

Explanation of Revenues

State of ORegon - \$211,601

Significant Program Changes

Last year this program was: #15018, District Attorney's Office-Victims Assistance
 This program was part of 15018 in FY13.

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

This is a Chief Deputy District Attorney that provides leadership, policy direction, long and short range planning and daily operational oversight for Division I.

Program Description

The Chief Deputy District Attorney of Division III is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility over felony trial units A, B, D, and the Pretrial Unit.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$339,067	\$0	\$357,672	\$0
Contracts	\$21,587	\$0	\$21,000	\$0
Materials & Supplies	\$4,525	\$0	\$8,705	\$0
Internal Services	\$992	\$0	\$906	\$0
Total GF/non-GF:	\$366,171	\$0	\$388,283	\$0
Program Total:	\$366,171		\$388,283	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #15005, District Attorney's Office-Felony Administration

In FY13, the District Attorney had two Chief Deputy DAs, one which oversaw the Felony Division (felony trial units A, B, C, D, and the Pre-Trial Unit), and another which oversaw the Family and Community Justice Division (DV, MDT, the Misdemeanor Trial Unit, the Neighborhood DA program, and the Support Enforcement Division). For FY14, the District Attorney has gone to a three chief structure by splitting up the Felony and Family and Community Justice Divisions into Division I, Division II, and Division III. The third Chief Deputy position was created by reducing the number of Senior Deputy DAs overseeing Unit C/Gangs from two to one.

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

Unit A, the felony trial unit designated to handle property crimes, holds offenders accountable by prosecuting fraud, auto theft, forgery, identity theft, white collar crime and theft and criminal mistreatment crimes that target the elderly. These are mid-level offenders within the public safety system.

Program Description

This program works in co-operation with local law enforcement agencies and other public safety partners to provide aggressive prosecution of persons arrested and charged with serious property and theft crimes. The work of this unit includes reviewing and prosecuting cases, such as auto theft, forgery, commercial burglaries, criminal mischief (damage to property) and fraud and theft crimes against the elderly.

This program also reviews and prosecutes crimes involving theft of identity which continues to be significant. The program reviews and prosecutes offenders who commit crimes against the businesses in the community. These crimes, which are commonly referred to as white collar crimes, and include forgery, aggravated theft and theft by deception.

The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding offenders accountable for committing serious property crimes. In the continuum of prosecution services, this unit prosecutes medium level offenders and is a key to making sure that offenders are held accountable for their criminal behavior.

This unit is also responsible for staffing and participating in the START court program which is a post-sentencing drug court providing supervision and drug treatment for property offenders.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases Issued	1,351	1,150	1,300	1,200
Outcome	Cases Resolved	1,168	1,000	1,000	1,000
Input	Cases Reviewed	1,860	1,650	1,800	1,700

Performance Measure - Description

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,730,249	\$152,485	\$1,728,223	\$100,075
Contracts	\$11,079	\$0	\$11,190	\$0
Materials & Supplies	\$6,023	\$2,000	\$9,398	\$0
Internal Services	\$10,204	\$0	\$9,493	\$0
Total GF/non-GF:	\$1,757,555	\$154,485	\$1,758,304	\$100,075
Program Total:	\$1,912,040		\$1,858,379	
Program FTE	13.50	1.50	13.50	1.00
Program Revenues				
Intergovernmental	\$0	\$154,485	\$0	\$100,075
Total Revenue:	\$0	\$154,485	\$0	\$100,075

Explanation of Revenues

DA CJC START Court - \$93,359
 DA IPCEP - \$6,716

Significant Program Changes

Last year this program was: #15006A, District Attorney's Office-Unit A Property Crimes

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

The Felony Trial Unit B holds offenders accountable by prosecuting drug and vice cases involving: manufacturing, distribution and possession of controlled substances; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. Unit B works closely with local law enforcement to identify and clean areas within the County that have a high level of drug activity, and supports and promotes programs designed to the effective treatment of drug addiction.

Program Description

This program engages in the review and prosecution of cases involving drug and vice crimes such as the manufacture, distribution and possession of controlled substances; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. This program has a key role in the local drug control strategy of reducing the supply of drugs through aggressive enforcement and prosecution. The program works cooperatively with other state and local and federal law enforcement agencies and the Department of Community Justice and the Courts, to reduce the demand for illegal drugs by requiring offenders to enter into mandatory treatment programs and drug courts.

This program stands as the gatekeeper for holding offenders accountable, improving social conditions by requiring addiction treatment, reducing illegal drug activity in our schools and helping to support the cost of local drug treatment programs. In the continuum of prosecution services, this unit prosecutes low, mid-level and high-level offenders and is key to making sure that offenders are held accountable for their criminal behavior. This program responds, investigates, and reviews drug overdose death cases and prosecutes offenders responsible for drug related deaths where appropriate.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	1,913	1,350	1,700	1,700
Outcome	Cases resolved	1,757	1,275	1,500	1,500
Input	Cases reviewed	2,503	1,950	2,400	2,000

Performance Measure - Description

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

8.680 Prosecuting and collecting penalties and forfeitures; prosecuting and defending for state.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,039,008	\$30,947	\$927,707	\$0
Contracts	\$4,774	\$0	\$4,800	\$0
Materials & Supplies	\$10,010	\$151,000	\$15,171	\$37,328
Internal Services	\$15,358	\$2,244	\$14,775	\$2,672
Total GF/non-GF:	\$1,069,150	\$184,191	\$962,453	\$40,000
Program Total:	\$1,253,341		\$1,002,453	
Program FTE	8.00	0.50	8.00	0.00
Program Revenues				
Indirect for dep't Admin	\$1,600	\$0	\$1,866	\$0
Other / Miscellaneous	\$0	\$184,191	\$0	\$40,000
Total Revenue:	\$1,600	\$184,191	\$1,866	\$40,000

Explanation of Revenues

Oregon Liquor Control BWC - \$40,000

Significant Program Changes

Last year this program was: #15007A, District Attorney's Office-Unit B Drugs/Vice

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

The Drug Impact Area Program (DIA) concentrates prosecutorial resources on excluding drug offenders from geographic areas with abnormally high concentrations of heroin, cocaine, and/or marijuana delivery and use. The program developed at the behest of the business and neighborhood leaders in these Drug Impact Areas due to the disproportionate effect of street-level crimes on legitimate economic activity and quality of life. The DIA position devotes a Deputy District Attorney to program coordination, community outreach, and prosecution of drug cases arising in the three Drug Impact Areas.

Program Description

Addressing livability problems associated with endemic drug crime turns on keeping drug users apart from drug dealers. This overarching goal is effected in three ways: 1) focused and effective treatment for those in the grip of addiction; 2) exclusion of drug offenders from areas with extraordinarily high concentrations of drug transactions; and 3) incapacitation of the chronic drug dealers who prey upon addiction. The Drug Impact Area (DIA) Program has had an effect in each area and will continue to build on these successes.

Effective Treatment – The DIA Deputy works closely with the Service Coordination Team (SCT), an interdisciplinary team of providers and law enforcement partners that provides intensive and targeted treatment to the most chronic and addicted offenders in the county. The DIA deputy has assumed some of the duties of the previously de-funded NCLEP deputy who continued prosecution of low-level offenses that would otherwise be neglected to ensure that SCT clients remained on probation and able to access SCT services.

Exclusion – The DIA Deputy oversees the exclusion program. Offenders convicted on a heroin, cocaine, or marijuana charge are excluded from the area of highest neighborhood impact for that drug. The DIA Deputy provides logistical assistance to police to enforce these exclusions. This provides for disruption and dislocation of open-air drug sales in the three DIA zones.

Incapacitation – The DIA Deputy personally handles all prosecution of drug offenses in the DIA zones. When appropriate for the most chronic drug dealers, prison terms provide both incapacitation of a specific offender and a noticeable deterrent to others.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	326	350	250	300
Outcome	Cases resolved	237	300	250	300

Performance Measure - Description

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$129,335	\$0	\$131,878
Total GF/non-GF:	\$0	\$129,335	\$0	\$131,878
Program Total:	\$129,335		\$131,878	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Intergovernmental	\$0	\$129,335	\$0	\$131,878
Total Revenue:	\$0	\$129,335	\$0	\$131,878

Explanation of Revenues

Significant Program Changes

Last year this program was: #15007C, Drug and Vice Unit B- Drug Impact Area Deputy DA

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

Felony Trial Unit D prosecutes cases involving violent person crimes such as aggravated murder, other types of homicide, aggravated assault, rape, kidnap, sex offenses, attempted murder, compelling prostitution and official misconduct. These cases involve some of the most serious or highest level offenders and some medium level offenders.

Program Description

This program works in close cooperation with federal, state and local law enforcement agencies to prosecute some of the most serious crimes that occur in Multnomah County. The program is a key partner in the East County Major Crimes Unit which target and respond to the most serious crimes and serves the East County communities. The program protects the public and holds offenders accountable through the prosecution of crimes involving aggravated murder, other types of homicide, aggravated assault, rape, kidnap, sex offenses, attempted murder and compelling prostitution. In cooperation with a variety of law enforcement and other agencies, this program investigates and, when appropriate, prosecutes cases involving official misconduct of public officials. The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding high and medium level offenders accountable for committing serious person crimes or official misconduct.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	392	450	400	450
Outcome	Cases resolved	353	450	350	450

Performance Measure - Description

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$930,749	\$0	\$1,023,734	\$0
Contracts	\$20,656	\$0	\$19,000	\$0
Materials & Supplies	\$8,228	\$0	\$13,652	\$0
Internal Services	\$12,880	\$0	\$12,615	\$0
Total GF/non-GF:	\$972,513	\$0	\$1,069,001	\$0
Program Total:	\$972,513		\$1,069,001	
Program FTE	6.00	0.00	7.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #15009, District Attorney's Office-Unit D Violent Person Crimes

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

The Pre-Trial unit coordinates the following for the District Attorney's Office: judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

Program Description

This program provides a variety of important functions within the District Attorney's office including felony arraignment court appearances, civil litigation, post-conviction relief and appeals. The pre-trial unit also works with the Governor's office in fugitive and extradition matters. All public records request are reviewed by the Pre-Trial department. The program also provides administration for the Grand Jury which meets to review evidence on felony criminal cases to determine if an indictment should be issued. For people who qualify, this program provides a process for the expungement of records.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	276	300	300	300
Outcome	Cases resolved	293	295	290	295

Performance Measure - Description

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Legal/Contractual Obligation

ORS 138.081 - Appeals; ORS Chapter 34 - Writs of Habeas Corpus; ORS Chapters 132 and 135 - Grand Jury and pre-trial and felony arraignments.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,022,547	\$0	\$1,050,867	\$0
Contracts	\$0	\$0	\$300	\$0
Materials & Supplies	\$1,343	\$0	\$5,604	\$0
Internal Services	\$6,335	\$0	\$5,788	\$0
Total GF/non-GF:	\$1,030,225	\$0	\$1,062,559	\$0
Program Total:	\$1,030,225		\$1,062,559	
Program FTE	9.50	0.00	9.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #15010, District Attorney's Office-Pre-Trial

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Program Alternative /

Related Programs:

Program Characteristics:

Executive Summary

This is a Chief Deputy District Attorney that provides leadership, policy direction, long and short range planning and daily operational oversight for Division II.

Program Description

The Chief Deputy District Attorney of Division I is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility over the Domestic Violence trial unit, Juvenile trial unit, Multidisciplinary Team and Child Abuse trial unit, and Support Enforcement Division.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$247,494	\$0	\$258,778	\$0
Contracts	\$6,105	\$0	\$6,500	\$0
Materials & Supplies	\$4,860	\$0	\$5,295	\$0
Internal Services	\$0	\$0	\$25	\$0
Total GF/non-GF:	\$258,459	\$0	\$270,598	\$0
Program Total:	\$258,459		\$270,598	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #15012, District Attorney's Office-Family & Community Justice Admin.

In FY13, the District Attorney had two Chief Deputy DAs, one which oversaw the Felony Division (felony trial units A, B, C, D, and the Pre-Trial Unit), and another which oversaw the Family and Community Justice Division (DV, MDT, the Misdemeanor Trial Unit, the Neighborhood DA program, and the Support Enforcement Division). For FY14, the District Attorney has gone to a three chief structure by splitting up the Felony and Family and Community Justice Divisions into Division I, Division II, and Division III. The third Chief Deputy position was created by reducing the number of Senior Deputy DAs overseeing Unit C/Gangs from two to one.

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

The Juvenile Court Trial Unit prosecutes juvenile crimes ranging from misdemeanors to homicides. It has three primary functions: delinquency: prosecuting juveniles who have committed criminal offenses; dependency: litigating child protection cases in Juvenile Court; and termination of parental rights: litigating cases where the abuse or neglect of a child has reached such a level that effort must be made to free the child for adoption.

Program Description

The delinquency function involves the prosecution of juveniles who have committed non-Ballot Measure 11 crimes. This includes cases ranging from misdemeanors to felonies. The unit works closely with the Department of Juvenile Community Justice (DCJ) in developing appropriate sanctions aimed at accountability, community protection and reformation.

The dependency function involves working closely with the State Department of Human Services (DHS) and other agencies to protect children who come to the attention of authorities as a result of abuse or neglect. Deputy District Attorneys are responsible for litigating child protection cases (dependency cases) in Juvenile Court and for working with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place. All efforts are made to keep the family unit intact however when those efforts are exhausted the Termination of Parental Rights section, works in close collaboration with the State Department of Human Services to free these children for adoption. Services provided to law enforcement, juvenile courts, DCJ and DHS include filing petitions for delinquency, dependency or termination of parental rights, meeting with victims and witnesses, seeking restitution on behalf of victims, coordinating with juvenile court counselors, DCJ and DHS and trying cases in court.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of dependency cases	545	610	560	550
Outcome	Number of children protected on dependency cases	537	690	550	600
Outcome	Number of children freed for adoption on TPR cases	142	0	110	120

Performance Measure - Description

 **Measure Changed**

Output - The number of new and reopened dependency cases.

Outcome - The number of children protected as a result of work on dependency cases.

Outcome - The number of children freed for adoption on TPR case. (This is a newly added measure)

Legal/Contractual Obligation

Juvenile Trial Court/Termination of Parental Rights: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,061,016	\$1,279,842	\$1,021,315	\$1,421,078
Contracts	\$10,700	\$20,000	\$11,500	\$20,000
Materials & Supplies	\$21,520	\$0	\$23,268	\$0
Internal Services	\$101,094	\$0	\$108,768	\$0
Total GF/non-GF:	\$1,194,330	\$1,299,842	\$1,164,851	\$1,441,078
Program Total:	\$2,494,172		\$2,605,929	
Program FTE	9.27	9.43	8.40	10.60
Program Revenues				
Intergovernmental	\$0	\$1,299,842	\$0	\$1,441,078
Total Revenue:	\$0	\$1,299,842	\$0	\$1,441,078

Explanation of Revenues

TPR Contract - \$1,227,624
Dependency Contract - \$213,454

Significant Program Changes

Last year this program was: #15013, District Attorney's Office-Juvenile Court Trial Unit

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

The Domestic Violence program screens and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and restraining order violations. It provides outreach and access to support services to all domestic violence victims with special emphasis on victims from under-served populations.

Program Description

The Domestic Violence program screens and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and restraining order violations. In conjunction with the Victims Assistance program, it provides outreach and access to support services to all victims of domestic violence with a special emphasis on victims from under-served populations. Working in collaboration with state and local law enforcement, Community Justice and a variety of local nonprofit domestic violence organizations and shelters, the program includes a six month deferred prosecution program with individualized treatment plans closely monitored by probation officers. Support includes specialized services; personal contact by a victim advocate, information resources and referrals for social services, coordination with social service agencies, accompaniment to court proceedings, and notification of rights and remedies and assistance in exercising those rights. This program provides a specialized emphasis on prosecution of elder abuse cases in Multnomah County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	1,371	1,275	1,300	1,300
Outcome	Cases resolved	1,228	1,300	1,100	1,200

Performance Measure - Description

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,098,012	\$73,427	\$1,158,461	\$73,488
Contracts	\$15,239	\$0	\$21,000	\$0
Materials & Supplies	\$3,212	\$0	\$13,318	\$0
Internal Services	\$8,094	\$5,323	\$7,725	\$5,262
Total GF/non-GF:	\$1,124,557	\$78,750	\$1,200,504	\$78,750
Program Total:	\$1,203,307		\$1,279,254	
Program FTE	9.47	0.53	9.49	0.51
Program Revenues				
Indirect for dep't Admin	\$3,796	\$0	\$3,675	\$0
Intergovernmental	\$0	\$78,750	\$0	\$78,750
Total Revenue:	\$3,796	\$78,750	\$3,675	\$78,750

Explanation of Revenues

Federal VAWA Grant - \$78,750

Significant Program Changes

Last year this program was: #15014, District Attorney's Office-Domestic Violence Unit

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The MDT/Child Abuse Team has three primary functions: (1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect; prosecute sexual exploitation and sexual assault of children where the perpetrator is considered family by blood relationship, any relationship through marriage, family relationships created by practice, e.g., live-in boyfriends or girlfriends of a parent, or by a relationship established through the courts, e.g., foster parents foster siblings and legal guardians. (2) Protect children through litigating dependency cases in juvenile court; and (3) Coordinate child protection efforts and policy with community partners to make and keep children safe.

Program Description

Also known as Multidisciplinary Child Abuse Team (MDT), this group of Deputy District Attorneys and staff are part of a larger team made up of representatives from law enforcement, public schools, hospitals, courts, health departments, the Oregon Department of Human Services (DHS), and the Oregon Department of Employment Child Care Division. The team provides services to child victims; minimizes the number of victim interviews; prevents abuse of other potential victims; increases the effectiveness of prosecution of both criminal and dependency cases; and, advises and provides information to the involved agencies in a coordinated and effective manner.

Located at the Gateway Children's Center campus, these Deputy District Attorneys are co-housed with the Child Abuse Hotline and a specialized police unit comprised of police detectives from the Portland Police Bureau and the Gresham Police Department. This program prosecutes some of the most troubling homicides and serious felony sexual and physical assaults against children in the county. This team reviews all fatalities which involve a child under the age of 18 years.

Deputy District Attorneys also work with the Oregon Department of Human Services (DHS) and other agencies to protect children who are abused and neglected. Deputy District Attorneys are responsible for litigating the most high risk/high lethality child protection cases (dependency cases) in Juvenile Court and for working with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place.

This program also coordinates the distribution Child Abuse Multidisciplinary intervention (C.A.M.I) funds which are generated from unitary assessment funds from the state, to a variety of local partners on an annual basis for projects associated with child abuse intervention.

Lastly, the MDT/Child Abuse Team covers a variety of other responsibilities including, providing a forum for discussion and resolution of inter-agency issues; assisting in training with agencies involved in child abuse; participating in policy meetings regarding child abuse and neglect; preparing and updating the protocols for the team, advising the team on child abuse legal issues.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	The number of dependency cases	64	60	65	45
Outcome	The number of children protected	100	85	110	63
Output	Felony cases issued	71	62	60	45
Input	Felony cases reviewed	219	225	200	160

Performance Measure - Description

Output - The number of new or reopened dependency cases.

Outcome - The number of children protected on dependency cases.

Output - The number of felony cases for which a felony charging document was issued by this unit.

Input - Total number of cases submitted for review.

*Next Year Offer numbers reduced by 25% to reflect reduction of 1 DDA position.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

ORS 418.747 Inter-agency teams for investigation; duties; training; method of investigation; fatality review process. (1) The district attorney in each county shall be responsible for developing inter-agency and multidisciplinary teams to consist of but not be limited to law enforcement personnel, Department of Human Services child protective service workers, school officials, county health department personnel, child abuse intervention center workers, if available, and juvenile department representatives, as well as others specially trained in child abuse, child sexual abuse and rape of children investigation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$681,436	\$162,238	\$623,324	\$170,920
Contracts	\$21,560	\$549,180	\$22,000	\$542,992
Materials & Supplies	\$8,039	\$13,518	\$9,578	\$13,405
Internal Services	\$62,739	\$36,247	\$65,065	\$36,366
Total GF/non-GF:	\$773,774	\$761,183	\$719,967	\$763,683
Program Total:	\$1,534,957		\$1,483,650	
Program FTE	4.00	2.00	4.00	2.00
Program Revenues				
Indirect for dep't Admin	\$25,848	\$0	\$25,395	\$0
Intergovernmental	\$0	\$761,183	\$0	\$763,683
Total Revenue:	\$25,848	\$761,183	\$25,395	\$763,683

Explanation of Revenues

CAMI - \$763,683

Significant Program Changes

Last year this program was: #15015A, District Attorney's Office-Child Abuse Team-MDT

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The MDT/Child Abuse Team has three primary functions: (1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect; prosecute sexual exploitation and sexual assault of children where the perpetrator is considered family by blood relationship, any relationship through marriage, family relationships created by practice, e.g., live-in boyfriends or girlfriends of a parent, or by a relationship established through the courts, e.g., foster parents foster siblings and legal guardians. (2) Protect children through litigating dependency cases in juvenile court; and (3) Coordinate child protection efforts and policy with community partners to make and keep children safe.

Program Description

Also known as Multidisciplinary Child Abuse Team (MDT), this group of Deputy District Attorneys and staff are part of a larger team made up of representatives from law enforcement, public schools, hospitals, courts, health departments, the Oregon Department of Human Services (DHS), and the Oregon Department of Employment Child Care Division. The team provides services to child victims; minimizes the number of victim interviews; prevents abuse of other potential victims; increases the effectiveness of prosecution of both criminal and dependency cases; and, advises and provides information to the involved agencies in a coordinated and effective manner.

Located at the Gateway Children's Center campus, these Deputy District Attorneys are co-housed with the Child Abuse Hotline and a specialized police unit comprised of police detectives from the Portland Police Bureau and the Gresham Police Department. This program prosecutes some of the most troubling homicides and serious felony sexual and physical assaults against children in the county. This team reviews all fatalities which involve a child under the age of 18 years.

Deputy District Attorneys also work with the Oregon Department of Human Services (DHS) and other agencies to protect children who are abused and neglected. Deputy District Attorneys are responsible for litigating the most high risk/high lethality child protection cases (dependency cases) in Juvenile Court and for working with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place.

This program also coordinates the distribution Child Abuse Multidisciplinary intervention (C.A.M.I) funds which are generated from unitary assessment funds from the state, to a variety of local partners on an annual basis for projects associated with child abuse intervention.

Lastly, the MDT/Child Abuse Team covers a variety of other responsibilities including, providing a forum for discussion and resolution of interagency issues; assisting in training with agencies involved in child abuse; participating in policy meetings regarding child abuse and neglect; preparing and updating the protocols for the team, advising the team on child abuse legal issues.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of dependency cases	20	18	17	15
Outcome	Number of children protected	27	22	22	22
Output	Felony cases issued	18	18	17	15
Input	Felony cases reviewed	55	58	55	55

Performance Measure - Description

Output - The number of new or reopened dependency cases.

Outcome - The number of children protected on dependency cases.

Output - The number of felony cases for which a felony charging document was issued by this unit.

Input - Total number of cases submitted for review.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

ORS 418.747 Inter-agency teams for investigation; duties; training; method of investigation; fatality review process. (1) The district attorney in each county shall be responsible for developing inter-agency and multidisciplinary teams to consist of but not be limited to law enforcement personnel, Department of Human Services child protective service workers, school officials, county health department personnel, child abuse intervention center workers, if available, and juvenile department representatives, as well as others specially trained in child abuse, child sexual abuse and rape of children investigation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$191,375	\$0	\$199,616	\$0
Total GF/non-GF:	\$191,375	\$0	\$199,616	\$0
Program Total:	\$191,375		\$199,616	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was:

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Child Support Enforcement program provides parents of children up to age 18 or 21, if attending school, with legal assistance in establishing, modifying and collecting child support and medical support and legal paternity.

Program Description

The program works cooperatively and collaboratively with all Oregon county jurisdictions, state and federal agencies, all 50 states and dozens of foreign governments in the establishment and collection of child support and enforcement of medical coverage. In addition, the program works to legally establish paternity when necessary through DNA analysis and legal proceedings. With two locations (Downtown and East County) the program routinely carries average caseload of approximately 8300 cases and collects approximately \$34 million annually. Every dollar collected (less a \$25 annual fee) through the program is sent out directly to custodial parents for the benefit of the minor child or children. This program benefits over 10,000 children annually in Multnomah County. This program helps provide economic stability for thousands of families and over ten thousand children in Multnomah County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases worked per year	7,189	7,250	7,100	7,100
Outcome	Amount of child support collected	30,566,890	32,500,000	30,027,858	30,000,000

Performance Measure - Description

Output - Number of cases worked per year based on monthly averages.

Outcome - The total amount of child support and past due child support collected during the year.

Legal/Contractual Obligation

ORS 25.080 provides the statutory authority and responsibility for the Multnomah County District Attorney Support Enforcement Division per intergovernmental agreement with the Division of Child Support, Oregon Department of Justice.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$565,000	\$1,689,975	\$595,500	\$1,616,025
Contracts	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$34,790	\$0	\$35,336
Internal Services	\$0	\$480,461	\$0	\$468,518
Total GF/non-GF:	\$565,000	\$2,215,226	\$595,500	\$2,129,879
Program Total:	\$2,780,226		\$2,725,379	
Program FTE	7.40	18.60	7.33	16.67
Program Revenues				
Indirect for dep't Admin	\$106,785	\$0	\$99,380	\$0
Fees, Permits & Charges	\$0	\$40,000	\$0	\$40,000
Intergovernmental	\$0	\$2,155,225	\$0	\$2,089,879
Other / Miscellaneous	\$0	\$20,000	\$0	\$0
Total Revenue:	\$106,785	\$2,215,225	\$99,380	\$2,129,879

Explanation of Revenues

Federal Matching Funds - \$1,598,178
 DEFRA Fee - \$40,000
 State General Fund - \$187,804
 Incentive - \$303,897

Significant Program Changes

Last year this program was: #15019, District Attorney's Office-Child Support Enforcement

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Program Alternative /

Related Programs:

Program Characteristics:

Executive Summary

This is a Chief Deputy District Attorney that provides leadership, policy direction, long and short range planning and daily operational oversight for Division III.

Program Description

The Chief Deputy District Attorney of Division II is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility of the UC/Gangs felony trial unit, the Misdemeanor trial unit, Intake, the Neighborhood DA program, and the District Attorney's investigative staff.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

ORS 8.760 Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$219,273	\$0	\$241,278	\$0
Total GF/non-GF:	\$219,273	\$0	\$241,278	\$0
Program Total:	\$219,273		\$241,278	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was:

In FY13, the District Attorney had two Chief Deputy DAs, one which oversaw the Felony Division (felony trial units A, B, C, D, and the Pre-Trial Unit), and another which oversaw the Family and Community Justice Division (DV, MDT, the Misdemeanor Trial Unit, the Neighborhood DA program, and the Support Enforcement Division). For FY14, the District Attorney has gone to a three chief structure by splitting up the Felony and Family and Community Justice Divisions into Division I, Division II, and Division III. The third Chief Deputy position was created by reducing the number of Senior Deputy DAs overseeing Unit C/Gangs from two to one.

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Felony Trial Unit C/Gangs prosecutes a variety of very serious and mid-level felony crimes including: Homicides, Robberies, weapons offenses, gang crimes, vehicular homicides and assaults, arson, residential burglaries and felony animal abuse. These crimes are predominantly person crimes, and many of the violent cases handled by this unit have long-lasting effects on the victimized community members.

Program Description

This program works closely with federal, state and local law enforcement agencies to prosecute serious person and property crimes, including those cases involving homicides, vehicular assaults and homicides, crimes involving gangs, weapons possession by felons, arson, animal abuse, all degrees of robberies, and residential burglaries. Unit C/Gangs works cooperatively with state and local law enforcement agencies and community partners to target and reduce the instances of gang related crime through aggressive enforcement and prosecution. In the continuum of prosecution services, this unit prosecutes mostly high risk and some medium level offenders, and many cases handled in Unit C/Gangs have high visibility in the community. The program also works cooperatively with the Portland Police Bureau, Multnomah County Sheriff's Office, Gresham Police Bureau, and other local law enforcement agencies in the County to promote better case investigation and development by consulting with and training officers in the complex legal issues these cases present. Members of the unit are available to officers with questions 24 hours per day, 7 days per week. Additionally, the unit works with the Bureau of Alcohol, Tobacco and Firearms and the US Attorney's Office to reduce by vigorous prosecution the illegal use, possession and transfer of firearms. Hundreds of these weapons cases are handled annually, resulting in both state and federal prosecutions. A key goal to the Unit C/Gangs program is to make sure that offenders are held accountable for their criminal behavior and that the rights of victims are protected. The program seeks to hold offenders accountable for committing serious person and property crimes, and seeks to engage other community partners in reducing gang related violence and illegal activities in the schools and neighborhoods.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	777	775	800	775
Outcome	Cases resolved	676	735	800	735

Performance Measure - Description

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

Legal/Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 Prosecuting violations: Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,440,019	\$63,000	\$1,551,752	\$52,771
Contracts	\$38,241	\$0	\$44,100	\$0
Materials & Supplies	\$14,053	\$0	\$19,470	\$0
Internal Services	\$15,351	\$3,150	\$14,736	\$2,638
Total GF/non-GF:	\$1,507,664	\$66,150	\$1,630,058	\$55,409
Program Total:	\$1,573,814		\$1,685,467	
Program FTE	11.08	0.42	10.63	0.37
Program Revenues				
Indirect for dep't Admin	\$2,246	\$0	\$1,842	\$0
Intergovernmental	\$0	\$66,150	\$0	\$55,409
Total Revenue:	\$2,246	\$66,150	\$1,842	\$55,409

Explanation of Revenues

JAIB Grant - \$55409

Significant Program Changes

✔ Significantly Changed

Last year this program was: #15008, District Attorney's Office- Unit C/Gangs Robbery, Weapons

In FY13, the District Attorney had two Chief Deputy DAs, one which oversaw the Felony Division (felony trial units A, B, C, D, and the Pre-Trial Unit), and another which oversaw the Family and Community Justice Division (DV, MDT, the Misdemeanor Trial Unit, the Neighborhood DA program, and the Support Enforcement Division). For FY14, the District Attorney has gone to a three chief structure by splitting up the Felony and Family and Community Justice Divisions into Division I, Division II, and Division III. The third Chief Deputy position was created by reducing the number of Senior Deputy DAs overseeing Unit C/Gangs from two to one.

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

This program holds offenders accountable by providing prosecution services for misdemeanor crimes. Intake attorneys review and issue charging documents on misdemeanor cases. Most non-violent offenders qualify for "Community Court" where they can earn a reduction or dismissal of their charges by giving back to local neighborhoods through community service while getting connected with needed social service programs. Offenders who decline or are ineligible for "Community Court" are prosecuted by the attorneys in the Misdemeanor Trial Unit.

Program Description

This program works collaboratively with the State courts and local law enforcement agencies to prosecute all misdemeanor crimes except those involving domestic violence. The attorneys assigned to Intake screen, issue or reject for prosecution misdemeanor offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Intake attorneys also handle court appearances at the Justice Center including arraignments, DUII Diversion entries, Community Court and early resolution cases.

Cases involving non-violent offenders can also now be referred to the Community Courts located in downtown Portland and Gresham. These courts not only issue sanctions against offenders but also provide access to needed social services such as alcohol treatment, drug treatment and mental health services. With over 6000 cases processed each year, the Community Courts offer a cost-effective collaboration between the state courts, prosecution and social service providers.

Attorneys assigned to the Misdemeanor Trial Unit prepare cases for trial and represent the State of Oregon in misdemeanor jury and bench trials. These attorneys also appear in court on other matters including pleas, sentencing, probation violation hearings, and restitution hearings. Attorneys in the trial unit work collaboratively with the Neighborhood DA program by prosecuting their issued cases. Because of the large volume of cases and the continued expansion of East County, prosecutors present cases to courts located in downtown Portland and also in Gresham.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	13,114	12,450	14,100	13,000
Outcome	Cases resolved	11,213	12,000	10,200	11,500
Input	Cases reviewed	16,526	14,975	16,500	15,000

Performance Measure - Description

Output - The number of cases for which a charging document has been created for this unit.

Cases resolved - The number of cases completed and closed in that unit.

Cases reviewed - The total number of cases that have been submitted to that unit.

Legal/Contractual Obligation

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,231,423	\$0	\$2,458,001	\$0
Contracts	\$46,123	\$0	\$51,000	\$0
Materials & Supplies	\$19,222	\$0	\$29,816	\$0
Internal Services	\$113,359	\$0	\$99,712	\$0
Total GF/non-GF:	\$2,410,127	\$0	\$2,638,529	\$0
Program Total:	\$2,410,127		\$2,638,529	
Program FTE	25.50	0.00	26.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #15016, District Attorney's Office-Misdemeanor Trial, Intake, Community Court

Lead Agency: District Attorney
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

This program provides specific and dedicated resources designed to enable those with mental illness to live safely and productively within the community. The mental health deputy district attorney is the DA coordinator for the Multnomah County Mental Health Court. The mental health deputy district attorney also participates in civil commitment hearings 4 days per week and attends weekly mental health court appearances. The mental health attorney meets weekly with the Behavioral Health Unit of the Portland Police Bureau and supervisors from Multnomah County Mental Health and Addiction Services Division to address potential solutions regarding individuals in the community who suffer from a mental illness and present a public safety concern.

Program Description

The mental health deputy district attorney is the DA coordinator for the Multnomah County Mental Health Court which is a specialized treatment court, designed to reduce criminal activity committed by persons suffering from a qualifying mental health diagnosis. The court is a cooperative effort among multiple agencies, including the Multnomah County District Attorney's Office, Multnomah County Circuit Court, Multnomah County Mental Health Department, Metropolitan Public Defender, Multnomah County Department of Community Justice, and the Multnomah County Sheriff's Office. Mental Health Court participants are on probation; both supervised (formal probation) and unsupervised (bench probation). As a condition of the probation, defendants are offered an opportunity to participate in the Mental Health Court program. Once accepted into Mental Health Court, the participant is assigned to a Mental Health Court Monitor. The monitor works with the participant on issues such as housing, medication management, health care appointments, and transportation. Participants are expected to stay free of drugs and alcohol, to meet regularly with their assigned monitor, to take all prescribed medication, pay restitution to victims, keep all appointments with service providers, and obey all laws. It takes a minimum of one year to complete Mental Health Court. The mental health attorney staffs the weekly mental health court appearances and works closely with Multnomah County Mental Health and Addiction Services Division, the defense bar, the Judge, and a probation officer to manage the participants.

The mental health deputy district attorney works closely with the Involuntary Commitment Program of Multnomah County Mental Health Division to civilly commit allegedly mentally ill persons who pose a danger to self or others, or are unable to provide for their basic personal needs. The mental health attorney calls witnesses and participates in civil commitment hearings 4 days per week. These commitment hearings take place at the courthouse and at local hospitals.

The mental health attorney meets weekly with the Behavioral Health Unit of the Portland Police Bureau and supervisors from Multnomah County Mental Health and Addiction Services Division. This collaborative effort is designed to address potential solutions regarding individuals in the community who suffer from a mental illness and present an active or ongoing public safety concern.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of court appearances	0	0	1,780	1,700
Outcome	Number of civil committments	0	0	400	400

Performance Measure - Description

Output - The number of court appearances attended by DDA.

Outcome - The number of civil committments attended by DDA.

Legal/Contractual Obligation

Multnomah County is responsible for providing all commitment services, regardless of state funding level. ORS 426.250. Either the district attorney or other counsel designated by Multnomah County is responsible for representing the State's interests in civil commitment proceedings. ORS 426.100.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$116,476	\$0
Total GF/non-GF:	\$0	\$0	\$116,476	\$0
Program Total:	\$0		\$116,476	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was:

Lead Agency: District Attorney

Program Contact: Adam Brown

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Neighborhood District Attorney Program is comprised of neighborhood-based Deputy District Attorneys who work directly with local individual citizens, community groups, neighborhood associations, business associations and law enforcement agencies in communities throughout Multnomah County to identify and develop strategies to combat quality of life crimes and improve neighborhood livability. NDAs also review and issues charging documents on misdemeanor cases throughout the county.

Program Description

This is a nationally recognized model program for engaging a variety of community, business and law enforcement partners in identifying crime issues and developing strategies within a community to combat quality of life crime in neighborhoods throughout Multnomah County. The Neighborhood prosecutors are strategically located in East, North/Northeast, West and the Gresham areas. Each Neighborhood District Attorney (NDA) is responsible for working with the police, other government agencies, businesses and citizens to improve the quality of life in the areas they serve. This includes keeping police officers up to date on criminal law changes, making the criminal justice system user-friendly for responsible area businesses, marshaling prosecution resources to solve entrenched neighborhood problems, attending community meetings and providing legal tools for citizens and police to use to improve their quality of life, such as collaborating on partnership agreements, business trespass agreements, drug impact areas, focused prosecutions and involving citizens to obtain search warrants to close neighborhood drug houses. Specialized prosecutors are contracted with Lloyd Business District and Tri-Met to prosecute crimes and solve crime problems specific to those entities. There is also one additional prosecutor in the North/Northeast area assigned to coordinate county-wide misdemeanor gang prosecutions and probation with the Portland Police and Multnomah County Circuit Court in an effort to have these emerging gang members mentored by area pastors and community leaders. In addition the program issues approximately one half of all misdemeanors processed by the office, including quality-of-life misdemeanors such as drinking, camping, graffiti, drugs and prostitution.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Cases issued	0	5,000	5,600	5,000
Outcome	Problem solving contacts	41,461	39,500	34,000	39,500
Input	Cases reviewed	6,736	5,665	6,400	5,665

Performance Measure - Description

Output - The number of cases for which a charging instrument has been created by this unit.

Outcome - The number of problem solving contacts Neighborhood DAs have with citizens, law enforcement, businesses, and neighborhood associations or other special interest organizations.

Input - The total number of cases submitted to the unit.

Legal/Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$647,865	\$531,369	\$706,706	\$489,251
Contracts	\$0	\$5,000	\$0	\$48,675
Materials & Supplies	\$15,475	\$2,000	\$15,398	\$0
Internal Services	\$16,010	\$10,531	\$14,764	\$14,163
Total GF/non-GF:	\$679,350	\$548,900	\$736,868	\$552,089
Program Total:	\$1,228,250		\$1,288,957	
Program FTE	5.34	2.66	5.24	2.26
Program Revenues				
Indirect for dep't Admin	\$7,510	\$0	\$9,890	\$0
Intergovernmental	\$0	\$282,525	\$0	\$284,804
Other / Miscellaneous	\$12,500	\$266,375	\$12,500	\$267,285
Total Revenue:	\$20,010	\$548,900	\$22,390	\$552,089

Explanation of Revenues

Lloyd Contract - \$75,000
 Trimet Contract - \$192,285
 DA JAG - \$64,569
 DA Albina Grant - \$220,235

Significant Program Changes

Last year this program was: #15017A, District Attorney's Office-Neighborhood DA

Lead Agency: District Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Adam Brown

Executive Summary

The Investigation unit provides case specific felony investigation, evidence gathering, witness interviews and transport, subpoena service and other trial assistance as is determined by the Deputy District Attorney.

Program Description

The Investigations unit works closely and in cooperation with federal, state and local law enforcement agencies and Deputy District Attorneys to provide investigation services on high, medium and low level felony cases. With a combination of District Attorney Investigators and Investigators assigned to the office from the Portland Police Bureau, the program provides case specific evidence gathering and evaluation, witness interviews and transport for testimony, background investigations and service of subpoenas that compel witness appearance. Investigations are a crucial and integral part of the prosecution of all felony cases. The Investigations program works to assist in holding offenders accountable by effective and aggressive prosecution.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Subpoenas issued	5,565	6,650	6,800	6,800
Outcome	Subpoenas served	8,081	6,100	8,000	8,000

Performance Measure - Description

Output - The number of subpoenas given to the investigative staff for personal service.

Outcome - The number of subpoenas for which the personal service was completed.

Legal/Contractual Obligation

8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$354,255	\$36,000	\$363,217	\$36,000
Contracts	\$27,070	\$0	\$32,000	\$0
Materials & Supplies	\$18,424	\$0	\$18,263	\$0
Internal Services	\$90,386	\$0	\$90,180	\$0
Total GF/non-GF:	\$490,135	\$36,000	\$503,660	\$36,000
Program Total:	\$526,135		\$539,660	
Program FTE	3.64	0.36	3.61	0.39
Program Revenues				
Intergovernmental	\$0	\$36,000	\$0	\$36,000
Total Revenue:	\$0	\$36,000	\$0	\$36,000

Explanation of Revenues

Gresham Contract - \$36,000

Significant Program Changes

Last year this program was: #15011, District Attorney's Office-Investigations

Department Overview

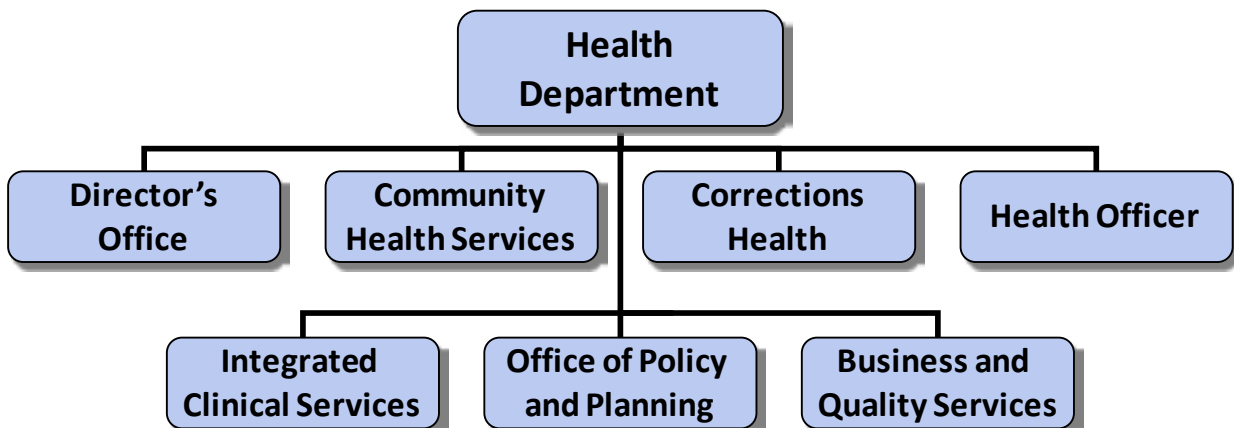
The Multnomah County Health Department is guided by its vision of Healthy People in Healthy Communities. The Health Department seeks to protect against threats to health, to ensure access to health care for Multnomah County residents, and to promote health. The Department does this by focusing its limited resources on creating policies that promote or protect the community's health; preventing the conditions that lead to illness and disease and by forming public and private partnerships to stretch the Department's capacity to achieve its mission.

The Health Department's five-year strategic plan for FY 2010-2014 establishes its priorities for FY 2014. The plan contains three goals with specific strategies for the next few years, they are:

1. To ensure all individuals, families and communities gain greater control of the factors that influence their health.
2. To improve the health of our diverse communities.
3. Be an adaptive, learning organization that serves as an effective and accountable local public health authority and provider of community health services.

The Health Department's day-to-day activities and work are central to achieving its mission. These strategic activities are those which reflect new or enhanced goals; they are direct, focused and prioritized over every day work; and they lay a pathway for the Department to measure and account for progress over time.

The Health Department's mission, vision, values and strategic plan directly support the County's mission, vision and values statement. Like the broader County, the Department prioritizes the health needs of the most vulnerable while promoting and protecting the health of the whole community. The Department incorporates the values of social justice, integrity, stewardship, innovation and sustainability into what it does and how it does it.



Budget Overview

The FY 2014 budget for the Health Department is \$164.5 million with 1,006.53 FTE. Almost 60% – over \$97.4 million – of the budget comes from the County General Fund, with the remaining \$67.1 million coming from Federal and State revenue, Medicaid and other medical fee revenue, and emergency response and ambulance fees. Much like the change in FY 2012 that moved Federally Qualified Health Center (FQHC) wraparound funds from the Federal/State Fund into the General Fund, certain prospective payments will also be moved to the General Fund in FY 2014 to comply with recent changes in accounting standards and provide additional flexibility. These prospective payments are received by the Health Department for improving and maintaining the quality of services for high-need, high-risk poor and vulnerable Medicaid and uninsured clients. The prospective payments budgeted for FY 2014 amount to \$3.5 million, including \$1.0 million in beginning working capital.

The FY 2014 budget represents a 2.6%, or \$4.1 million, increase in total spending over the FY 2013 adopted budget. This is made up of an \$11.8 million, or 13.8%, increase in the General Fund and a \$7.7 million, or 10.3%, decrease in the Federal/State Fund. FTE have increased from 998.22 in FY 2013 to 1,006.53 in FY 2014, a 0.83% increase.

A number of changes in the Integrated Clinical Services Division are impacting the budget. Both the Southeast Health Clinic and the downtown dental clinic will be in their first full year of operations. The Southeast Health Clinic (40027) has a budgeted increase of \$1.7 million and 11.98 FTE. Dental Services (40017), which includes the downtown clinic, will increase by \$1.0 million with almost no change in FTE. The Pharmacy program (40031) will also increase by \$1.5 million and 10.00 FTE.

In addition to the budgeting of prospective payments, a significant factor in the Federal/State Fund decrease is a change in Immunizations (40014) with respect to the accounting treatment of the estimated value of certain vaccines (\$3.5 million in FY 2013). The estimated value is no longer included in the Health Department’s operating budget.

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

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	1,004.94	998.22	998.22	1,006.53	8.31
Personnel Services	\$100,525,965	\$101,792,770	\$105,713,205	\$111,334,971	\$5,621,766
Contractual Services	17,231,372	14,893,023	13,741,299	15,528,993	1,787,694
Materials & Supplies	38,678,198	38,180,760	40,909,908	37,647,756	(3,262,152)
Capital Outlay	102,195	1,063,312	0	0	0
Total Costs	\$156,537,730	\$155,929,865	\$160,364,412	\$164,511,720	\$4,147,308

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

The challenges for the current year were summed up under the heading: designing a robust County structure to confront the changes in Federal and State transformation efforts around financing and service delivery of medical care and public health. The Health Department is taking steps to integrate and consolidate interventions to increase health impact, health outcomes, streamline programs and enhance accountability. The Department anticipates an influx of need for new services as more people are covered in 2014, and it will need to carefully evaluate how to meet this demand in collaboration with the Coordinated Care Organizations, regional health systems and other safety net providers in the region.

The Health Department's key successes this year position it for continued success in 2014. The Department has supported its goals for a healthy community by focusing resources on high risk populations and allocating funds to support evidence based best practices. Chronic diseases are among the most prevalent, costly, and preventable of all health problems. Both the clinical delivery system and public health community engagement and policy activities have prioritized and refocused activities into a more comprehensive approach to prevention work in the community and in individual encounters. The Department has evaluated its work processes in light of innovation, equity, quality and community involvement. It has maintained and enhanced its role to conduct and disseminate assessments focused on population health in the county and designed to provide important information on understanding health status, recognizing emerging trends, and identifying risk factors both personal and environmental to guide programs and policy decisions.

In FY 2013 the Westside Health clinic was relocated to Southeast Portland. The newly opened Southeast Health Center and the downtown Billi Odegaard dental clinic will have their first full year of operation in FY 2014. A federal grant will fund the opening of a new School Based Health clinic at Centennial High School in FY 2014. The Department has invested in its clinical infrastructure and will start next year with Primary Care, Pharmacy, Corrections Health and Dental services all on electronic health records systems, which allows the Department to share data and improve care with the major health systems in the region.

Diversity and Equity

The Health Department mission is “Healthy People in Healthy Communities.” Its diversity and equity programs and projects are aimed at reducing health disparities so everyone can benefit from good health. The activities include:

- Cultural Competence (internal) – FY 2013 completed an assessment and developed policies; FY 2014 continue training of Health Department employees to eliminate health disparities for communities served.
- Cultural Competence (external) – training provided to Native American Youth Family Center (NAYA) and Oregon Health & Science University (OHSU); current partnership with Oregon Center for Nursing.
- Refugee Community Outreach – quality improvement grant received by Early Childhood Services and Human Resources to work with refugee communities around prenatal care and access.
- North Portland Healthy Eating Active Living (HEAL) Coalition - Coalition came together to promote healthy eating and physical activity for low income communities of color who are disproportionately affected by obesity and chronic diseases; final report completed December 2012.
- Diversity & Quality Team – monitors progress of department strategies, policies, and activities in the areas of diversity, quality and equity.
- Health Equity Initiative – works to address the root causes of socioeconomic and racial injustices that lead to health disparities.
- Recruitment – attract, hire and retain qualified diverse employees to provide quality public health services; update Manager Recruitment Guide.
- Workforce Development & Training – introduced new training: Public Health Competencies in Performance Planning and Review for Exempt staff.
- Health Share of Oregon, Cultural Competence Project – Human Resources staff member part of Health Share’s cultural competence workgroup to assess and analyze for setting policy and plans for Health Share.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$2,316,215	\$0	\$2,316,215	13.10
Community Health Services	18,501,184	20,887,608	39,388,792	250.11
Corrections Health	14,000,000	72,579	14,072,579	83.80
Health Officer	4,587,357	1,621,777	6,209,134	34.06
Integrated Clinical Services	45,017,977	41,994,904	87,012,881	521.88
Office of Policy and Planning	3,735,373	2,498,187	6,233,560	42.15
Business and Quality Services	<u>9,278,559</u>	<u>0</u>	<u>9,278,559</u>	<u>61.43</u>
Total Health Department	\$97,436,665	\$67,075,055	\$164,511,720	1,006.53

Director's Office

The Health Department Director and Director's Office is responsible for providing leadership committed to the Health Department's vision of Healthy People in a Healthy Community; its mission is to ensure, promote and protect the health of Multnomah County residents; and to set its strategic direction to fulfill its mission. The Director's Office leads and is responsible for a Department of more than 1,000 employees with more than \$164 million in State, County and Federally funded programs and services.

The Director is the primary liaison to federal, state, county and local elected officials, the Community Health Council and County department leadership. The members of the Department Leadership Team report to the Health Department Director and are responsible for leading the six major Divisions in the Health Department: Business Services, Community Health Services, Corrections Health, Integrated Clinical Services, the Office of Public Health Policy and Planning and the Tri-County Health Officer.

The leadership team is responsible for the provision of quality best practice services; strategic partnerships; leadership and direction for public health issues; assurance that financial commitments are met; continuous improvement of service delivery systems; public health emergency preparedness; and maintenance of a diverse and qualified workforce with high job satisfaction.

Significant Changes

In FY 2013 Health Transformation continues to be a major focus for the Director's Office. According to the Oregon Health Authority, the purpose of Oregon Health Transformation is "to improve the health delivery system for Oregon Health Plan and Medicaid clients. The plan focuses on coordinated mental, physical, behavioral, and oral health to free up dollars trapped in an inefficient system, increase focus on prevention, and improve care". The Health Department is working across County departments, counties and private organizations such as hospitals to prepare and position the Department for the transformation.

In FY 2013, the division of Health and Social Justice was merged with the Community Wellness and Prevention program forming the Office of Public Health Policy and Planning which reports to the Department Director.

Community Health Services

Community Health Services (CHS) addresses public health issues through direct services, initiatives, policy interventions and community partnerships with a focus on health equity, prevention and health promotion. There are six program areas: 1) Communicable Disease Services fulfills the mandate to limit the spread of reportable communicable diseases through timely identification, investigation and treatment of infectious disease. 2) Early Childhood Services works to ensure that basic health and developmental needs of mothers, infants and young children are met through programs for high risk pregnant women and newborns. 3) The Women, Infants and Children (WIC) Program supports breastfeeding and provides developmental screening, referrals and supplemental nutrition to young families. 4) Environmental Health Services protects the safety of the county by providing health inspections of licensed facilities, controlling vector-borne disease and assuring healthy indoor environments. 5) The STD/HIV/Hepatitis C Program addresses sexually transmitted disease and those living with the chronic illnesses associated with these infections. Their Adolescent Health Promotion Program helps adolescents reduce participation in risky sexual activities while building healthy relationships. 6) The Community Epidemiology Services Program provides core public health services (epidemiology, informatics, communications, quality improvement) to all CHS programs.

Significant Changes

Communicable Disease Services has been restructuring to meet the needs of a “21st century” metropolitan area communicable disease program. In 2012, the county experienced a series of major communicable disease events (pertussis, norovirus, influenza). This rapidly changing environment will require strengthened case and outbreak investigation capabilities and improved local disease response capacity.

The STD/HIV/Hepatitis C Community Prevention Program is in year two of a five year successive federal HIV prevention budget reduction in Oregon. Outreach and needle exchange service hours will be cut and the focus will shift to more testing and linkage to care per national guidance.

Potential changes to financial resources, policy and operations related to health care reform will influence the Maternal and Child Health programs— Early Childhood Services (ECS), WIC, and Healthy Birth Initiative. ECS will continue its evidence-based services. WIC is collaborating with the library— providing monthly classes teaching children to read and showing families how to access library services. The Healthy Birth Initiatives program is adding increased depression screening, education/support groups, leadership development, and men’s groups.

The Environmental Health Services Health Inspections and Education program has been responding to Oregon’s adoption of the new FDA Food Code. On July 1, 2013, 12 new violations will impact restaurant inspection scores— changing how the program addresses critical safety issues and requiring increased re-inspections and additional education by inspectors.

Corrections Health

The Corrections Health program meets mandated standards that assure access to care, safeguards the health of those who are in detention and controls the legal risk to the County. A wide variety of health care services are in place to meet the urgent needs of detained adults in the Multnomah County Detention Center (MCDC), the Multnomah County Inverness Jail (MCIJ) and youth in the Donald E. Long Home.

From first entering the jail at booking until being released or transferred to another jail, prison or U.S. Marshal custody; professionally trained health care personnel provide around-the-clock health evaluation, illness identification and treatment services for over 38,000 adults a year. Over 60% have serious, unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol/drug withdrawal and major mental/behavioral illnesses. Communicable disease screening and isolation are key to keeping employees, visitors and detainees safe. Stabilizing health conditions allows detainees to participate in their legal cases, which is their right as a citizen.

At the juvenile facility, licensed nursing staff provide services 16 hours a day, including screening, symptom evaluation and treatment for over 2,000 youth per year. More than 35% of the youth are receiving mental health treatment including medications. Health promotion and sexually transmitted disease (STD) treatment are a focus for the youth to improve their health and lower the rate of STD transmission once they return to the community. Healthy transition from jail to the community is a focus of Corrections Health's work.

Significant Changes

In FY 2013, Corrections Health successfully implemented several quality improvement activities, including:

- survey and accreditation by the National Commission on Correctional Health Care (NCCHC) (a nationally recognized measure of quality health care delivery);
- implementation of electronic medication administration, monitoring, and logging software;
- implementation of Electronic Health Records software at both adult jail sites;
- continued collaboration with the Sheriff's Office and other County departments to increase coordination and evaluate efficiency of suicide prevention strategies employed at the jails; and
- continued focus and monitoring of performance and strategies that will reduce costs and assure efficiency, quality, and safety.

Health Officer

Oregon Revised Statutes (ORS) 431.418 require each local health department to employ or contract with a physician to serve as County Health Officer. The Office of the Health Officer provides physician consultation, technical direction and leadership to support public health activities and clinical services. The Health Officer is also responsible for these operating programs:

- Tri-County Health Officer (40002) provides public health physician consultation, technical direction, and leadership for Multnomah, Clackamas, and Washington counties. Activities focus on improving the consistency and quality of public health services in the Tri-County area.
- Emergency Medical Services (EMS) (40004) coordinates, regulates, and improves the quality of ambulance and other pre-hospital medical services for people experiencing a medical emergency, and provides physician medical direction to all EMS responders in the County.
- Public Health and Regional Health System Emergency Preparedness (40005) assure the Health Department and the community is prepared to manage the public health aspects of emergencies (e.g., disease investigation and mass vaccination), and that health care delivery providers in the six-county NW Oregon region are prepared to provide effective medical care in the face of emergencies with large and complex health impacts.
- Medical Examiner (40052) is responsible for establishing the cause and manner of death of county residents who die under special circumstances, notifying next of kin, and temporarily protecting the property of the deceased.

Significant Changes

Multnomah County EMS is participating in health transformation and received a portion of the regional Health Commons Grant for an innovation program. The Innovation Program employs four Licensed Clinical Social Workers (LCSWs) to reduce the number of patients who frequently call 911 and would be better served by alternative health care resources such as primary care physicians, behavioral health, addiction and clinic services. Social workers work together with EMS response agencies to identify program candidates, perform patient assessments in field settings, determine and implement intervention strategies that reduce unnecessary calls to 911, improve the patient's health care experience, improve the patient's health, and reduce medical costs.

Integrated Clinical Services

Integrated Clinical Services (ICS) provides quality health services for people who experience barriers to accessing health care. Culturally relevant clinical services provided by ICS link physical and behavioral health and social services for the poor, uninsured and homeless populations. Services include dental and medical care, disease management for chronic illness, specialized care for HIV positive individuals, behavioral health, family planning, prenatal care, enabling services and preventive services such as well child health care. Integrating these personal health care services provides clients with continuity of care, improves quality, creates operational efficiencies, and maximizes opportunities with grants and programs for special populations.

Clinical services are provided in 7 primary care clinic sites. Oral health and prevention services, located at 6 dental sites, provide much needed access to dental care for children and adults. Thirteen School Based Health clinics (SBHC's) provide primary care services to adolescents in the schools and surrounding community. In FY 2014, Centennial High School will open the newest SBHC and will coordinate the transfer of services from the East County Teen Clinic.

ICS staff continue work responding to changes required by federal and state health reform. ICS's services and quality improvement efforts (patient-centered medical home/quality improvement initiative) aligns with the framework adopted to improve quality and reduce costs.

Significant Changes

In FY 2013, ICS successfully implemented several quality or access improvement activities, including:

- Opened the new Billi Odegaard Dental Clinic in partnership with Central City Concern.
- Implemented electronic dental records (EDR) at all Department dental sites (increases quality, access and reduces cost).
- SBHC's collaborated with Centennial School District, awarded a federal grant to open a new SBHC at Centennial High School. Opening in FY 2014 (coordinates w/transfer of Eastside Teen Clinic).
- Initiating primary care services at Southeast Health Center, May 2013 (coordinates with relocation of remaining homeless program patients to Southeast Health Center).
- Corrections Health implemented electronic health records (EHR), electronic medication administration records and received accreditation recognition by the National Commission on Correctional Health Care.

Office of Policy and Planning

The purpose of the Office of Policy and Planning is to help define the public health priorities for the Health Department and advance innovative strategies that create positive population-wide impact for the community's most pressing and emerging public health needs.

The Office of Policy and Planning assists Health Department leadership by conducting public health surveillance and community health assessment; conducting planning and evaluations; mobilizing community partners and brokering relationships; implementing policy, systems, and environment change strategies; and pursuing health equity. The Office of Policy and Planning works with key leadership to develop strategic plans, set policy, and develop regulations that result in improved health outcomes for all communities in Multnomah County.

The combination of the core function areas brings together expertise and coordination in public health accreditation; chronic disease and violence prevention; community health worker training; health assessment; health impact assessment; policy analysis and development; communications; community-based planning; community capacity building; grant development; and program design and evaluation.

Significant Changes

During FY 2013, Community Wellness and Prevention continued to ramp down its Communities Putting Prevention to Work Initiative funded through the Centers for Disease Control and Prevention. The Initiative catalyzed two years of intensive prevention efforts and capacity building within the Health Department as well as across the county at large, with a network of over thirty community partners funded through the Initiative.

The momentum and policy changes set in motion through the Initiative will sustain over time through strengthened partnerships and policy successes. Internally, the Health Department initiated organizational changes to apply learning from Communities Putting Prevention to Work, including the establishment of the Office of Policy and Planning to provide department-wide leadership for sustaining community partnerships and public health policy initiatives that address the social determinants of health.

The Office of Policy and Planning does not include new program areas but instead pulls together existing Department functions related to community health assessment, planning and evaluation, partnerships, and policy development to strengthen strategic leadership and leveraging of these functions for the purpose of greater positive impact on community health.

Business and Quality Services

Business and Quality Services includes Workforce Development, Human Resources, and Training services for more than 1,000 full/part time permanent and temporary employees. The Budget, Accounting, Financial and Contracting services manage all financial activity for a \$164 million organization. They are liaisons for the Department with the Department of County Assets, coordinating the provision of services such as IT, Facilities and Fleet services.

Human Resources and Training's Workforce Development is committed to meeting customer needs by providing guidance and consultation in the areas of administrative procedures, recruitment, employee/labor management issues, management competency, labor contract interpretation, and legal compliance. This is achieved by applying business best practices; being proactive and collaborative with key stakeholders and partners; and having reliable data and information to measure results and quality performance.

Business Services - Accounts Payable, Contracts and Purchasing, Accounting, Financial, and Medical Billing teams are responsible for collecting and reporting all payments, grant accounting, budget development and monitoring, medical billing and client collection services for the Health Department. Business Services strives to do this in a manner that supports and advances the strategic initiatives and mission of the Department and County.

Significant Changes

Three information technology and infrastructure positions were added to Business Services for FY 2014. The staff will work closely with Department of County Assets to upgrade and improve information technology throughout the Health Department. A focal point the first year will be to replace and upgrade numerous outdated systems used by Community Health Services.

Healthcare transformation continues to dominate the landscape for Medical Billing. Working closely with the Coordinated Care Organizations in the region, the State of Oregon, and the Centers for Medicare and Medicaid Services (CMS), Medical Billing is able to anticipate changes that affect medical fee revenue, including how the Department documents and substantiates those services.

Health Department

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Director's Office					
40000	Health Department Leadership Team	\$1,616,122	\$0	\$1,616,122	6.00
40003	Health Department Leadership Team Support	700,093	0	700,093	7.10
Community Health Services					
40007	Health Inspections and Education	3,481,111	92,715	3,573,826	27.74
40008	Vector-Borne Disease Prevention and Code Enforcement	1,291,678	0	1,291,678	9.90
40009	Vital Records	0	631,477	631,477	5.36
40010	Communicable Disease Prevention and Control	2,261,720	1,260,278	3,521,998	25.65
40011	STD/HIV/Hep C Community Prevention Program	2,665,124	1,356,980	4,022,104	24.80
40012	Services for Persons Living with HIV	338,156	6,662,340	7,000,496	27.83
40013A	Early Childhood Home Based Services	3,358,593	2,929,687	6,288,280	32.85
40013B	Early Childhood Home and Community Based Services	2,211,823	3,070,194	5,282,017	31.30
40014	Immunizations	262,314	355,594	617,908	3.90
40015	Lead Poisoning Prevention	47,417	180,000	227,417	1.30
40018	Women, Infants and Children (WIC)	1,285,546	3,140,831	4,426,377	41.26
40025	Adolescent Health Promotion	298,757	396,206	694,963	5.40
40037	Environmental Health Education, Outreach and Housing	499,619	811,306	1,310,925	9.32
40048	Community Epidemiology	499,326	0	499,326	3.50
Corrections Health					
40049	Corrections Health Juvenile Detention, Admissions and Housing	646,614	72,579	719,193	3.40
40050A	Corrections Health Multnomah County Detention Center (MCDC)	3,932,636	0	3,932,636	23.70
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	2,341,933	0	2,341,933	15.00
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	1,722,531	0	1,722,531	11.40
40051A	Corrections Health Inverness Jail (MCIJ) Base & Clinical Services	2,588,158	0	2,588,158	14.10
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	1,616,512	0	1,616,512	9.30
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	1,151,616	0	1,151,616	6.90

Health Department

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Health Officer					
40002	Tri-County Health Officer	238,470	350,000	588,470	2.30
40004	Ambulance Services (EMS)	1,817,610	474,645	2,292,255	9.40
40005	Public Health & Regional Health Systems Emergency Preparedness	44,457	678,900	723,357	4.16
40030	Medical Directors (Physician, Nurse Practitioner and Nursing)	1,428,966	118,232	1,547,198	9.00
40052A	Medical Examiner	1,019,854	0	1,019,854	8.80
40052B	Medical Examiner - Staff at Current Service Level	38,000	0	38,000	0.40
Integrated Clinical Services					
40016	Medicaid/Medicare Eligibility	288,542	1,148,613	1,437,155	14.55
40017	Dental Services	13,015,514	2,903,627	15,919,141	99.19
40019A	North Portland Health Clinic	1,944,064	2,296,483	4,240,547	28.30
40020	Northeast Health Clinic	3,025,698	3,071,280	6,096,978	39.60
40022	Mid County Health Clinic	5,715,445	5,722,430	11,437,875	69.00
40023	East County Health Clinic	4,234,943	4,455,506	8,690,449	56.40
40024	School Based Health Centers	3,794,857	1,758,242	5,553,099	34.79
40026	La Clinica de Buena Salud	750,928	1,067,586	1,818,514	11.20
40027	Southeast Health Clinic	1,318,731	2,019,846	3,338,577	21.10
40029	Rockwood Community Health Clinic	2,052,760	2,569,291	4,622,051	30.20
40031	Pharmacy	0	14,705,000	14,705,000	54.25
40032	Lab and Medical Records	3,102,873	0	3,102,873	25.70
40033	Primary Care and Dental Access and Referral	906,743	265,000	1,171,743	10.50
40034A	Quality Assurance	3,593,758	12,000	3,605,758	25.80
40034B	Quality Improvement for Primary Care	1,029,600	0	1,029,600	0.00
40036	Community Health Council and Civic Governance	243,521	0	243,521	1.30
Office of Policy and Planning					
40035A	Health Assessment, Planning and Evaluation	1,518,611	1,886,454	3,405,065	19.15
40038	Health Promotion and Community Capacity Building	653,647	409,515	1,063,162	8.80
40045	Health Equity Initiative (Racial Justice Focus)	388,082	0	388,082	3.45
40047A	Community Wellness and Prevention	874,508	202,218	1,076,726	8.55
40047B	Public Health Policy and Planning	225,525	0	225,525	2.20
40053	Fresh and Healthy Food Project	75,000	0	75,000	0.00

Health Department

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Business and Quality Services					
40039	Business and Quality - Human Resources and Training	2,385,823	0	2,385,823	17.33
40040A	Business and Quality - Financial Services and Operations	3,568,710	0	3,568,710	31.10
40041	Business and Quality - Medical Billing	<u>3,324,026</u>	<u>0</u>	<u>3,324,026</u>	<u>13.00</u>
Total Health Department		\$97,436,665	\$67,075,055	\$164,511,720	1,006.53

Lead Agency: Health Department

Program Contact: Lillian Shirley

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Members of the Health Department's Leadership Team (DLT), are the Department Director, Deputy Director, the Health Officer, Directors of Business Services, Human Resources & Workforce Development, Community Health Services, Public Health & Community Initiatives, Integrated Clinical Services, Policy and Planning and the Director of Nursing Practice.

Program Description

DLT is responsible for systems-based integration of health services and operations to provide quality, best practice services; strategic partnerships; leadership and direction for public health issues and policy matters; assurance that financial commitments are met; continuous improvement of service delivery systems; public health emergency preparedness and maintenance of a diverse and qualified workforce with high job satisfaction. The Director's Office is responsible for leadership committed to the Health Department's mission, vision, values and strategic objectives and is the primary liaison to federal, state, county and local elected officials, the Community Health Council and County department leadership. The Policy and Planning Director is responsible for partnerships which support health disparity reductions and creates links within community systems. The Director supervises programs that provide best practices and timely health information and education to County, communities, policy makers and citizens. The Community Health Services (CHS) Director supervises communicable and environmentally influenced disease programs and services for families with young children and Oregon Health Plan enrollment and is responsible for partnerships with CDC, State, Conference of Local Health Officials, businesses and citizens. The Senior Advisor of Public Health and Community Initiatives oversees efforts related to developing, implementing, monitoring and maintaining policies that support outreach and delivery of culturally appropriate services, coordinates with programs that work cross functionally to support the health prevention needs of all communities and evaluates the quality of services and the impact of policy changes on community perception. The Integrated Clinical Services (ICS) Director is responsible for developing and maintaining strategic external (hospital systems, health insurance systems, state, and community) and internal partnerships; providing leadership for the efficient and cost-effective performance of a complex integrated clinical delivery system; and working with community, state and federal agencies to ensure access to high quality clinical care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Increased access to Health Dept. services as measured by # of clients served.	162,047	102,468	165,450	168,925
Outcome	Annual Federal and State resources \$ leveraged for services.	105,000,000	102,000,000	98,000,000	103,000,000
Output	# of times MCHD is in local and national news media	0	0	70	70

Performance Measure - Description

 **Measure Changed**

Our ability to serve increasing numbers of uninsured clients is dependent on the availability of general fund or grant revenue to cover the cost of their care.

Note: 4REAL federal grant funding ended in Sept 2010, leading to an overall decrease in clients served. The re-opening of the Southeast Health Center (Spring 2013) and the opening of a new School Based Health Center at Centennial High School (Fall 2013) will most likely result in an overall increase in the number of clients served by the Health Department. Increase is based on 2.1% per year for 2013 and 2014.

For FY 13-14, we are changing the # of business related/professional all staff dept communication to the # of times MCHD is in the local and national news media. This measure is more meaningful as it highlights internal and external communication efforts and increased visibility.

Legal/Contractual Obligation

ORS 431.418 Local public health administrator (1) Each district board of health shall appoint a qualified public health administrator or supervise the activities of the district in accordance with law. (2) Each county governing body in a county that has created a county board of health under ORS 431.412 shall appoint a qualified public health administrator to supervise the activities of the county health department in accordance with law.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,064,753	\$0	\$1,127,321	\$0
Contracts	\$89,300	\$0	\$128,200	\$0
Materials & Supplies	\$228,845	\$0	\$185,852	\$0
Internal Services	\$143,097	\$0	\$174,749	\$0
Total GF/non-GF:	\$1,525,995	\$0	\$1,616,122	\$0
Program Total:	\$1,525,995		\$1,616,122	
Program FTE	6.00	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Health Department Leadership Team is funded with \$699,138 county general fund and \$916,984 county general fund indirect revenue. The county general fund includes \$50,000 of one-time only funding for the County's contribution to the Governor's Prevention and Wellness Health Demonstration Project.

Significant Program Changes

Last year this program was: #40000, Health Department Leadership Team

Lead Agency: Health Department

Program Contact: Justin Denny

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Office of the Tri-County Health Officer provides public health physician consultation, medical direction, and leadership to health department administrators, program staff and community partners. This cooperative effort of the metro-county health departments is intended to:

- (1) Improve the consistency and quality of public health services in the three counties,
- (2) Increase learning and collaboration across the counties, and
- (3) Improve the quality, efficiency and effectiveness of Health Officer services, both as a region and for individual counties.

Program Description

The Tri-County Health Officer Program (TCHO) provides medical consultation, technical counsel, and leadership by three public health physicians to Multnomah, Clackamas and Washington County Health Departments and their respective community partners.

Historically, each of the three counties employed or contracted with an individual to serve as County Health Officer. Through IGA's with Clackamas and Washington county health departments, the TCHO is better able to provide high quality health officer services, and maximize the departments' relatively small amount of public health physician resources more effectively and efficiently. In Multnomah County for example, the TCHO: (1) participates in enforcement of public health laws; (2) supervises select public health programs; (3) works with department staff, other county agencies, and community groups to manage critical public health problems; and, (4) participates in department administration.

The program supports Multnomah County Health Department's goals by providing effective and accountable local public health practice leadership and medical direction that results in quality clinical and health promotion programs. In the current fiscal year, through the joint efforts of the TCHO, health officer program staff were able to provide leadership on chronic disease prevention programs, address issues of communicable disease control, and advise county and department staff on individual case management for communicable diseases.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Contract deliverables are met by the end of fiscal year.	90.0%	90.0%	90.0%	90.0%
Outcome	County stakeholders express satisfaction in program delivery and results.	90.0%	95.0%	90.0%	90.0%

Performance Measure - Description

The satisfaction of key customers with Health Officer services is a critical measure of program success. The key customers are the health administrators and public health program managers at each of the health departments. The TCHO program team meets monthly with stakeholders (i.e. key customers) and provides regular updates to health department administrators on the progress of workplan deliverables. Department administrators meet regularly with Health Officers to provide verbal feedback on service delivery, program satisfaction, and progress of individual workplan items.

The TCHO program assures completion of agreed-upon deliverables. Contract deliverables for FY14 will be negotiated and finalized by June 30, 2013. These will provide guidance for work priorities and program activities.

Legal/Contractual Obligation

ORS 431.418 requires counties to employ or contract with a physician to serve as County Health Officer. Intergovernmental agreements with Clackamas and Washington counties specify Health Officer services that Multnomah County is required to provide as well as expected outcomes and evaluation measures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$210,858	\$326,605	\$215,131	\$304,090
Contracts	\$3,334	\$0	\$500	\$0
Materials & Supplies	\$5,648	\$6,512	\$1,474	\$6,468
Internal Services	\$14,690	\$41,883	\$21,365	\$39,442
Total GF/non-GF:	\$234,530	\$375,000	\$238,470	\$350,000
Program Total:	\$609,530		\$588,470	
Program FTE	0.80	2.00	0.80	1.50
Program Revenues				
Indirect for dep't Admin	\$23,259	\$0	\$22,444	\$0
Intergovernmental	\$0	\$375,000	\$0	\$350,000
Total Revenue:	\$23,259	\$375,000	\$22,444	\$350,000

Explanation of Revenues

Clackamas and Washington counties meet their ORS 431.418 requirements for health officer services through intergovernmental agreements (IGA) with Multnomah County. These IGA's are revenue agreements. Contractual revenues of \$350,000 (FY14) cover the full cost to provide services to Clackamas and Washington counties. Multnomah County General Funds of \$238,470 cover the cost to provide services in Multnomah County.

Significant Program Changes

Last year this program was: #40002, Tri-County Health Officer

The Tri-County Health Officer program will continue to meet legal and contractual obligations to provide Health Officer Services in Multnomah, Clackamas and Washington Counties. The change in FTE is from transferring .50 fte of a Program Specialist Senior position to Community Health Services (CHS) to more accurately reflect the current practice of the Health Officer support for CHS. There is no anticipated negative impact to clients or services as a result of this change. Changes in staffing are expected to be positive as they more accurately reflect the needs of the Tri-County Health Officer program.

Lead Agency: Health Department

Program Contact: Lillian Shirley

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

This program pools administrative support for the Department's senior leadership team under one supervisor so that staff and resources can be efficiently shared.

Program Description

The Department Leadership Team (DLT) support team reduces duplication of effort and increases effectiveness of administrative support to leaders and program staff by coordinating workloads and cross-training. A single point of supervision and leadership provides consistent performance expectations and evaluations. Team members provide staffing, scheduling, meeting/event preparation, technical support, minutes and project support for the Department Director, Deputy Director, Director of Nursing Practice, Public Health and Community Initiatives Executive Advisor, Health Officer, Policy and Planning Program Manager Senior, Community Health Services Program Manager Senior and their managers. Team members provide general office services, such as copying, travel and training, time and attendance records (TARS) entry, supply ordering, mailings, mail distribution, telephone, computer programs, minutes, surveys, operation of the Department's main telephone lines and front office reception on the Director's floor.

This program offer supports the Health Department Leadership Team's ability to achieve accountability, to manage resources and service delivery costs effectively, to equitably evaluate and streamline delivery of services and County operations, to provide reliable information for decision-making, which improves and reporting results.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of projects completed on time with an error rate not to exceed 3%.	90.0%	90.0%	90.0%	92.0%
Outcome	Annual satisfaction rating by Department Leadership Team on scale of 1 to 10.	8	8	8	9

Performance Measure - Description

Survey of Department Leadership members conducted at end of fiscal year will meet or exceed 8 (on a scale of 1-10).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$501,034	\$0	\$538,536	\$0
Contracts	\$65,000	\$0	\$60,000	\$0
Materials & Supplies	\$51,541	\$0	\$32,011	\$0
Internal Services	\$70,951	\$0	\$69,546	\$0
Total GF/non-GF:	\$688,526	\$0	\$700,093	\$0
Program Total:	\$688,526		\$700,093	
Program FTE	6.80	0.00	7.10	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Health Department Leadership Administrative Support is funded by \$290,180 county general fund and \$409,913 county general fund indirect revenue.

Significant Program Changes

Last year this program was: #40003, Health Department Leadership Administrative Support

The FTE for the Administrative Specialist position that supports the Director of Nursing Practice was increased from 0.80 FTE to 1.00 FTE. The increase in FTE more accurately reflects the increased responsibilities for supporting the Director of Nursing Practice in program functions, initiatives and roles.

The inclusion of the Research/Evaluation Analyst 2 position at 0.10 FTE supports evaluating DLT cross cultural training initiatives as goals are achieved. The inclusion of this position also supports the DLT strategic goal of a learning organization, which translates into improved customer service.

Lead Agency: Health Department

Program Contact: Darrell Knott

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Emergency Medical Services (EMS) plans, regulates, coordinates, and provides medical supervision and quality assurance for all pre-hospital emergency care provided by an exclusive ambulance contractor and the fire departments in the County.

Program Description

The MC EMS Program has five major functions:

- 1) Management of the emergency ambulance contract to assure that performance criteria are met by the ambulance provider contracted with the County under an exclusive franchise agreement.
- 2) Medical supervision of all medical care provided by 911 dispatchers, 911 EMS providers and non-911 ambulance providers, including EMTs and paramedics. Immediate medical advice for responders is provided via radio by OHSU under the supervision of the MC EMS Medical Director.
- 3) Establishment of quality standards for EMS services provided to the citizens of Multnomah County. MC EMS uses the Continuous Quality Improvement (CQI) process to monitor and improve the quality of service provided to the public.
- 4) Regulation of all ambulance business in the County in accordance with the ambulance ordinance, MCC 21.400. Regulation includes licensing and inspection of ambulances, review of ambulance contractor operations, levying fines for substandard contract performance and violation of administrative rules, and supervision of medical care.
- 5) Coordination of medical first response and medical dispatch. All 911 fire and EMS responders in the County are dispatched by the City of Portland 9-1-1 Dispatch Center (Bureau of Emergency Communications). MC EMS assures that the 911 medical dispatch protocols are consistent with the care provided by the EMS providers. The fire departments of Portland, Gresham, Portland International Airport, and volunteer fire districts throughout the County provide medical first response to 911 calls. 911 ambulance transport is provided by American Medical Response (AMR) Multnomah County.

Additionally, MC EMS coordinates major event planning, medical equipment specifications, liaison and coordination with local hospitals, and emergency medical services disaster response in the county. The Program's visibility within public safety contributes to citizens feeling safe.

In the coordination of these services, MC EMS ensures timely medical response is available to all County residents and visitors experiencing a medical emergency and emphasizes collaborative coordination of services by multiple public and private agencies.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Ambulance response times - 8 min. 90% of calls	90.1%	90.0%	90.1%	90.0%
Outcome	Cardiac arrest survival to hospital	40.0%	32.0%	40.0%	33.0%

Performance Measure - Description

The major ambulance contract performance measure is the percentage of urban 911 emergency calls in which the ambulance arrives on scene in 8:00 minutes or less.

Cardiac arrest survival to hospital demonstrates how quickly and effectively EMS responds and stabilizes patients in the field. It requires an integrated response system to achieve good patient outcomes, including access to 911, bystander CPR, timely first response, and effective EMS transport to the hospital. This single benchmark is one of the best measurements of the overall quality and integration of the EMS system in the community. This medical outcome is benchmarked against other communities. Current year estimates of cardiac arrest survival are best estimates with the data available. Program measure change: The "Cardiac arrest survival to hospital discharge" measure is no longer being used as an EMS program measure because hospital outcome data for these patients is not available. The data was available in previous years a grant and because the EMS program does not currently participate in the grant, the data is no longer assessible.

Legal/Contractual Obligation

The County is responsible under ORS 682 to have an Ambulance Service Area Plan. It is the County's choice as to how much to invest to achieve this mandate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$728,573	\$0	\$766,110	\$449,565
Contracts	\$737,363	\$0	\$789,096	\$0
Materials & Supplies	\$270,295	\$0	\$166,368	\$25,080
Internal Services	\$78,545	\$0	\$96,036	\$0
Total GF/non-GF:	\$1,814,776	\$0	\$1,817,610	\$474,645
Program Total:	\$1,814,776		\$2,292,255	
Program FTE	5.40	0.00	5.40	4.00
Program Revenues				
Fees, Permits & Charges	\$975,486	\$0	\$1,627,593	\$0
Intergovernmental	\$612,290	\$0	\$70,017	\$474,645
Other / Miscellaneous	\$227,000	\$0	\$120,000	\$0
Total Revenue:	\$1,814,776	\$0	\$1,817,610	\$474,645

Explanation of Revenues

All costs of the program are recovered from licenses, fees, and reimbursement for supplies and training for other jurisdictions. The fees are established and collected through revenue agreements with AMR and other jurisdictions in Multnomah County. The County ambulance contract and MCC 21.400 provide the authority for MC EMS to levy fines for substandard performance. The fines fund system improvements for EMS providers.

Additionally, MC EMS has received a Health Commons Grant for the innovation program described below.

Ambulance license: \$28,000

Franchise fee: \$898,191

Supply and joint training reimbursements: \$771,419

Fines: \$120,000

Health Commons Grant: \$474,645

Significant Program Changes

✔ Significantly Changed

Last year this program was: #40004, Ambulance Services (EMS)

MC EMS received grant funding through the regional Health Commons Grant for an innovation program. The grant supports the Oregon health care transformation movement. The Innovation Program employs four Licensed Clinical Social Workers (LCSWs) to reduce the number of patients who frequently call 911 and would be better served by alternative health care resources such as primary care physicians, behavioral health services, addiction and clinic services. Social workers work together with EMS response agencies to identify program candidates, perform patient assessments in field settings, determine and implement intervention strategies that reduce unnecessary calls to 911, improve the patient's health care experience, improve the patient's health, and reduce medical costs. The EMS innovation program is also working to extend the grant-funded services into adjacent counties.

Lead Agency: Health Department

Program Contact: Justin Denny

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

Preparing for and responding to emergencies with widespread or severe health impacts require multi-agency, multijurisdictional, and public/private sector collaboration. Two Health Department programs contribute to this: 1) Public Health Preparedness assures that we can carry out the County's unique public health responsibilities in an emergency; 2) Regional Health System Emergency Preparedness assures that hospitals and other health care providers in the 6-county NW Oregon region have a proven capacity to care for victims of large scale emergencies. Both programs apply the National Incident Management System (NIMS) framework and coordinate with the County's Office of Emergency Management.

Program Description

Responding to emergencies with severe health impacts (such as natural disasters, severe epidemics/pandemics, terrorist attacks) requires coordinated action to 1) focus the response on priority needs and 2) effectively leverage resources of government, private healthcare providers, and non-profit organizations. This offer assures public and private health preparedness. Public health preparedness includes: 1) emergency plans and protocols linked to the County's Emergency Response Plan; 2) trained and exercised Health Department Incident Management Teams; 3) exercises to test and refine plans and capabilities, and 4) plans to increase capacity for key public health functions (e.g., epidemiology capacity to investigate, and analyze an emergency's health impacts).

Regional Health System Emergency Preparedness facilitates healthcare delivery system preparedness in Multnomah, Clackamas, Washington, Columbia, Tillamook and Clatsop counties and coordinates planning with SW Washington. It assures that hospitals, clinics, and other providers are prepared to respond in an effective and coordinated manner. The program 1) ensures that hospitals and other providers develop and exercise plans to increase the number of patients they can serve; 2) creates regional plans to coordinate a public/private response; 3) develops regional capacities to address communication and other critical support needs; and 4) develops regional capacities to manage specific health impacts (e.g., pandemic influenza). The programs coordinate and collaborate to develop effective governmental and private sector health response capacities in the county and region.

This program offer relates to the Climate Action Plan items 17-1, 17-2, and 17-3; specifically, implementing the new Public Health Adaptation Plan. Minimal resources are available for this participation.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of Incident Management Team members trained & annually exercised	181	240	211	211
Outcome	Centers for Disease Control's technical assistance review score	97.0%	90.0%	97.0%	99.0%
Outcome	Improved health emergency response	100.0%	95.0%	98.0%	98.0%
Quality	Program satisfaction	100.0%	95.0%	98.0%	98.0%

Performance Measure - Description

- 1) Output: # of Incident Management Team members trained & annually exercised.
- 2) Outcome: Centers for Disease Control's technical assistance review score.
- 3) Outcome: Regional stakeholders expressing program has improved health emergency response abilities.
- 4) Quality: Regional stakeholders' satisfaction with program activities using a Likert scale.

Legal/Contractual Obligation

ORS 431 and 433 empower the County and Health Department to supervise matters related to preserving the life and health of the people of the County. An intergovernmental agreement with the Oregon Health Authority (Public Health Division) specifies requirements for public health preparedness activities supported with federal CDC funds. A separate IGA with Oregon Health Authority guides regional health system preparedness goals and activities supported with federal US Dept. of Health and Human Services funds. Both sources of Federal funds are dedicated to emergency preparedness, and cannot supplant other funding or be used to build general public health capacities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$529,313	\$0	\$489,213
Contracts	\$0	\$23,459	\$2,000	\$31,221
Materials & Supplies	\$0	\$24,322	\$8,595	\$5,467
Internal Services	\$0	\$150,357	\$33,862	\$152,999
Total GF/non-GF:	\$0	\$727,451	\$44,457	\$678,900
Program Total:	\$727,451		\$723,357	
Program FTE	0.00	4.60	0.00	4.16
Program Revenues				
Indirect for dep't Admin	\$45,118	\$0	\$43,070	\$0
Intergovernmental	\$0	\$727,451	\$0	\$678,900
Total Revenue:	\$45,118	\$727,451	\$43,070	\$678,900

Explanation of Revenues

State Public Health Emergency Preparedness is supported by Federal Centers for Disease Control (CDC) funds received via Oregon DHS. Regional Health System Emergency Preparedness is funded by the US Dept. of Health and Human Services via the Oregon Health Authority (OHA).

State Public Health Emergency Preparedness and Cities Readiness Initiative: \$331,500
 OHA, Health Security, Preparedness, and Response Program: \$347,400
 County General Fund: \$44,457

Significant Program Changes

Last year this program was: #40005, Public Health and Regional Health Systems Emergency

The Centers for Disease Control Advance Practice Center (APC) grant ended Sept 30, 2012. The funding for FY 13 was \$80,694 and supported 2 part-time positions at .25 FTE each. The APC grant supported the research, creation and evaluation of emergency preparedness and response tools that were shared on a national forum. The changes impact the public and partnerships locally, regionally, statewide and nationally by no longer facilitating the creation and sharing of emergency preparedness tools that are essential to meet community level needs in an emergency. The Emergency Preparedness and Response staff have committed to the CDC to provide access to the tools that were created by the MCHD/APC staff to all those who request them. An additional .06 FTE was added to an existing Program Specialist Sr position and is funded from increased funding through a intergovernmental agreement (IGA) with the State of Oregon and reflects the funding in the latest IGA amendment.

Lead Agency: Health Department

Program Contact: Lila Wickham

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This fee-supported program reduces risk to county residents and visitors from disease and injury by investigating food and waterborne disease, educating the public about food safety, and performing routine inspections of licensed facilities (restaurants, food carts, swimming pools, hotels, child care centers, adult foster care, correctional facilities and small public drinking water systems). Participation in an FDA Food Standardization program helps to align the program with national standards for critical food safety issues. The inspection program received an outstanding rating during the most recent triennial review in 2011.

Program Description

Inspected Facilities: The Health Inspections program has responsibility for assuring the health and safety of 4,075 facilities including restaurants, mobile restaurants, hotel/motels, RV parks, organizational camps, warehouses, commissaries, vending machines, and jails. Most facilities receive more than one inspection per year. **Swimming pools & spas:** The program inspects and licenses 564 pools/spas to ensure pools are safe from hazards and disease. Field and classroom technical training is provided to pool operators (i.e. the recently adopted ADA public pool lift requirements will require increased education with pool and spa operators to facilitate compliance). **Schools, Child and Adult Foster Care Facilities:** The program inspects 860 schools, childcare centers, and other service providers to ensure they handle food properly, are clean and are free of health and safety hazards. **Drinking Water Systems:** Inspected to ensure they are properly maintained and meet EPA water quality standards. **Food Borne Illness Outbreaks:** Registered Environmental Health Specialists respond to and investigate local Food Borne Illness complaints in collaboration with the Communicable Disease Program and are key participants in public health emergency response. Multnomah County has significantly less food borne illness outbreaks than other counties. **Food Handler Training and Certification:** Multi-lingual training about safe food preparation in 7 languages is provided online and in person to food workers at all literacy levels to support equity and entry into the workforce. Emergency contact information has been gathered for over 7,000 facilities. A monthly newsletter/blog is distributed electronically and available on the web to food operators, regulators and community members.

This legally mandated program protects the health and safety of the entire community by providing education, assuring safe food and water, controlling disease, improving safety in the work place and reducing unintentional injuries as well as supporting other public health activities by incorporating prevention activities into the inspection process. The citizenry understands and expects the program functions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of licenses issued	7,090	8,182	6,717	6,610
Outcome	Priority & Priority Foundation Violations	5,693	5,938	6,360	7,224
Output	Facility inspections	14,201	14,989	14,882	14,258
Output	Total number certified Food Workers eligible for employment	12,732	13,882	12,138	12,768

Performance Measure - Description

Output: Licenses issued excludes facilities inspected but not licensed (schools, day care centers, etc.). Changes to Temporary Restaurant rules in HB 2868, impacted the number of licenses issued. Licenses directly reflect program workload. **Outcome:** Priority and Priority Foundation violations are items noted during inspections that can directly affect the health and well being of the consumer, leading to elevated food safety risk and requiring immediate correction. Prior to the adoption of the new food code on September 4, 2012, these violations were labeled as Critical Violations. **Output:** Facilities (e.g. restaurants, mobile units, vending machines, temporary event units, schools, child-care facilities, tourist accommodations) inspected on-site. **Output:** This reflects the number of people who completed certification. The certificate is a 3-year certificate and makes food workers employable in the food industry. On-line and on-site Food Handler training and testing provides workers with knowledge about preventing disease transmission to food consumers. Decrease in Food Handlers certified is primarily a result of the economic downturn and more competitive web sites issuing food handler cards and are not expected to recover significantly.

Legal/Contractual Obligation

Legal mandates are 2009 FDA Food Code, 2012 OR Food Sanitation Rules; ORS Chapt. 30.890 (gleaning); ORS Chapt. 624; ORS Chapt. 448; MCC 21.612 (license fees); MCC Chapt. 5; MCC Chapt. 21 (Civil Penalty Ordinance); OR Dept. of Education Division 51 (Schools); OARS 581-051-0305; OARS Chapt. 333 (Licensed Programs); ORS 183 (Civil Penalty), ORS 164 (Food); ORS 700 (EHS License); ORS 414 (Childcare). OARS 333-018 Communicable Disease and Reporting 333-019 Communicable Disease Control.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,545,106	\$20,700	\$2,733,322	\$75,270
Contracts	\$177,963	\$0	\$243,303	\$3,000
Materials & Supplies	\$164,642	\$172	\$95,994	\$6,665
Internal Services	\$460,090	\$1,843	\$408,492	\$7,780
Total GF/non-GF:	\$3,347,801	\$22,715	\$3,481,111	\$92,715
Program Total:	\$3,370,516		\$3,573,826	
Program FTE	26.50	0.20	27.02	0.72
Program Revenues				
Indirect for dep't Admin	\$1,409	\$0	\$5,946	\$0
Fees, Permits & Charges	\$3,253,712	\$0	\$3,312,358	\$0
Intergovernmental	\$0	\$22,715	\$0	\$92,715
Total Revenue:	\$3,255,121	\$22,715	\$3,318,304	\$92,715

Explanation of Revenues

The Health Inspections and Education program is funded by inspections fees set by ordinance (Chapter 21 MC Ordinance 08-140). The fees for services provided to the public shall be generally based on the cost of providing the services. In FY 2013 the Inspections Program received a 5-year, \$70,000 per year, FDA grant to focus on Hazard Analysis Critical Control Points (HACCP) principles. This grant will support operators to understand where the greatest food safety risks exist.

Fed/State Drinking Water grant: \$22,715

FDA grant: \$70,000

Food Handler fees: \$123,723

Inspection fees: \$3,188,635

Significant Program Changes

Last year this program was: #40007, Health Inspections & Education

#40007 Health Inspection and Education

On September 4, 2012, Oregon adopted the 2009 FDA Food Code. For the remainder of Fiscal Year 2013, inspectors educated operators on 12 new violations without impacting the overall restaurant inspection score. On July 1, 2013, these 12 violations will impact restaurant inspection scores. We anticipate increased re-inspections to result from this change. Changes to Temporary Restaurant rules, as a result of HB 2868, impacted the "number of licenses issued" and the number of Operational Plan Reviews conducted. The Inspections database, FirstStar, is an Access database that is no longer supported by County Information Technology (IT). A new web-based program has been recommended to replace FirstStar.

Lead Agency: Health Department

Program Contact: Chris Wirth

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

This program protects the public from emerging and imminent vector-borne diseases and reduces the social/economic impact of uncontained outbreaks. Vector-borne diseases are transmitted from animal to humans. The major emerging diseases are vector borne (e.g. Hantavirus, West Nile virus (WNV)). Climate changes in the NW, such as warming winter temperatures, increase in rainfall, and urban landscape management will increase the risk of vector-borne diseases. Intervention strategies include surveillance, analysis, proactive control/abatement of rodent and mosquito populations and public education. Program includes enforcement of nuisance codes. The program solicits input from a Commissioner-appointed Citizen Advisory Committee.

Program Description

Multnomah County's climate supports an ideal mosquito and rat habitat. International airport and shipping along with migratory bird flyways provide avenues for new diseases to enter the community. Mosquito control began in the county in the 1930's when malaria was endemic. In 2012, eight counties in Oregon reported 87 mosquito-cases of West Nile Virus – a significant increase since last year. Additionally, the county had a human case which was acquired out-of-state. It is necessary to maintain current levels of surveillance and control to ensure early prevention and suppression of this disease using World Health Organization and Center for Disease Control best practices. Rodent control is critical to public health. Rodents can spread Hantavirus, plague and other diseases and can affect livability. A recent survey in the county rat population showed Toxoplasmosis (Cat Box Fever) in 6% of the rat population. Vector Control protects the community by serving all populations, while focusing on the vulnerable (i.e. elderly, children, homeless). The citizenry understands and expects these program functions.

Objectives: Collection and identification of mosquitoes, birds and rats. Monitor for and respond to emerging vector-borne diseases such as Hantavirus and West Nile Virus. Perform laboratory analysis on rats and mosquitoes to determine what species carry disease, their preferred habitats, and population size. Abate and or suppress mosquitoes that carry West Nile Virus with pesticides with the least impact, reduce the population by water control and vegetation management to reduce breeding habitats. Educate the average citizen and vulnerable people about preventing vectors and their habitats through community meetings, pamphlets and the media.

Components: Mosquito Control – majority of funds/staffing. Rodent Control - primary service provider for rodent control countywide. Nuisance Code Enforcement – addresses public health code violations, esp. restaurant enforcement, dumping and harboring specified animals (e.g., bees, livestock, and birds).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of acres treated for mosquitoes	5,825	3,700	4,000	4,200
Outcome	Mosquitoes prevented (In billions)	29	19	20	21
Efficiency	Number of acres treated for mosquitoes per FTE	1,165	740	800	840
Output	Number of rodent inspections conducted	935	845	850	850

Performance Measure - Description

1) Output: Total acreage where mosquito suppression activities occurred is subject to variance in weather patterns, seasonal flooding, characteristics, presence/absence of disease. 2) Outcome: Based on industry standard estimate methodology: 500,000 mosquitoes per surface acre of water multiplied by number of acres treated estimates mosquitoes prevented (to nearest whole number). 3) Efficiency: Total acreage treated per FTE. Five FTE were used to treat for mosquitoes in all reported years' calculations. 4) Output: On-site inspections stemming from rodent complaints received. Measures were refined to reflect industry standards.

Legal/Contractual Obligation

Legal mandates are ORS 167, 452, 498, 506, and 634; OAR 635 and 603; 1968 Agreement City of Portland and Multnomah County – Title 13 and Title 8; MC 2011-129; NPDES General Aquatic Permit for Mosquito Control 2300A, Indoor Air Quality Act MC 21.500; 6 contractual mandates include grants, contracts, Federal, regional and local mandates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$957,761	\$0	\$936,528	\$0
Contracts	\$61,350	\$0	\$61,000	\$0
Materials & Supplies	\$124,840	\$0	\$100,167	\$0
Internal Services	\$172,738	\$0	\$193,983	\$0
Total GF/non-GF:	\$1,316,689	\$0	\$1,291,678	\$0
Program Total:	\$1,316,689		\$1,291,678	
Program FTE	10.50	0.00	9.90	0.00
Program Revenues				
Fees, Permits & Charges	\$500	\$0	\$500	\$0
Intergovernmental	\$235,166	\$0	\$235,166	\$0
Other / Miscellaneous	\$1,000	\$0	\$1,000	\$0
Total Revenue:	\$236,666	\$0	\$236,666	\$0

Explanation of Revenues

Vector-borne Disease Prevention and Code Enforcement is funded by county general fund as well as with revenue from intergovernmental agreements with the City of Portland and other local and state jurisdictions that is recognized in the general fund.

County general fund: \$1,055,012
 City of Portland Bureau of Environmental Services: \$224,000
 Agreements with other state/local jurisdictions: \$11,166
 Fees from permits and fines: \$1,500

Significant Program Changes

Last year this program was: #40008, Vector-Borne Disease Prevention and Code Enforcement

The Vector Control and Code Enforcement programs will experience overall decrease in contracted revenue from Washington County as they have elected to provide services to their residents through Washington County Health Department. Program FTE were reduced to accommodate the revenue reduction and personnel cost increases that were primarily a result of COLA and step increases. This change and a reduction in materials and supplies will result in reduced acreage controlled/surveyed for vectors and their disease, such as various municipal parks and K-12 schools in Multnomah County. Rodent control inspections to the citizens of Multnomah County will be limited to approximately one consultation visit, and education and outreach will be prioritized and reduced. The Oregon State Fair project and ad hoc education and outreach will be performed as staffing allows.

The Vector Control and Code Enforcement programs will use the input from their citizen advisory committee, program staff and management to prioritize core functions as best as possible to minimize impacts to clients/staff. Plans include the following: a) assure revenues match costs for services for all contracts and promote new contracts where possible; b) mosquito control/surveillance will prioritize services to focus on areas of the county that have the largest impact/risk of vector-borne disease, and c) a limit will be set for the provision of rodent control materials at a single address.

Lead Agency: Health Department

Program Contact: Lila Wickham

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Vital Records is a legislatively mandated, fee supported program that produces birth and death certificates in accordance with federal and state statutes to maintain the integrity and accuracy of birth and death information. The information is analyzed to provide essential public health information that is used to plan prevention and intervention activities for positive health outcomes. An example of an analytical function of vital records is the ability to identify high risk groups for influenza and pneumonia deaths so that scarce resources (influenza vaccine) can be provided to the people at greatest risk of death. The program received high marks on a state triennial evaluation that assesses the quality and accountability of the program.

Program Description

Birth and Death Certification: Multnomah County is responsible for issuing birth and death certificates within the first six months after the birth or death, and within 24-hours of receipt of a request for certificate. Death certificates can be issued to family members, legal representatives, governmental agencies, or to the person or agency with personal or property rights. Birth records can be released to immediate family including grandparents, parents, brothers/sisters, legal representatives or governmental agencies. Employees working in this program must be registered with the state to assure competency. (An electronic birth and death data certification model was implemented requiring a significant increase in individual education with community partners.)

The Vital Records Program addresses the Accountability strategy of providing reliable information for decision-making in public health. Populations at risk for poor health outcomes are identified for the provision of proactive interventions. For example: Pregnant women were identified as being at greater risk for death from H1N1 influenza, by reviewing hospitalization data and death certificates. As a result, physicians and clinical services providing care to pregnant women were prioritized for receipt of vaccine averting deaths in this high risk population. Vital Records assures accurate, timely and confidential registration of birth and death events minimizing the opportunity for identity theft and assuring accurate record of cause of death and the identification of parents of the born child.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of birth and death certificates issued	39,194	40,715	39,858	40,293
Outcome		0	0	0	0
Efficiency	Average number of days to issue error free certificate	1	1	1	1

Performance Measure - Description

- 1) Certificates issued: Measures program volume.
- 2) Days to issue: Measures rapidity of issuance process. The 24-hour timeframe from receipt to issuance is mandatory.

Legal/Contractual Obligation

Legal mandates are ORS 97, 146, 432; OAR 830 and 333.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$485,608	\$0	\$465,332
Contracts	\$0	\$20,725	\$0	\$15,845
Materials & Supplies	\$0	\$20,162	\$0	\$18,783
Internal Services	\$2,181	\$105,127	\$0	\$131,517
Total GF/non-GF:	\$2,181	\$631,622	\$0	\$631,477
Program Total:	\$633,803		\$631,477	
Program FTE	0.00	5.70	0.00	5.36
Program Revenues				
Indirect for dep't Admin	\$39,175	\$0	\$40,494	\$0
Fees, Permits & Charges	\$0	\$631,622	\$0	\$631,477
Total Revenue:	\$39,175	\$631,622	\$40,494	\$631,477

Explanation of Revenues

This is a fee driven, self-sustaining program. Despite the weakened economy, revenue appears to be stable. Per ORS 432.146, fees for records are established by the Oregon Health Authority, subject to the review of the Oregon Department of Administrative Services, and authorized by the Legislative Assembly. Fees (for both birth and death certificates) are \$20 for the first certificate ordered and \$15 for additional copies ordered at the same time (OAR 333-011-0106). Fees were last increased in 2003.

Death Certificate Fees: \$485,759

Birth Certificate Fees: \$145,718

Significant Program Changes

Last year this program was: #40009, Vital Records

Portions of FTE and personnel costs from 3 positions were transferred within Environmental Health to reflect projected changes in workload and work responsibilities. There will be no impacts to clients and services.

Lead Agency: Health Department

Program Contact: Amy Sullivan

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

Communicable Disease Services (CDS) protects the health of our community by responding to reportable communicable diseases with prompt disease investigation and by limiting the spread of these diseases in the population through assuring treatment as needed. We uphold and enforce Oregon state statutes requiring investigation of and response to dozens of reportable diseases varying from tuberculosis (TB) and pertussis to E. coli 0157 and anthrax. We respond 24/7 to events of public health importance.

Program Description

CDS directly provides services that limit the spread of life-threatening infectious diseases using tools that have been the backbone of public health for over 100 years. The program conducts investigations that find people who have been exposed to serious diseases, to make sure they can get the information and care they need to stay healthy. To prevent these diseases before they start, we work with communities to provide education and screening. For people who already have diseases like TB, we assure access to medicine. For healthcare providers, we assure the availability of appropriate diagnostic testing by providing a link to state and national laboratories that test for rare pathogens.

Staff includes highly-trained public health nurses and epidemiologists supported by health assistants, community health specialists, analysts, and administrative staff with knowledge of infectious disease transmission and state reporting rules.

Staff come from several cultural and linguistic groups. The program works closely with other Health Department programs, including Environmental Health and the Office of the Health Officer; and provide educational opportunities for public health and nursing students to develop tomorrow's public health professionals. Examples of the types of work we do are as follows:

*Comprehensive TB prevention and control activities provided through clinic and home visits, nursing case management, and TB screening. Includes state and federally mandated follow-up with newly arrived refugees or immigrants who may have TB infection, and working with homeless shelters to identify TB in large congregate living settings.

*Epidemiologic investigation, health education, and provision of preventive health measures in response to reportable disease exposures and outbreaks, including collaboration with state, national, and international officials as needed, and with law enforcement when an intentional cause is suspected.

*Occupational health measures related to blood-borne pathogens, TB exposure, and post-exposure prophylaxis for employees to meet county OSHA requirements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Disease report responses	6,480	5,100	6,411	6,400
Outcome	Meningococcal disease case contacts receiving recommendation or prescription	100.0%	100.0%	100.0%	100.0%
Quality	TB patients completing treatment within 12 mos. as set by Oregon & CDC	100.0%	90.0%	94.7%	90.0%

Performance Measure - Description

1) Output-All disease reports and suspect case referrals received, processed and responded to. 2) Outcome-Reflects effectiveness of case contact investigation and response to life-threatening diseases. 3) Quality-Measure reflect standards, and are reported to the state for TB patients completing treatment within 12 months as set by Oregon & CDC: standard 90%.

1) OAR 333-018 and 019: Disease Reporting and investigation and Control of Diseases, Oregon Health Services and CLHO. BT/CD & TB Assurances; OAR 437: OR-OSHA: Bloodborne Pathogens 1910.1030. 2) CDC: Immunization of Health-Care Workers, Vol. 46/RR-18. 3) CDC: Guidelines for Preventing the Transmission of TB in Health-Care Facilities, Vol. 43/RR-13.

Legal/Contractual Obligation

1) OAR 333-018 and 019: Disease Reporting and investigation and Control of Diseases, Oregon Health Services and Coalition of Local Health Officials. BT/CD & TB Assurances; OAR 437: OR-OSHA: Bloodborne Pathogens 1910.1030. 2) CDC: Immunization of Health-Care Workers, Vol. 46/RR-18. 3) CDC: Guidelines for Preventing the Transmission of TB in Health-Care Facilities, Vol. 43/RR-13.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,104,156	\$793,310	\$2,205,170	\$644,911
Contracts	\$0	\$40,254	\$0	\$35,508
Materials & Supplies	\$10,580	\$85,215	\$7,654	\$103,840
Internal Services	\$169,514	\$334,969	\$48,896	\$476,019
Total GF/non-GF:	\$2,284,250	\$1,253,748	\$2,261,720	\$1,260,278
Program Total:	\$3,537,998		\$3,521,998	
Program FTE	20.43	7.75	20.77	4.88
Program Revenues				
Indirect for dep't Admin	\$77,762	\$0	\$74,066	\$0
Fees, Permits & Charges	\$0	\$47,399	\$0	\$32,913
Intergovernmental	\$0	\$1,137,063	\$0	\$1,154,979
Other / Miscellaneous	\$0	\$69,286	\$0	\$72,386
Total Revenue:	\$77,762	\$1,253,748	\$74,066	\$1,260,278

Explanation of Revenues

CD is funded by an intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the Oregon Health Authority. Hepatitis C Registry funding that was eliminated in FY 2013 will not be renewed. No replacement funding has been identified.

Refugee grant, Hepatitis B grant: \$125,000;
 State of Oregon LPHA: \$984,749
 Patient Fees: \$150,529;
 County general fund: \$2,261,720

Significant Program Changes

Last year this program was: #40010, Communicable Disease Prevention and Control

FTE were reduced due to flat or decreasing revenue, to COLA/merit/step increases for staff and to the need to continue to meet statutory requirements.

Chronic Hepatitis B & C Surveillance and Investigation experienced the end of CDC funding for Hepatitis C surveillance and the end of a tri-county Perinatal Hepatitis B Case Management agreement. A one-year CDC funded Hepatitis B Linkage to Care grant (to September 2013) was added. Capabilities lost include interviews of young adults with reported Hepatitis C and routine Hepatitis C risk factor data collection from provider offices.

General Communicable Disease Surveillance and Investigation is experiencing increased volume and complexity of our infectious disease caseload since 2009 -- from pandemic influenza to a resurgence of pertussis and widespread norovirus and influenza outbreaks in more recent months. This rapidly changing environment requires an addition of a 0.50 FTE Research Evaluation Analyst, Sr. to strengthen case and outbreak investigation capabilities and improve local disease response capacity.

Lead Agency: Health Department

Program Contact: Kim Toevs

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

HIV, STDs and Hepatitis C account for almost 80 percent of all reportable diseases in the County. This cost effective program prevents and reduces epidemics, and their consequent toll on individual health, by controlling disease spread using evidence based prevention interventions and STD treatment for those at highest risk.

Program Description

Prevention is the key strategy, using culturally specific, evidence-based population focused approaches. Disease spread is reduced by: 1) Partner Services: Staff contact infected people, encourage treatment, partner notification and behavior change. 2) Community Testing: Staff visit bars, jails, internet and other "hookup" sites to test, educate, and promote behavior change. 3) STD Clinic: Provides timely evaluation, treatment, and prevention counseling for people without health care access. STD rates highly correlate to poor access to quality, timely health care. 4) Partnerships: Collaborates with businesses, community organizations, and other counties to enhance capacity. Helps people at-risk link to care, drug treatment, counseling, etc. 5) Syringe Exchange: Proven to keep infection rates low among injectors, partners and their infants. 6) Behavior Change/Education: Community-based interventions to reduce risky sexual and drug behavior. 7) Success: County HIV, syphilis, and gonorrhea rates are the lowest of major west coast cities, due in large part to this program. Because these diseases disproportionately affect racial, ethnic and sexual minority communities, we base our service delivery on local epidemiology to prioritize reducing disparities. In place for 20+ yrs, this program is demonstrably effective. 8) Cost Effective: Preventing disease saves money over time. Delayed treatment increases disease spread and costly chronic conditions such as AIDS, liver disease, infertility and poor maternal/child health. Untreated, HIV leads to poverty, inability to work or maintain stable housing.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of community outreach/health promotion encounters	46,533	45,000	47,000	40,000
Outcome	% of ALL county gonorrhea/syphilis/HIV cases diagnosed through this program	31.8%	30.0%	31.6%	30.0%
Quality	% of gonorrhea/syphilis/HIV cases investigated	89.7%	90.0%	85.0%	90.0%
Output	# of STD clinical encounters (visit/phone results)	13,781	12,500	13,000	6,750

Performance Measure - Description

 **Measure Changed**

1. This performance measure quantifies the amount of community-based work the program provides each year.
2. This performance measure illustrates the impact of the STD/HIV/Hep C Program's ability to find, diagnosis, and treat reportable STDs, including HIV. This measure also demonstrates the program's capacity to target services to those at highest risk for STDs.
3. The 90% goal is negotiated with the Oregon State STD Program, and is comparable to benchmarks set by other states nationally.
4. This measure quantifies the amount of clinical service the program provides each year. For FY14 the measure will change to include all STD/HIV testing, treatment, and immunization visits, whether at main clinic or community sites. It will exclude encounters that are not face-to-face (such as "phone results" --interactions to discuss lab results and follow-up).

Legal/Contractual Obligation

ORS 433 mandates disease prevention & control. Ryan White CARE Act Part A requires a local maintenance of effort for HIV prevention services. Oregon State DHS HIV Prevention contractual program elements. Oregon State DHS STD disease investigation assurances. CHAT grant requires training 15 youth peer educators through African American houses of faith.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,055,147	\$383,664	\$1,935,760	\$601,621
Contracts	\$149,571	\$390,484	\$274,578	\$271,698
Materials & Supplies	\$178,694	\$107,353	\$144,550	\$145,692
Internal Services	\$288,136	\$296,224	\$310,236	\$337,969
Total GF/non-GF:	\$2,671,548	\$1,177,725	\$2,665,124	\$1,356,980
Program Total:	\$3,849,273		\$4,022,104	
Program FTE	20.85	4.10	18.50	6.30
Program Revenues				
Indirect for dep't Admin	\$73,045	\$0	\$87,018	\$0
Fees, Permits & Charges	\$0	\$115,988	\$0	\$125,822
Intergovernmental	\$0	\$1,043,737	\$0	\$1,213,158
Other / Miscellaneous	\$0	\$18,000	\$0	\$18,000
Total Revenue:	\$73,045	\$1,177,725	\$87,018	\$1,356,980

Explanation of Revenues

STD/HIV/Hep C is funded by an intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA, the Oregon Health Authority, medical fees and the county general fund.

Federal Ryan White grant: \$46,141
 Fed/State HIV/STD/VD Prevention grant: \$867,250
 State HIV Prevention Technology grant: \$58,871
 State Support for Public Health grant: \$162,347
 Medical fees: \$174,371
 Cascade AIDS Project: \$18,000
 Federal youth educator grant: \$30,000
 County General Fund: \$2,665,124

Significant Program Changes

Last year this program was: #40011, STD/HIV/Hep C Community Prevention Program

Multnomah County sees level or slight funding increases in HIV prevention while the state as a whole declines. Outreach and needle exchange service hours will be cut, and focus will be on testing and linkage to care. The program has received grants for peer recruitment into testing among men who have sex with men and for developing a youth peer educator/CHS program among African American houses of faith. An increased emphasis is placed on HIV testing and linkage to care for HIV+ individuals. Staffing changes were made to strengthen this focus, and a new position was created to maintain early access to care for HIV+ cases to meet the increased need for case investigation of STDs (primarily syphilis). Outreach, needle exchange, and group education services will be reduced while testing and linkage to care will be maintained/increased.

Lead Agency: Health Department

Program Contact: Kim Toevs

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The HIV Care Services Program (HCS) and HIV Health Services Center (HIV Clinic) provide community-based primary care and support services to highly vulnerable populations living with HIV. Services target low income, uninsured, mentally ill, substance abusing, and other special needs populations. These services contribute to lower mortality from HIV, fewer disease complications and the associated costs, and reduced transmission of HIV in the community.

Program Description

The HIV Clinic serves over 1,100 clients each year. Clinic services include outpatient medical care, mental health and substance abuse counseling, case management, health education, HIV prevention and risk reduction support, and treatment adherence counseling. Access to and use of HIV medications is optimized by clinical pharmacy services. On-site chronic disease self management workshops and peer support are also offered to clinic clients. The HIV Clinic integrates prevention into all services to reduce client risk of HIV transmission. The clinic is supported by an active Client Advisory Board and a well established network of HIV social services providers. The clinic is an AIDS Education and Training Center site training over 40 doctors, nurses and pharmacists each year.

HIV Care Services Program coordinates a regional 6 county care system that promotes access to high quality HIV services through contracts with health departments and community organizations. HCS funded services include:

Early Intervention: Outreach ensures early identification and treatment.

Care: A coordinated primary care system provides medical, dental, mental health and substance abuse treatment.

Service Coordination: Case management connects clients with health insurance, housing, and other services critical to staying in care.

Basic Needs: Housing focuses on building life skills and access to permanent housing.

Health Promotion: Behavioral education provides clients with self-management skills.

Planning: A community-based council does service planning. Over the past three years, the number of persons living with AIDS has increased 15.3%. HCS clients continue to be severely affected by poverty, lack of stable housing, and reductions in insurance and medication programs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of unduplicated HCS clients served (all srv types/whole 6-county system)	2,910	2,450	2,950	2,450
Outcome	% of uninsured HCS clients who gained insurance	69.4%	70.0%	62.5%	90.0%
Output	# of unduplicated HIV Clinic clients	1,139	1,150	1,185	1,150
Quality	% of HIV clinic clients who do not progress to AIDS	99.6%	95.0%	98.0%	95.0%

Performance Measure - Description

 **Measure Changed**

2) Measure changed. % of uninsured HCS clients who gained insurance is a measure of efforts the medical case management system makes to assist clients to maintain coverage and thus access to care. Current measure is difficult to calculate and not very accurate due to variation in data sources. Next year's offer is based on new calculations of medical case management clients reporting medical coverage at last visit.

4) Quality: % of medical clients who do not progress to AIDS, helps to determine how well medical and support services contained in this offer support the health outcomes of people living with HIV disease. Ninety three percent is our Ryan White established goal.

Legal/Contractual Obligation

Federal HIV grant and contract funds are restricted. Part A grant requires: 1) Serving Clackamas, Columbia, Multnomah, Washington, Yamhill & Clark Counties; 2) Community-based Planning Council; 3) 10% cap on planning & administration, requiring the County to cover some administrative costs; and 4) The County must spend local funds for HIV services at least at the level spent in the previous year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$251,215	\$2,981,279	\$219,458	\$2,999,157
Contracts	\$0	\$2,495,438	\$72,801	\$2,634,555
Materials & Supplies	\$44,461	\$126,625	\$18,830	\$163,421
Internal Services	\$106,913	\$722,232	\$27,067	\$865,207
Total GF/non-GF:	\$402,589	\$6,325,574	\$338,156	\$6,662,340
Program Total:	\$6,728,163		\$7,000,496	
Program FTE	2.25	26.91	3.15	24.68
Program Revenues				
Indirect for dep't Admin	\$247,035	\$0	\$276,969	\$0
Fees, Permits & Charges	\$0	\$581,526	\$0	\$573,330
Intergovernmental	\$343,593	\$5,634,048	\$322,557	\$6,014,010
Other / Miscellaneous	\$0	\$110,000	\$0	\$75,000
Total Revenue:	\$590,628	\$6,325,574	\$599,526	\$6,662,340

Explanation of Revenues

HIV Care Services receives funding from the federal Ryan White Care Act Part A grant, county general fund, federal grants, local contracts, and medical fees.

FY2014 HIV Clinic Revenue

3rd Party revenue: \$1,455,751

State/local revenue contracts: \$122,500

Federal Ryan White grant: \$2,203,346

Federal patient navigators grant: \$300,000

FY2014 CARE Services Revenue

Federal Ryan White Part A grant: \$2,903,300

County General Fund: \$15,599

Significant Program Changes

Last year this program was: #40012, Services for Persons Living with HIV

Ryan White grant does not adequately fund administrative costs because of restrictions in the grant. Increased fixed and personnel costs resulted in FTE reductions in vacant positions and through attrition. Caseloads continue to be very high, 250-300 patients. Less attention will be given to medium acuity patients, and fewer patients will have access to a nurse for disease management services. It is anticipated that the new CAP Network Navigators will take some work from the medical case managers by serving patients with a high need for psychosocial support. The LPNs will be doing the majority of phone and walk in triage. A plan will be developed to address the reduction in disease management services.

Lead Agency: Health Department

Program Contact: Jessica Guernsey

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Early Childhood Home Based Services provides evidence based home visiting programs to first birth parents and children. The goal is to assure that children at risk for poor health outcomes receive the support, education and resources needed to achieve optimal health during the critical early years of life. These programs include Nurse Family Partnership (NFP) and Healthy Families America (Healthy Start of Oregon). We expect to screen approximately 2,200 first birth families for eligibility for home visiting services, and to enroll approximately 400 families in NFP and over 600 families in Healthy Start.

Program Description

Voluntary home visiting programs have demonstrated positive changes in parenting practices, gains in child growth and development, increased readiness for school, reductions in incidences of child abuse and neglect, low birth weight and pre-maturity, and improvements in health outcomes for mothers. The programs target high risk families, including pregnant teens and racial and ethnic groups experiencing health disparities. Low income, single, first birth parents benefit the most from these interventions which help establish positive lifelong parenting practices. Long term benefits to the county include healthy children ready to learn, a healthier work force, and decreased costs related to school failure, juvenile crime, and chronic disease.

The Nurse Family Partnership Program (NFP) is offered to first-time low income pregnant women. Services begin in early pregnancy and follow families up to their child's second birthday. NFP evaluations demonstrate improved prenatal outcomes, fewer subsequent births, increased intervals between births, increased rates of breast feeding, and fewer childhood injuries. Research on the long-term benefits for children receiving NFP services has shown at age 15 they are more likely to be in school, and less likely to be in the criminal justice system. The mothers who received NFP services commonly do not have high school diplomas, employment and/or public assistance.

Healthy Start is a state wide program also serving first birth families with the overall goals to reduce child abuse/neglect, improve school readiness and promote healthy growth and development of young children up to age three years. Last year over 2,200 families received screening at the time of birth and over 700 families were referred into home visiting services. Healthy Start follows the "Healthy Families America (HFA)" model of home visiting--a best practice model delivered by highly trained staff through community-based agencies. These agencies currently include IRCO (Immigrant and Refugee Community organization), Impact NW and Insights Teen parent program. Nurse consultants provide additional health support to families and staff at these agencies. Through a continuing HRSA Maternal Infant and Early Childhood Home Visiting grant, we have served an additional 50 pregnant and parenting teens of color through our Healthy Start Teen Insights program and added funding to Early Head Start programs at Albina, Mt. Hood and Oregon Child Development Coalition.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of infants 0-12 months with developmental screening	61.0%	75.0%	63.0%	63.0%
Outcome	% of mothers enrolled in NFP services who are breastfeeding at 6 months	52.0%	50.0%	50.0%	50.0%
Quality	% of clients completing survey who are very satisfied/satisfied with services*	98.0%	98.0%	95.0%	95.0%
Output	% of Healthy Start parents who report reading to /with child at least 3X/week	94.0%	95.0%	93.0%	94.0%

Performance Measure - Description

*Performance measure designed to obtain client input on services offered by measuring client satisfaction.

Legal/Contractual Obligation

Nurse Family Partnership (NFP) complies with contractual program guidelines set forth by the NFP National Service Office to assure fidelity to the model. Healthy Start must comply with Healthy Families America (HFA) credentialing requirements and the state OCCF Healthy Start contract requirements. Failure to comply may result in disaffiliation with HFA and withholding of funding. OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,796,316	\$1,795,625	\$2,451,643	\$1,250,007
Contracts	\$1,590,412	\$1,118,307	\$541,160	\$1,319,964
Materials & Supplies	\$92,205	\$84,934	\$101,384	\$48,690
Internal Services	\$218,414	\$315,914	\$264,406	\$311,026
Total GF/non-GF:	\$3,697,347	\$3,314,780	\$3,358,593	\$2,929,687
Program Total:	\$7,012,127		\$6,288,280	
Program FTE	16.15	16.80	20.95	11.90
Program Revenues				
Indirect for dep't Admin	\$122,164	\$0	\$101,613	\$0
Fees, Permits & Charges	\$0	\$666,297	\$0	\$0
Intergovernmental	\$0	\$2,648,483	\$0	\$2,896,171
Other / Miscellaneous	\$0	\$0	\$0	\$33,516
Total Revenue:	\$122,164	\$3,314,780	\$101,613	\$2,929,687

Explanation of Revenues

The Nurse Family Partnership Program (NFP) is funded by county general fund, and Medicaid fees from: 1) Maternity Case Management (MCM) home visits conducted from pregnancy through two months postpartum and 2) Targeted Case Management (TCM) for infants and children up to age 5 years.

NFP Revenue Summary--Medicaid MCM: \$422,466; Medicaid TCM: \$1,043,700; fed/state maternal infant & early childhood home visiting grant: \$84,889; state/local grants: \$33,516; county general fund: \$2,623,934.

The Healthy Start Program is funded with a combination of state and federal grant funds and county general fund support. The Healthy Start grant has a 25% match requirement.

Healthy Start Revenue Summary--Healthy Start grant: \$1,225,116; Medicaid Administrative Claiming: \$120,000; county general fund \$734,659.

Significant Program Changes

Last year this program was: #40013A, Early Childhood Home Based Services

Overall supervisory time in Early Childhood Services is reduced and nursing staff levels are unchanged. ECS home visiting services is consolidating models with a move towards training more Community Health Nurses in the Nurse Family Partnership model, a best practice, outcome based, home-visiting model that we already employ. ECS has received a no-cost extension on the state home visiting grant and will be competing in a 2nd round of federal home visiting grants. The impact of the addition of NFP-trained CHNs will mean that there will be more women and families in early pregnancy. This change results in an increase in Maternity Case Management revenue.

Lead Agency: Health Department

Program Contact: Jessica Guernsey

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

ECS provides home and community-based services to pregnant women, families with young children, and systems that interact with families with young children to assure optimal maternal and infant health and to assist parents in meeting their child's basic health and developmental needs. The conditions of early life have a profound impact on our long-term health and stability. We expect to serve approximately 900 families in this program offer. Of these 900 families approximately 72% are ethnic minorities including 13% African American, 1% Native American and 39% Hispanic (all races).

Program Description

Community and voluntary home visiting programs have demonstrated positive changes in parenting practices, gains in child growth and development, increased readiness for school, reductions in the incidence of child abuse and neglect, low birth weight and prematurity, and improvements in health outcomes for mothers. These programs target high risk families including teens, racial and ethnic groups, and immigrant and refugee families experiencing health disparities. Low income, single, first birth parents benefit the most from these interventions which help establish positive lifelong parenting practices. Long-term benefits to the county include healthy children ready to learn, a healthier work force, and decreased costs related to school failure, juvenile crime, and chronic disease.

The Healthy Birth Initiatives Program (HBI) is designed to reduce the historical and persistent disparities in poor birth outcomes by addressing the social determinants of health in the African American community. Core service components include community engagement, case management, health education, inter-conceptual care and depression screening and referral. A consumer-run community consortium, education/support groups, leadership development, and men's groups are unique components of HBI. Transportation and childcare support are wrap around services available to families enrolled in HBI. Case management services begin in early pregnancy and continue through the child's second birthday. Community education and engagement utilize a culturally specific approach and are open to all community members.

Children with special health care needs (infants born prematurely, of low birth weight or children with special medical conditions) who are not engaged with NFP are offered other home visiting services through our CaCoon program. The CaCoon Program helps families coordinate their children's care, develop care management skills and link to appropriate services through home visiting. Children seen in CaCoon have chronic health conditions and require more care coordination than other children (for example, more doctor visits, specialized treatments, prescription drugs, and mental health services.) Nursing consultation is provided to pregnant and parenting families enrolled in the Mt Hood Head Start program, to pregnant/parenting women involved in the corrections system as part of a multidisciplinary team including the Department of Community Justice, and to child care centers to support breastfeeding practices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of infants 0-12 months with developmental screening	64.0%	80.0%	65.0%	65.0%
Outcome	% HBI clients will be screened for depression, DV, tobacco, WIC eligibility	91.0%	95.0%	95.0%	96.0%
Quality	% of clients completing survey who are very satisfied/satisfied with services*	98.0%	98.0%	95.0%	95.0%

Performance Measure - Description

* Performance measure designed to obtain client input on services offered by measuring client satisfaction.

Legal/Contractual Obligation

OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,773,369	\$1,717,445	\$1,441,241	\$2,127,207
Contracts	\$535,292	\$148,000	\$416,859	\$405,904
Materials & Supplies	\$26,263	\$162,488	\$33,969	\$119,584
Internal Services	\$252,299	\$479,515	\$319,754	\$417,499
Total GF/non-GF:	\$2,587,223	\$2,507,448	\$2,211,823	\$3,070,194
Program Total:	\$5,094,671		\$5,282,017	
Program FTE	17.47	14.33	13.66	17.64
Program Revenues				
Indirect for dep't Admin	\$155,520	\$0	\$195,724	\$0
Fees, Permits & Charges	\$0	\$73,579	\$0	\$0
Intergovernmental	\$0	\$2,433,869	\$0	\$3,035,194
Other / Miscellaneous	\$0	\$0	\$0	\$35,000
Total Revenue:	\$155,520	\$2,507,448	\$195,724	\$3,070,194

Explanation of Revenues

Early Childhood Home/Community based services is funded by county general fund, Medicaid fees for: 1) Maternity Case Management (MCM) home visits conducted from pregnancy through two months postpartum, and 2) Targeted Case Management (TCM) for infants and children up to age 5. CaCoon is a Care Coordination grant serving children with special health care needs. The HBI is funded by a federal grant.

Healthy Birth Initiative Summary-Federal Healthy Birth Initiative grant: \$850,000; Medicaid MCM: \$96,783; Medicaid TCM: \$96,560; federal grants: \$20,529; and county general fund: \$439,560.

General Field Summary-Medicaid MCM: \$282,805; Medicaid TCM: \$1,341,900; Federal CaCoon grant: \$120,000; State Babies First grant: \$83,878; Mt Hood Community College Head Start contract: \$72,850; Fed/State Maternal Infant & Early Childhood Home Visiting grant: \$84,889; other state/local grants: \$20,000, and county general fund: \$1,772,263.

Significant Program Changes

Last year this program was: #40013B, Early Childhood Home and Community Based Services

Five General Field staff will transition to NFP teams in FY14. This will not affect the overall number of families served in the community. Screening in first birth families has been less because of a decline in birth rate. The decline has happened over the last few years.

Changes in FTE are the result of an 0.80 fte increase for a Community Health Specialist 2 position under the CDC ACHIEVE grant to bridge work between family health and chronic disease prevention specific to the African American Community, ensuring that this work is seamless and efficient. Administrative and supervisory staff were reduced. A small car seat grant has been added to HBI to ensure clients receive car seats and car seat education. ECS will act as the fiscal agent for the Future Generations Collaborative (FGC) Kaiser grant (\$40,000) to develop a trauma-informed approach to support healthy pregnancies and healthy births in the Native American community.

Lead Agency: Health Department

Program Contact: Amy Sullivan

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Community Immunization Program (CIP) contributes to a safe environment by implementing the federally subsidized Vaccines for Children (VFC) Program, and helping schools and childcare facilities comply with state school immunization rules. Our activities contribute to the community's ability to protect children from life-threatening, vaccine-preventable diseases and reduce the costs associated with these diseases.

Program Description

No child should be unvaccinated because a parent is unable to pay for vaccines. Because vaccine-preventable diseases like measles can spread from person-to-person, childhood vaccination is important not only for individual health but for the health of those with whom children live, play, and go to school. CIP ensures that the basic disease prevention needs of children are met through several interrelated program components.

*Increase access to immunizations by providing childhood immunization services at community sites and our clinic. No VFC-eligible child is turned away due to inability to pay.

*Support a safe vaccine supply and efficient use of vaccine for the county system of Federally Qualified Health Centers by monitoring the cold chain and conducting physical inventories to meet county quality assurance requirements.

*Uphold and enforce state mandates to ensure that all children in certified day care centers, preschools, kindergartens, Head Start Programs and students in private, alternative and public schools are complete or up-to-date on their immunizations, including: helping schools and other facilities maintain their licensure by facilitating mandatory reporting related to the immunization status of their students; helping parents navigate the exclusion process to prevent school exclusion; and enforcing school-exclusion law by issuing exclusion orders as needed.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of immunizations directly provided to keep children in school	1,436	1,300	1,450	1,400
Outcome	Of facilities assisted, those successful in meeting immunization law requirement	100.0%	100.0%	100.0%	100.0%
Output	Number of schools & other facilities assisted with immunization law requirements	374	370	400	390

Performance Measure - Description

Output 1: The number of children vaccinated during the two week period from the first Friday in February, when parents start receiving school exclusion letters for children who are not up-to-date, and third Friday in February, the first day on which children could actually be excluded from school.

Outcome: The percentage of the facilities we assisted which met state immunization reporting requirements, thus maintaining their licensure requirements in this area. Most of these would not have met requirements without our assistance.

Output 2: The number of certified day care centers, preschools, kindergartens, Head Start programs and private, alternative and public schools that we assisted through the state school immunizations law reporting process from December through March of the previous fiscal year.

Legal/Contractual Obligation

ORS 433.235 through 433.280

Administrative Rules in chapter 333, Division 47, 49, and 50

As of January 2013, and continuing into FY 2014, federal and state governments have increased the vaccine administration fee for VFC and 317 program vaccines (to \$21.96/vaccine administered).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$178,108	\$206,877	\$198,762	\$219,799
Contracts	\$0	\$20,919	\$6,914	\$15,743
Materials & Supplies	\$0	\$3,559,096	\$15,941	\$34,641
Internal Services	\$21,676	\$89,444	\$40,697	\$85,411
Total GF/non-GF:	\$199,784	\$3,876,336	\$262,314	\$355,594
Program Total:	\$4,076,120		\$617,908	
Program FTE	1.41	2.44	2.27	1.63
Program Revenues				
Indirect for dep't Admin	\$23,342	\$0	\$22,803	\$0
Fees, Permits & Charges	\$0	\$176,332	\$0	\$154,400
Intergovernmental	\$0	\$3,700,004	\$0	\$201,194
Total Revenue:	\$23,342	\$3,876,336	\$22,803	\$355,594

Explanation of Revenues

Immunizations is funded by the Immunization Special Payments grant included in the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the Oregon Health Authority; patient fees; and by county general fund. The estimated value of federally subsidized vaccine provided by the state formerly included (FY 2013 est. \$3,500,000) is no longer included in 40014 due to County General Ledger changes in accounting treatment.

Fed/State LPHA Immunization Special Payments grant: \$201,194

Patient Fees: \$154,400

County General Fund: \$262,314

Significant Program Changes

Last year this program was: #40014, Immunizations

The significant change to this program offer is a reduction of \$3.5 million in grants. That change reflects that County General Ledger has changed the accounting treatment such that this amount is no longer included in our operating budget. This change has no impact on the activities covered in the program.

Lead Agency: Health Department

Program Contact: Lila Wickham

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program prevents childhood lead poisoning and is primarily funded with city, state and federal funding. Lead causes brain damage in children, resulting in behavior, learning, and health problems that impact their economic, academic and social future. The program administers a statewide LeadLine, providing information and referral in multiple languages and screens for lead levels in blood. In addition, environmental investigations, case management, and advocacy for services and community education/outreach are provided by the program.

Program Description

Children who have lead poisoning can develop significant brain damage and learning disabilities, impacting normal growth and development and reducing their ability to function in school, at home and develop into a healthy adult. There are an estimated 10,000 older homes with possible exposure risk of leaded paint in Multnomah County that house children 6 years old and younger. The Lead Poisoning Prevention Program identifies and helps residents reduce exposure to the environmental hazards of lead, and promote safe housing conditions.

Multnomah County Environmental Health Services works collaboratively with the City of Portland lead partners and OHA to ensure continuity of care and early intervention for children at risk of lead poisoning. The Lead Program: 1) Educates parents, landlords, property owners, and contractors about lead exposure causes and effects, screening, and reducing home lead hazards; 2) Tests children and pregnant women for high blood lead levels; 3) Promotes lead screening in primary care clinics; 4) Provides investigation of high lead levels by an Environmental Health Specialist by conducting an in home assessment to identify causes and eliminate exposures to lead for children at high to moderate risk; 5) Provides the family with a lead remediation plan; 6) Tracks all lead screening results and all Elevated Blood Lead Levels (EBLL) to detect program trends/risks; 7) Screens for risk of lead exposure of low-income children in support of improving health equity; 8) Educates contractors and residents about new EPA lead-based paint rules, and 9) Provides education and outreach to medical providers and community.

The Lead Poisoning Prevention Program continues to increase its focus on outreach and education services targeting the most vulnerable populations. This program offer relies almost exclusively on grants and contracts. An electronic newsletter is distributed to community and providers quarterly.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total # of children screened by MCHD primary care and immunization providers	3,259	3,000	3,192	3,500
Outcome	Total # of successfully identified children with EBLLs*	22	25	46	40
Output	Number of Community Members receiving information on lead prevention*	10,816	7,000	10,659	10,000
Quality	Percentage of home investigations where lead exposure risk hazards/ factors are identified for	100.0%	95.0%	100.0%	95.0%

Performance Measure - Description

Children screened: Counts lead screening services provided by Multnomah County Health Department care providers, immunization unit and MCHD outreach testing (expanded service) Medtox and Leadcare2 laboratory tests combined

*Community Information: Measure to quantify reach of program through phone counseling, referral, educational materials, website and community events

**Children with EBLL: Elevated Blood Lead Levels (EBLL) found during screening by a health care providers within Multnomah County. EBLL investigation criteria changed from 15 mg/dl to 10 mg/dl. Health Department proactively began investigating children with lead levels over 5 mg/dl in FY 2011. Intervening at a lower lead level should prevent more severe cases. Since the lead action level has lowered we have had increased EBLL referrals and investigations

***Percentage of home investigations with identified contributing factors for lead exposure. Lead hazards have been identified and/or the house has been deemed to be free from lead hazards as demonstrated by a reduction in blood lead levels. Program goal is 95%.

Legal/Contractual Obligation

Legal mandates are City of Portland codes 8.20.210 (Maintenance of Health Hazard not Permitted); 8.20.200 (Notice of Unsanitary or Unhealthful Condition of Premises to be Given and Posted – Unlawful to Remove); 29.30.110 (interior Walls, Floors, and Ceilings); 29.30.060 (Exterior Walls and Exposed Surfaces); Some activities under this program offer are subject to contractual obligations under Inter-Governmental Agreement #0607105.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$112,688	\$9,598	\$139,490
Contracts	\$2,370	\$0	\$0	\$0
Materials & Supplies	\$6,943	\$0	\$217	\$17,205
Internal Services	\$11,788	\$24,312	\$37,602	\$23,305
Total GF/non-GF:	\$21,101	\$137,000	\$47,417	\$180,000
Program Total:	\$158,101		\$227,417	
Program FTE	0.00	0.90	0.10	1.20
Program Revenues				
Indirect for dep't Admin	\$8,497	\$0	\$11,543	\$0
Intergovernmental	\$0	\$137,000	\$0	\$180,000
Total Revenue:	\$8,497	\$137,000	\$11,543	\$180,000

Explanation of Revenues

City of Portland Leadline grant: \$175,000
 State Leadline grant: \$5,000
 County General Fund: \$47,417

Significant Program Changes

Last year this program was: #40015, Lead Poisoning Prevention

The scope and reach of the Lead Poisoning Prevention Program has increased due to new contracts. FTE is increased by 0.40 FTE to respond to contractual requirements. The Lead Poisoning Prevention program expects to increase the number of investigations to 40 a year.

In 2012, the Multnomah County Leadline program began investigating children with lead levels at 5 in order to be proactive and intervene to eliminate sources of lead in the home. Although the official action level for dangerous blood level remains at 10, the CDC Lead Poisoning advisory committee has recommended the action level be lowered to 5 because this level is deemed as dangerous for children 6 and under as well as the unborn.

There is a significant increase in the education and outreach associated with this change in action level. This increased workload is reflected in the output measure of community members receiving information about lead poisoning prevention. Partnering with WIC and various Head Starts to target at-risk populations has generated more interest and screening.

Improvements in telephone systems and websites have increased efficiency in responding to calls and generating community interest.

The Josiah Hill Clinic (JHC), a community based partner organization, redefined their priorities and are no longer performing lead testing. The JHC Portland Water Bureau contract was transferred to Multnomah County. Increased community based testing will occur.

Lead Agency: Health Department

Program Contact: Dawn Shatzel

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Medicaid Enrollment assists uninsured and under-insured Oregonians gain access to health services by providing application and enrollment assistance and advocacy to families and children applying for Medicaid Oregon Health Plan (OHP) benefits, Medical Assistance Assumed (MAA), Medical Assistance for Families (MAF), Temporary Assistance For Needy Families (TANF), Family Health Insurance Assistance Program (FHIAP), Children’s Health Insurance Program (CHIP), Healthy Kids Plan & Kids Connect, Oregon Prescription Drug Program (OPDP), and Kaiser Child Health Program. The Medicaid Program operates under contract with the State Division of Medical Assistance Programs (DMAP).

Program Description

The Medicaid Enrollment program provides outreach and education efforts which increase the number of clients who complete the OHP enrollment process; access to health care services (particularly for pregnant women and children); and ensures continuity of coverage at re-certification. The program aims to provide dignified access to health care for all citizens in collaboration with existing Multnomah County services, and addresses the Basic Needs strategy to provide access to care, by securing insurance coverage for eligible individuals. Approximately 90% of Medicaid eligible clients select MCHD clinics as their provider. In addition, the program addresses the strategy to educate, prevent, and/or intervene to keep individuals from experiencing health or economic crisis due to lack of coverage.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual number of clients screened	11,181	36,780	13,394	14,000
Outcome	Uninsured children in Multnomah County insured through program	5,052	5,500	3,693	4,000

Performance Measure - Description

- 1) Output: Reflects service volume.
- 2) Outcome: Uninsured children insured as a direct result of Medicaid Enrollment Program. Placed (2) OEW at MESD and concentrated efforts at School Based Health Centers to increase enrollment in Healthy Kids.

Reviewed the current year purchased amount of 36,780 clients screened and have amended our reporting process. The previous count included other financial screening/application support (not OHP exclusively).

Legal/Contractual Obligation

The Medicaid Enrollment Program is on contract with the State Division of Medical Assistance Programs (DMAP) to provide application and enrollment assistance to all OHP/Medicaid eligibles including education regarding managed health care. Information shall include establishing a Date of Request (DOR) or effective date of coverage, managed medical, dental, and mental health care, covered services (including preventive and emergent), client rights and responsibilities, and the grievance and appeal process.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$220,852	\$851,137	\$242,281	\$968,924
Contracts	\$5,770	\$0	\$0	\$2,800
Materials & Supplies	\$2,687	\$13,541	\$14,584	\$594
Internal Services	\$60,123	\$157,599	\$31,677	\$176,295
Total GF/non-GF:	\$289,432	\$1,022,277	\$288,542	\$1,148,613
Program Total:	\$1,311,709		\$1,437,155	
Program FTE	2.40	11.00	3.00	11.55
Program Revenues				
Indirect for dep't Admin	\$63,405	\$0	\$73,656	\$0
Intergovernmental	\$0	\$1,022,277	\$0	\$1,148,613
Total Revenue:	\$63,405	\$1,022,277	\$73,656	\$1,148,613

Explanation of Revenues

Medicaid/Medicare Eligibility receives funding from the Division of Medical Assistance Programs (DMAP) which provides compensation to eligible Federally Qualified Health Centers (FQHCs) for outreach activities. Compensation is related to the receipt and initial processing of applications for individuals, including low-income pregnant women and children, to apply for Medicaid at out station locations other than state offices. DMAP provides compensation through calculating a rate that is equal to 100% of allowable, specific direct costs according to OAR 410-147-0400. The revenue is based on actual expenses from FY2012. DMAP disallows the cost of supervision, office support and interpretation services. General fund backfills expenses not covered by state funding. The rate for FY2014 is \$6.69 per visit and the medical fee revenue is based on 171,691 visits.

Medical fees: \$1,148,613
 County general fund,: \$288,542

Significant Program Changes

Last year this program was:

A Program Supervisor was eliminated and Program Specialist was added to this program. Oversight and support provided by the Program Specialist will allow eligibility staff to maximize number of screening appointments they can make. Revenue for this program offer increased because the number of visits increased.

Lead Agency: Health Department

Program Contact: Alyssa Franzen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Dental Services provides Multnomah County residents with essential, urgent, routine, and preventive services in clinic settings and school-based programs. The Dental Program works with many community partners, targeting underserved populations, and providing a service to nearly 15,000 uninsured children in Multnomah County. The Dental Program is the largest Safety Net provider for vital dental care in Multnomah County; MCHD provides unique child based services to uninsured and under-insured clients and focuses on access for chronic disease patients as well as pregnant women and children due to the link with early childhood cavity prevention; the program uses evidence based practice guidelines. The Dental Services program is supported in part by serving members of dental care organizations (DCO's) with OHP membership. We are currently the largest provider organization caring for CareOregon Dental plan members.

Program Description

The Dental program has three distinct service components. Six dental clinics provide comprehensive dental treatment for Medicaid (Oregon Health Plan) and uninsured patients. The clinics include outreach to uninsured patients with chronic health conditions seeking care at primary care sites. The clinical program also focuses on services for pregnant women because recent research indicated that dental hygiene and periodontal services provided during pregnancy may decrease preterm delivery and improves infant health outcomes. The School and Community Oral Health Program provides dental education, fluoride tablets, and dental sealant services to children in Multnomah County schools, and provides outreach, education, and dental treatment specifically to children 0-24 months in our clinic setting. For uninsured Multnomah County residents with critical, urgent or specialty dental needs the Dental Access Program (DAP) provides triage and referrals to County dental clinics and private dentists. Dental Services is an essential program that provides education, prevention, and dental treatment to Multnomah County's poorest and most vulnerable population.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Billable patient visits	64,322	65,423	65,423	65,470
Outcome	Percentage patients who complete treatment plan within 12 months	58.0%	60.0%	60.0%	60.0%
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	68.0%	75.0%	75.0%	75.0%

Performance Measure - Description

Output: Billable patient visits-The number of patient visits measures access to dental services within the County clinics and the School Community Dental Program. The intent is to increase access to care for both Medicaid and uninsured clients.
Outcome: New measure; percentage of patients who complete treatment plan within 12 months. "Completing the treatment plan" measures our ability to keep patients engaged in comprehensive care (may require multiple visits over time) to maintain good oral health.
Quality: % of patients who would strongly agree to recommend clinic to family or friends

Legal/Contractual Obligation

Dental services are a requirement of the Bureau of Primary Health Care 330 Grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$6,552,945	\$4,179,674	\$10,792,711	\$628,257
Contracts	\$83,853	\$312,233	\$402,300	\$172,608
Materials & Supplies	\$242,408	\$850,957	\$226,388	\$778,519
Internal Services	\$1,030,229	\$1,661,818	\$1,594,115	\$1,324,243
Total GF/non-GF:	\$7,909,435	\$7,004,682	\$13,015,514	\$2,903,627
Program Total:	\$14,914,117		\$15,919,141	
Program FTE	68.77	30.78	93.55	5.64
Program Revenues				
Indirect for dep't Admin	\$434,453	\$0	\$186,198	\$0
Fees, Permits & Charges	\$0	\$291,676	\$0	\$277,740
Intergovernmental	\$7,616,419	\$6,635,006	\$12,815,050	\$2,547,887
Other / Miscellaneous	\$0	\$78,000	\$0	\$78,000
Total Revenue:	\$8,050,872	\$7,004,682	\$13,001,248	\$2,903,627

Explanation of Revenues

The primary source of revenue is Medicaid funds. Additional revenue is received from the Primary Care 330 federal grant, general fund (to support Billi Odegaard services for the homeless) and patient fees.

Medicaid fees: \$14,909,107

Primary Care 330 grant: \$453,830

Patient fees: \$277,740

Kaiser Oral Health grant: \$78,000

General Fund (Billi Odegaard): \$200,464

Significant Program Changes

Last year this program was: #40017A, Dental Services

The program offer incorporates FY13 program offer 40017B - Dental Services Downtown Dental. The program offer includes the full year costs of operations and revenue for the new Billi Odegaard clinic which offers services to residents living in the downtown area who experience a variety of barriers to care. Also included is on-going costs required to support Electronic Dental Records.

MultiCare Dental was transitioned to our partner, CareOregon in August 2012, so that we could focus on our expertise-- dental care delivery and clinical and operational quality. We also evaluated and learned that the cost of implementing the required infrastructure for running a managed dental care organization under health transformation moved us further away from our core business of delivering quality clinical care to under-served clients.

Lead Agency: Health Department

Program Contact: David Brown

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Women, Infants and Children Program (WIC) serves lower-income pregnant, post-partum and breastfeeding women, infants and children under age five who have health or nutrition risks. WIC sees every participant at least four times per year to provide individual growth and health assessments, education on nutrition and physical activity, nutritious foods purchased with WIC vouchers, breastfeeding education and support, and referrals to other preventive health and support services.

Program Description

The WIC Program's mandate is to provide food, nutrition education, growth monitoring and support services to our most vulnerable population – low income pregnant, breastfeeding women, infants and children up to five years of age. In addition to food vouchers, all participants must be certified on the program which includes weighing and measuring every 6 months as well as hemoglobin screenings. Clients are counseled by registered dietitians and Nutrition Assistants on the current best practices for diet during pregnancy, lactation, infancy and early childhood. For high risk pregnancies, children with special needs and breastfeeding complications, individual counseling is provided by registered dietitians. In between certifications, clients attend additional nutrition education classes on specific topics relevant to their individual needs. In all, over 90 nutrition education classes are taught each month. Poor nutrition during the first three years can affect brain development resulting in lowered academic achievement, reduced immune function, greater incidence of obesity, diabetes, etc. Research demonstrates that families on WIC are in overall better health, have less dental related Medicaid costs, have less underweight infants and demonstrate a lower prevalence of anemia than low-income children not on WIC. Four and five year-olds whose mothers participated in WIC during pregnancy have better vocabulary test scores than those that didn't receive WIC benefits. WIC positively influences the nutrient intakes of children, dramatically improves Healthy Eating index scores for the household, reduces the risk of child abuse or neglect and WIC participation is associated with increased use of preventative care and improved health status of children.

WIC provides access to other support services include prenatal and other medical care, immunizations, Head Start, housing and day care assistance, social services, etc. Children whose mothers participated in WIC during pregnancy had better vocabulary test scores than those that did not participate.

The program leverages federal funds to pay for almost 78% of costs. WIC served over 30,000 clients last year. WIC provides referral services to other valuable community programs. It is a hub that connects families with needed services for easy access and seamless service.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of clients served each month	19,400	19,500	19,511	19,000
Outcome	% of mothers initiating breastfeeding on WIC	90.1%	88.1%	90.0%	89.0%
Outcome	Show rate for WIC nutrition education follow-up	70.0%	66.0%	68.0%	69.0%
Outcome	Children at risk of anemia (2-5 year olds)	0.0%	13.6%	13.6%	13.0%

Performance Measure - Description

 **Measure Changed**

Output: Average number of clients served each month measures the average number of clients receiving WIC food vouchers. Outcome: % of mothers who initiated breast feeding after delivery - Data Source: WIC TWIST system. Outcome: return for education required each six months to continue participation - Data Source: WIC TWIST system. Outcome: children with lower than recommended hemoglobin levels - Data source: WIC Performance Measures, Oregon health Authority. This is a new measure for FY13-14. Anemia/low hemoglobin reduces the ability for children to learn.

Legal/Contractual Obligation

The Special Supplemental Nutrition Program for Women, Infants and Children is authorized by Section 17 of the Child Nutrition Act of 1966, 42 U.S.C. 1786, as amended through PL105-394, and the regulations promulgated pursuant thereto, 7 CFR Ch. II, Part 246.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$930,336	\$2,485,888	\$812,323	\$2,554,141
Contracts	\$0	\$0	\$9,755	\$11,532
Materials & Supplies	\$32,131	\$54,012	\$54,225	\$20,055
Internal Services	\$275,939	\$600,931	\$409,243	\$555,103
Total GF/non-GF:	\$1,238,406	\$3,140,831	\$1,285,546	\$3,140,831
Program Total:	\$4,379,237		\$4,426,377	
Program FTE	7.69	32.86	8.20	33.06
Program Revenues				
Indirect for dep't Admin	\$194,806	\$0	\$201,409	\$0
Intergovernmental	\$0	\$3,140,831	\$0	\$3,140,831
Total Revenue:	\$194,806	\$3,140,831	\$201,409	\$3,140,831

Explanation of Revenues

The Women, Infants and Children program's revenue is federal funds included in the intergovernmental revenue agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services. WIC is also funded with county general fund. The WIC Program has seen a significant increase in pregnant women requiring WIC services. County general funds assist the WIC Program in meeting the Federal/State funding requirement of scheduling new pregnant women within 10 days of application to the program.

Fed/State WIC grant: \$2,919,032
 Fed/State WIC Breastfeeding/Peer Counselors grant: \$221,799
 County General Fund: \$1,285,546

Significant Program Changes

Last year this program was: #40018, Women, Infants and Children (WIC)

The changes in FTE and personnel costs are an increase to the FTE of two part-time Community Health Specialist 1 positions in the Breastfeeding Peer Counselor Program due to the high volume of clients.

Lead Agency: Health Department

Program Contact: Courtney Craigan

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The North Portland Health Center provides comprehensive, culturally appropriate primary care, enabling and behavioral health services to vulnerable residents who are uninsured or under-insured and otherwise may not have access to medical care.

Program Description

North Portland Health Center primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. North Portland Health Center serves a population of which 70% are below 100% of the Federal Poverty level. North Portland Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of annual client visits	15,118	17,756	16,382	18,234
Outcome	% of children who are up to date on immunizations at 35 months of age	71.1%	85.0%	81.0%	85.0%
Efficiency	Number of days for a new patient appointment	2	7	1	2
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	60.0%	75.0%	68.0%	70.0%

Performance Measure - Description

Output: Total number of client visits.

Outcome: % of children who are immunized by 35 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Efficiency: # of days for new patient appointment: Measures effectiveness of timely availability for underserved Multnomah County residents to access health care services.

Quality: Client satisfaction survey question which asks if they would recommend this clinic to family/friends.

Performance Measures Variance Explanation:

of annual client visits has been negatively impacted by prolonged physician vacancies.

Legal/Contractual Obligation

North Portland Health Clinic complies with the Bureau of Primary Health Care (BPHC) grant, JCAHO accreditation requirements and CareOregon contractual obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,658,079	\$1,514,258	\$1,724,185	\$1,363,707
Contracts	\$0	\$39,721	\$0	\$46,686
Materials & Supplies	\$4,508	\$135,775	\$20,295	\$122,061
Internal Services	\$202,332	\$692,369	\$199,584	\$764,029
Total GF/non-GF:	\$1,864,919	\$2,382,123	\$1,944,064	\$2,296,483
Program Total:	\$4,247,042		\$4,240,547	
Program FTE	20.00	9.40	20.70	7.60
Program Revenues				
Indirect for dep't Admin	\$147,747	\$0	\$147,263	\$0
Fees, Permits & Charges	\$0	\$129,760	\$0	\$123,152
Intergovernmental	\$1,809,040	\$2,252,363	\$1,885,726	\$2,173,331
Total Revenue:	\$1,956,787	\$2,382,123	\$2,032,989	\$2,296,483

Explanation of Revenues

North Portland Health Clinic is supported by federal BPHC grant, state family planning grant, and state funds for maternal & child health services, all through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services. North Portland Health Clinic also receives Medicaid/Medicare fee revenue. County General Fund is used as local in-kind match to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients. In addition, the program collects \$4,000 general fund income from property rental.

Medical fees: \$3,213,513
 Meaningful Use: \$65,000
 Federal Primary Care grant: \$821,505
 State Family Planning: \$43,620
 State Maternal & Child Health: \$38,571
 County General Fund: \$58,338

Significant Program Changes

Last year this program was: #40019, North Portland Health Clinic

The Nursing Supervisor position was eliminated and the Licensed Community Practical Nurse (LPN) panel manager increased from 0.90 FTE to 1.0 FTE. By increasing the FTE of the LPN, we are able to provide more consistent and continuous care to our patients by ensuring that the LPN is in the office during business hours. The position will be able to address patient and coworker concerns in a timely fashion and not have to follow up the next day.

Because of the smaller size of this clinic, we have eliminated the Nursing Supervisor position and will redistribute this work to the Clinic Manager who is an registered nurse.

Lead Agency: Health Department

Program Contact: Michael Crocker

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Northeast Health Center (NEHC), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of Northeast Portland. The Northeast Clinic was strategically placed to provide vital services to a population that otherwise may not have access to medical care.

Program Description

Northeast Health Clinic primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Northeast Health Clinic serves a culturally diverse population of which 75% are below 100% of the Federal Poverty level. Northeast Health Clinic plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of annual client visits	24,048	26,214	23,842	27,132
Outcome	Percentage of children who are up to date on immunizations at 35 months of age	78.0%	85.0%	79.0%	85.0%
Efficiency	Number of days for a new patient appointment	7	7	6	6
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	68.0%	75.0%	68.0%	70.0%

Performance Measure - Description

Output: Total number of client visits.

Outcome: % of children who are immunized by 35 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Efficiency: # of days for new patient appointment: Measures effectiveness of timely availability for underserved Multnomah County residents to access health care services.

Quality: Client satisfaction survey question which asks if they would recommend this clinic to family/friends.

Legal/Contractual Obligation

The NEHC complies with the Bureau of Primary Health Care (BPHC) grant, State Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CareOregon contractual obligations. The NEHC contracts with CARES Northwest at Legacy Emanuel Hospital to provide two days per week of medical assessment services for children suspected to be victims of child abuse.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,342,659	\$1,945,188	\$2,662,111	\$1,858,350
Contracts	\$0	\$124,050	\$0	\$141,233
Materials & Supplies	\$0	\$220,068	\$66,230	\$174,651
Internal Services	\$265,179	\$829,049	\$297,357	\$897,046
Total GF/non-GF:	\$2,607,838	\$3,118,355	\$3,025,698	\$3,071,280
Program Total:	\$5,726,193		\$6,096,978	
Program FTE	15.00	24.60	16.20	23.40
Program Revenues				
Indirect for dep't Admin	\$193,410	\$0	\$196,949	\$0
Fees, Permits & Charges	\$0	\$235,642	\$0	\$240,183
Intergovernmental	\$2,559,529	\$2,882,713	\$2,963,957	\$2,831,097
Total Revenue:	\$2,752,939	\$3,118,355	\$3,160,906	\$3,071,280

Explanation of Revenues

Northeast Health Clinic is supported by federal BPHC grant, State Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical fees: \$5,016,805

Meaningful Use: \$32,000

Federal Primary Care grant: \$861,287

State Family Planning: \$66,417

State Maternal & Child Health: \$58,728

County General Fund: \$61,741

Significant Program Changes

Last year this program was: #40020, Northeast Health Clinic

Increases in the program offer expenses are related to COLA/merit/step increases and increases to the internal services, IT and facilities costs.

Lead Agency: Health Department

Program Contact: Deborah Cockrell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Mid-County Health Center (MCHC) serves clients in one of the poorest and most culturally diverse areas of Multnomah County. MCHC provides vital health services for patients who, even if insured, would remain isolated from medical care because of where they live, the language they speak and their higher level of complex healthcare needs. With its Refugee Program and culturally competent staff, MCHC is an important health care safety net for thousands of uninsured and under-insured members of the community.

Program Description

MCHC provides culturally competent, comprehensive primary care, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. Care that addresses patients' beliefs and culture is more likely to succeed in improving and maintaining their health. MCHC is tightly linked with refugee resettlement agencies (i.e., SOAR, IRCO, Catholic Charities). About 80% of all clients are or were refugees (Russia, Somalia, Sudan, Latin America, Vietnam, etc.). More than 80% of the MCHC staff speak a second language, many were refugees themselves. Sixty-eight percent of clients have incomes at or below 100% of FPL, while 99.1% are at or below 200% of FPL. MCHC services are designed specifically to prevent people from needing more costly and often less appropriate care. The refugee population often receive no preventative care at home, leading to a disproportionately high rate of serious medical conditions (ie. diabetes, hypertension, heart disease, cancer). Most client families have three or more children; some 10 or 11 - often with serious health problems (ie. asthma, diabetes, poor nutrition, no dental care, post-traumatic stress, etc.) which impact their schooling and development. This program helps them with pediatric and prenatal services as well as referrals. Many children receive their first complete set of vaccines at MCHC.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of annual client visits	46,430	45,287	46,705	46,290
Outcome	Percentage of children who are up to date on immunizations at 35 months of age	87.0%	85.0%	82.0%	85.0%
Efficiency	Number of days for a new patient appointment	6	7	2	2
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	68.0%	75.0%	62.0%	70.0%

Performance Measure - Description

Output: Total number of client visits.

Outcome: % of children who are immunized by 35 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Efficiency: # of days for new patient appointment: Measures effectiveness of timely availability for underserved Multnomah County residents to access health care services.

Quality: Client satisfaction survey question which asks if they would recommend this clinic to family/friends.

Legal/Contractual Obligation

MCHC complies with the Bureau of Primary Health Care (BPHC) grant, state Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CareOregon contractual obligations. MCHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services be available to all regardless of ability to pay as two examples.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$4,830,423	\$2,797,659	\$5,119,540	\$2,967,113
Contracts	\$250,109	\$337,693	\$0	\$528,417
Materials & Supplies	\$5,867	\$437,622	\$36,991	\$543,030
Internal Services	\$469,722	\$1,565,969	\$558,914	\$1,683,870
Total GF/non-GF:	\$5,556,121	\$5,138,943	\$5,715,445	\$5,722,430
Program Total:	\$10,695,064		\$11,437,875	
Program FTE	55.30	14.90	36.30	32.70
Program Revenues				
Indirect for dep't Admin	\$318,734	\$0	\$366,959	\$0
Intergovernmental	\$5,263,335	\$5,138,943	\$5,628,867	\$5,722,430
Total Revenue:	\$5,582,069	\$5,138,943	\$5,995,826	\$5,722,430

Explanation of Revenues

Mid County Health Clinic is supported by federal BPHC grant, state family planning grant, state funds for maternal & child health services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), county general fund, and medical fees.

Medical fees: \$9,361,532
 Meaningful Use: \$140,000
 State Refugee Screening grant: \$528,938
 Federal Primary Care grant: \$1,116,545
 State Maternal & Child Health grant: \$95,865
 State Family Planning: \$108,417
 County general fund: \$86,578

Significant Program Changes

Last year this program was: #40022, Mid County Health Clinic

A Nurse Practitioner was converted to a Physician's Assistant position. X-ray Tech position was eliminated due to costs of maintaining radiology equipment and the increasing ease in use of digital imaging. A decision was made to contract externally for x-rays, which will require clients to travel to the contractor's site. FY 2014 costs increased because IT charges and personnel costs for COLA, step and merit increases. Mid County Health Center and the Refugee Screening Program serve a diverse patient population. Last year, the clinic provided care for patients speaking over 64 different languages and interpretation costs both telephonic and in person are approaching \$600,000.00 annually.

Lead Agency: Health Department

Program Contact: Lynne Wiley

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The East County Health Center (EHC) provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of East Multnomah County. The clinic serves seasonal migrant workers, pregnant women, infants, children that reside in East Multnomah County who, even if insured, would remain isolated from comprehensive healthcare services because of where they live, the language they speak and their higher level of complex healthcare needs.

Program Description

East County Health Center primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally appropriate primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. East County Health Center serves a culturally diverse population, 80% whose incomes are below 100% of the Federal Poverty Level. East County Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of annual client visits	37,465	41,915	39,245	37,626
Outcome	Percentage of children who are up to date on immunizations at 35 months of age	85.0%	85.0%	89.0%	85.0%
Efficiency	Number of days for a new patient appointment	8	7	6	7
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	70.0%	75.0%	69.0%	70.0%

Performance Measure - Description

Output: Total number of clients visits.

Outcome: Percentage of children who are immunized by 35 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Efficiency: Number of days for a new patient appointment: Measures effectiveness of timely availability for under-served Multnomah County residents to access healthcare services.

Quality: % of patients who would strongly agree--clinic focus group formed to address specific identified issues.

Legal/Contractual Obligation

The ECHC complies with the Bureau of Primary Health Care (BPHC) grant, state Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CareOregon contractual obligations. ECHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services be available to all regardless of ability to pay as two examples.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$4,212,785	\$2,337,148	\$3,760,251	\$2,396,319
Contracts	\$227,924	\$211,859	\$0	\$197,490
Materials & Supplies	\$580	\$321,735	\$85,840	\$275,591
Internal Services	\$423,263	\$1,452,838	\$388,852	\$1,586,106
Total GF/non-GF:	\$4,864,552	\$4,323,580	\$4,234,943	\$4,455,506
Program Total:	\$9,188,132		\$8,690,449	
Program FTE	48.60	14.50	25.40	31.00
Program Revenues				
Indirect for dep't Admin	\$268,163	\$0	\$285,715	\$0
Fees, Permits & Charges	\$0	\$239,350	\$0	\$202,535
Intergovernmental	\$4,585,405	\$4,084,230	\$4,151,731	\$4,252,971
Total Revenue:	\$4,853,568	\$4,323,580	\$4,437,446	\$4,455,506

Explanation of Revenues

East County Health Clinic is supported by federal BPHC grant, state family planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical fees: \$7,307,466

Meaningful Use: \$120,000

Federal Primary Care grant: \$1,008,824

State Maternal & Child Health grant: \$80,222

State Family Planning: \$90,725

County general fund: \$83,212

Significant Program Changes

Last year this program was: #40023, East County Health Clinic

The FTE reductions in the program offer are from eliminating a planned 7th provider team. After unsuccessful attempts at recruiting providers, the vacant positions will be eliminated, and the clinic will serve up to capacity with existing provider teams.

Lead Agency: Health Department

Program Contact: Jill Daniels

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The School-Based Health Center (SBHC) program provides access to comprehensive preventive, primary, and mental healthcare for Multnomah County school-aged youth to keep them healthy and ready to learn. Without this safety net many school-aged youth would not receive necessary health care. The 13 School-Based and School-Linked sites provide critical points of access to health care regardless of insurance status. SBHC's contribute to learning readiness through optimizing the learning environment by linking health and education for student success in school and life. This work is achieved through partnerships with schools, families, healthcare providers and community agencies.

Program Description

The SBHC program operates 13 fully equipped medical clinics. Twelve clinics are located in schools and one clinic is school linked. This program assures access to care by providing service ties beyond regular school times, with multiple sites open during the summer and school breaks to ensure continuity of care. Staffing includes a nurse practitioner, registered nurse, medical support staff and an office assistant. Services include chronic, acute and preventive healthcare; age appropriate reproductive health; exams, risk assessments, prescriptions, immunizations, fitness and nutrition education/counseling and referrals. This comprehensive approach enables early identification and intervention, thereby reducing risk behaviors. Program locations are geographically diverse and all Multnomah County school-aged youth are eligible to receive services (attending other schools, drop-outs, homeless, detention). The program strives to ensure that basic physical and behavioral needs of youth are met to help them attend, participate and remain in school. Healthcare for school aged youth is a basic need.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of patients with three or more visits with a risk assessment in the last year	65	75	68	75
Outcome	% of patients with persistent asthma prescribed appropriate medications	87.0%	80.0%	83.0%	83.0%
Quality	% of patients who would "strongly agree" to recommend to family and friends	78.0%	80.0%	75.0%	80.0%

Performance Measure - Description

Program measures were chosen that reflect work related to our patient centered medical home initiative (Building Better Care).

Key areas of focus include:

- integration of effective methods for disease management,
- reduction in barriers to access care
- services are organized to be "patient centered"

Conducting risk assessments leads to achieving the program goal of early identification and timely intervention for risk reduction and health promotion.

Legal/Contractual Obligation

SBHC complies with the Bureau of Primary Health Care grant, JCAHO accreditation requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. SBHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,629,310	\$1,132,854	\$3,147,871	\$776,310
Contracts	\$10,667	\$219,082	\$14,272	\$24,642
Materials & Supplies	\$204,839	\$385,254	\$131,041	\$370,904
Internal Services	\$501,630	\$502,173	\$501,673	\$586,386
Total GF/non-GF:	\$3,346,446	\$2,239,363	\$3,794,857	\$1,758,242
Program Total:	\$5,585,809		\$5,553,099	
Program FTE	21.67	13.22	26.66	8.13
Program Revenues				
Indirect for dep't Admin	\$122,441	\$0	\$112,752	\$0
Fees, Permits & Charges	\$0	\$222,771	\$0	\$220,779
Intergovernmental	\$1,591,242	\$2,016,592	\$2,010,165	\$1,537,463
Total Revenue:	\$1,713,683	\$2,239,363	\$2,122,917	\$1,758,242

Explanation of Revenues

SBHCs are supported by federal BPHC grant, state family planning grant, State School Based Health Centers grant through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical fees: \$2,983,572
 State School Based Health Centers grant: \$492,000
 Primary Care grant: \$212,835
 State Family Planning grant: \$80,000
 County general fund: \$1,784,692

Significant Program Changes

Last year this program was: #40024, School Based Health Centers

The primary change is that the grant for capital improvements for Roosevelt, Grant and Madison was awarded and final expenses will be spent down in the current fiscal year. Grant cycle has ended and funding does not carry over to the next fiscal year. Recently, the SBHC program was awarded a \$500,000 HRSA grant for Capital Expenditures for the renovation of a clinic inside Centennial High School. This renovation will enable the SBHC to begin providing the first school-based health services in the Centennial area and East county. The opening date has not been established, and the scope of work in renovating the space is underway. The Department should have more information in the spring of 2013 and prepare a revenue amendment to FY14 budget for capital expenditures.

Lead Agency: Health Department

Program Contact: Kim Toevs

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Measure 5 Education

Executive Summary

The Adolescent Health Program implements community and school-based parent and youth education and teacher training designed to address key health disparities among adolescents that include: teen pregnancy, educational attainment, sexually transmitted infections, and other health concerns.

Program Description

The overall teen pregnancy rate in Multnomah County is higher than the state's rate. Significant disparities exist among Latinas, American Indians, and African Americans when compared to the County as a whole. A recent study of drop out rates in Oregon showed that Multnomah County high schools have the worst graduation rate in the state with dropout rates ranging from 43% to 47%. Teen pregnancy is a factor contributing to dropout rates. Furthermore, STD rates are highest among teens of any age range, and significant disparities exist within this subset as well for African Americans, Latinos, and gay youth.

This program works to reduce teen pregnancy, delay the onset of sexual activity, and strengthen healthy relationship and sexuality skills of adolescents. All program components stress prevention and use culturally specific, evidence based, population focused approaches. Youth education and skill building: Health Educators teach high school and middle school youth directly, using evidence-based culturally specific or general education approaches as appropriate. Sites include public and alternative high schools, SUN programs, public housing units, congregations, and other community sites. Community Services: Based on the theoretical framework of positive youth development, best practice models provide educational sessions that increase skills and knowledge of parents and other supportive adults to communicate with youth about sexual health, relationship skills, and decision making. Teacher Training: Due to ongoing budget deficits, Multnomah County middle schools have eliminated many health teachers and reassigned health education to other areas. The program will support school districts in providing evidence-based comprehensive sexuality education through technical assistance and capacity building effort for teachers, including co-teaching, training, and coaching, as well as curriculum support. Efforts are focused on highest areas of need demographically/geographically based on current local epidemiology.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of participants in educational sessions/training	5,089	3,750	4,500	4,000
Outcome	Percent of participants demonstrating increased knowledge	96.0%	80.0%	90.0%	80.0%
Quality	% of participants utilizing skills to increase parent to youth communication	80.0%	80.0%	75.0%	80.0%

Performance Measure - Description

- 2) Outcome: The percentage of program participants that demonstrate increased knowledge about youth sexual health, relationship skills, and decision making skills, of those participants who completed a full evaluation survey.
- 3) Quality: The percentage of parent program participants that feel confident they can implement new or improved skills to communicate effectively with their youth.

Legal/Contractual Obligation

NW Family Services contract requires 3600 youth served with 6-8 hours of healthy relationship curriculum each, primarily through High School Settings. Latina Teen Pregnancy Prevention Grant requires 250 youth served with 6 hour curriculum.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$245,341	\$333,876	\$230,525	\$341,655
Materials & Supplies	\$17,694	\$8,747	\$17,125	\$1,096
Internal Services	\$35,901	\$53,583	\$51,107	\$53,455
Total GF/non-GF:	\$298,936	\$396,206	\$298,757	\$396,206
Program Total:	\$695,142		\$694,963	
Program FTE	2.70	3.85	2.25	3.15
Program Revenues				
Indirect for dep't Admin	\$24,574	\$0	\$25,407	\$0
Intergovernmental	\$0	\$396,206	\$0	\$396,206
Total Revenue:	\$24,574	\$396,206	\$25,407	\$396,206

Explanation of Revenues

NW Family Services/Healthy Relationships grant - \$309,000
 Fed/State Latina Teen Pregnancy Prevention grant - \$87,206
 County General Fund: \$298,757

Significant Program Changes

Last year this program was: #40025, Adolescent Health Promotion

Several minor changes were made in management staffing of the program as the Adolescent Health Program was fully integrated into its new location at SEHC as part of the broader STD/HIV/HCV program. A 1.0 FTE reduction in staffing resulted in a limited duration position being moved into the temporary personnel category. This results in no impact on services.

Lead Agency: Health Department

Program Contact: Dawn Shatzel

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

La Clinica de Buena Salud (The Clinic of Good Health), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of the NE Portland Cully Neighborhood. La Clinica was strategically placed, in partnership with the local community, to provide culturally competent care and vital services to a population that otherwise may not have access to medical care.

Program Description

La Clinica provides culturally appropriate, comprehensive primary care, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. Eighty percent are at or below 100% Federal Poverty Level (FLP). La Clinica health and social services team includes: primary, preventive and urgent health care behavioral health services, case management and resource referral. Although La Clinica was initially intended to primarily serve the Latino community, the program has expanded and responded to the area's changing demographics which include culturally-specific services for Somali immigrants and refugees, and Russian speaking families in the Cully neighborhood and beyond. La Clinica is the County's anchor health care program for homeless children and families. This program supports many of the basic living needs priorities. Of those receiving health services, 32% have no insurance. The program initiates consultation and coordination efforts with other providers to build cultural competency among other service providers and lead efforts to solve community problems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of annual client visits	6,781	7,880	6,922	6,863
Outcome	% of children who are up to date on immunizations at 35 months of age	81.0%	85.0%	89.0%	85.0%
Efficiency	Number of days for a new patient appointment	6	6	5	7
Quality	% of Patients who would "strongly agree" to recommend clinic to friends/family	75.0%	75.0%	76.0%	75.0%

Performance Measure - Description

Output: Total number of client visits.

Outcome: % of children who are immunized by 35 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Efficiency: # of days for new patient appointment: Measures effectiveness of timely availability for underserved Multnomah County residents to access health care services.

Quality: Client satisfaction survey question which asks if they would recommend this clinic to family/friends.

Legal/Contractual Obligation

La Clinica complies with the Bureau of Primary Health Care grant, JCAHO accreditation requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. La Clinica meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$611,692	\$708,918	\$632,504	\$617,472
Contracts	\$0	\$37,674	\$6,611	\$17,048
Materials & Supplies	\$30,312	\$65,321	\$4,748	\$77,748
Internal Services	\$95,583	\$353,060	\$107,065	\$355,318
Total GF/non-GF:	\$737,587	\$1,164,973	\$750,928	\$1,067,586
Program Total:	\$1,902,560		\$1,818,514	
Program FTE	3.60	7.80	4.40	6.80
Program Revenues				
Indirect for dep't Admin	\$72,255	\$0	\$68,460	\$0
Fees, Permits & Charges	\$0	\$68,186	\$0	\$55,877
Intergovernmental	\$698,693	\$1,096,787	\$706,280	\$1,011,709
Total Revenue:	\$770,948	\$1,164,973	\$774,740	\$1,067,586

Explanation of Revenues

La Clinica de Buena Salud is supported by a Federal BPHC grant, state Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical fees: \$1,142,699

Meaningful Use: \$69,200

Federal Primary Care/Homeless grant: \$505,883

State Maternal & Child Health grant: \$26,319

State Family Planning: \$29,765

County general fund: \$44,648

Significant Program Changes

Last year this program was: #40026, La Clinica de Buena Salud

A reduction in personnel costs attributed to savings gained by reducing a fraction of an FTE and focusing on reducing use of on-call personnel to close budget gap caused by increasing salary and benefit costs, increased internal services costs and flat county general fund.

Lead Agency: Health Department

Program Contact: Dawn Shatzel

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Southeast Health Center will provide comprehensive, culturally appropriate primary care and enabling services to vulnerable citizens who are uninsured or under-insured and otherwise might not have access to healthcare.

Poverty, lack of access to primary care services, limited English proficiency, lack of health insurance and homelessness are a few of the many barriers faced by Southeast's diverse residents. Currently around 29% of the Health Department's clients live in Southeast Portland, 22% are homeless or at risk for homelessness. Currently these high needs clients are forced to travel longer distances to access services, creating a significant barrier to care and a negative impact on health and well being.

Program Description

The Southeast Primary Care clinic will be located in the Southeast Health Center (34th/Powell). Dental services are currently provided at this site. The clinic will provide comprehensive, culturally appropriate primary care services which include, treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations) primary care and enabling services and is intended to serve as a medical home for residents of Southeast Portland. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of new clients	0	3,000	1,100	1,272
Outcome	% of patients who are screened for depression	0.0%	85.0%	85.0%	85.0%
Quality	% "strongly" recommend to family and friends	0.0%	75.0%	70.0%	70.0%

Performance Measure - Description

Output: Total # of new clients. (Next FY will update this measure to align with other existing health centers "Total number of clients visits.") SEHC is scheduled to open May 2013, current year estimate is a reflection of two months operation for FY 2013 at 125 new clients per month plus transfer of existing clients from Westside Health Center. Anticipate 3,000 new clients in the first full year of operations.

Outcome: Percentage of patients who are screened for depression. This is important in this population due to the high penetration of serious mental illness.

Quality: Client satisfaction survey question which asks if they would recommend this clinic to family/friends.

Legal/Contractual Obligation

SEHC primary care will comply with the Bureau of Primary Health Care grant, JCAHO accreditation's requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. SEHC primary care must meet all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$713,185	\$159,064	\$1,016,963	\$1,086,730
Contracts	\$0	\$335,640	\$0	\$390,657
Materials & Supplies	\$14,996	\$162,952	\$8,060	\$127,471
Internal Services	\$128,377	\$137,720	\$293,708	\$414,988
Total GF/non-GF:	\$856,558	\$795,376	\$1,318,731	\$2,019,846
Program Total:	\$1,651,934		\$3,338,577	
Program FTE	6.62	2.50	13.20	7.90
Program Revenues				
Indirect for dep't Admin	\$49,753	\$0	\$129,524	\$0
Fees, Permits & Charges	\$0	\$40,594	\$0	\$89,324
Intergovernmental	\$607,032	\$754,782	\$1,118,915	\$1,880,522
Other / Miscellaneous	\$249,526	\$0	\$0	\$50,000
Total Revenue:	\$906,311	\$795,376	\$1,248,439	\$2,019,846

Explanation of Revenues

Southeast Health Clinic is supported by federal BPHC grant, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep the Primary Care grant and to serve uninsured patients.

Medical fees: \$1,952,066

Federal Primary Care grant: \$1,051,900

Meaningful Use: \$84,795

Kaiser grant: \$50,000

County General Fund: \$199,816

Significant Program Changes

Last year this program was: #40027, Southeast Health Clinic

The Southeast Health Clinic opened in FY2013, and this program offer reflects the first full year clinic budget and two provider teams. The FY2013 was budgeted with one provider team.

Lead Agency: Health Department

Program Contact: Dawn Shatzel

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Rockwood Community Health Center (RCHC) provides comprehensive primary care, enabling and behavioral health services to the vulnerable and under-served residents in the East County Rockwood community. Rockwood clinic was strategically placed to provide culturally appropriate care to a population that may otherwise not have access to medical care.

Program Description

Rockwood Community Health Center primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided which include, treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Rockwood Community Health Center plays a significant role in providing safety net medical services to residents in the community. Forty percent of the over 40,000 residents earn less than 200% of the federal poverty level and 20-30% are uninsured. From 2000 to 2007, the number of persons of color in Rockwood increased by 54% (the countywide increase was 27%). Furthermore, 62% of the 7,000 plus Rockwood residents living below 100% of the federal poverty level are persons of color (which is 20% higher than the countywide average) and five of the area's eight census tracts are designated as medically underserved populations in recognition of access issues residents faced.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of annual client visits	13,791	4,800	17,090	20,260
Outcome	Percentage of children who are up to date on immunizations at 35 months of age	62.0%	85.0%	65.0%	85.0%
Quality	% "strongly agree" they would recommend this clinic to friends and family	70.0%	75.0%	80.0%	70.0%
Efficiency	Number of days for a new patient appointment	7	7	6	7

Performance Measure - Description

 **Measure Changed**

Output: Total number of client visits.

Outcome: Percentage of children who are up to date on immunizations.

Quality: % strongly agree they would recommend this clinic to friends and family.

Efficiency: # of days for new patient appointment: Measures effectiveness of timely availability for under-served Multnomah County residents to access health care services.

Changed performance measure from "number of new clients served" to "number of annual client visits". Now that this clinic is established, using the volume of visits is a better measure of access and capacity than the number new clients. Additionally this aligns with performance measures for other established primary care health sites. The current year purchased (FY 12-13) number "4800" reflects # of new clients and not the # of annual visits. All other numbers for this Output measure are correct for the number of visits.

Legal/Contractual Obligation

The Rockwood Community Health Center complies with the Bureau of Primary Health Care grant, JCAHO accreditations requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. RCHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,615,247	\$1,511,590	\$1,794,694	\$1,590,250
Contracts	\$0	\$52,452	\$57,971	\$0
Materials & Supplies	\$221	\$213,786	\$26,389	\$166,012
Internal Services	\$194,130	\$588,206	\$173,706	\$813,029
Total GF/non-GF:	\$1,809,598	\$2,366,034	\$2,052,760	\$2,569,291
Program Total:	\$4,175,632		\$4,622,051	
Program FTE	19.70	10.20	21.00	9.20
Program Revenues				
Indirect for dep't Admin	\$146,749	\$0	\$164,758	\$0
Fees, Permits & Charges	\$0	\$140,876	\$0	\$134,617
Intergovernmental	\$1,758,114	\$2,225,158	\$1,991,323	\$2,434,674
Total Revenue:	\$1,904,863	\$2,366,034	\$2,156,081	\$2,569,291

Explanation of Revenues

Rockwood Community Health Center is supported by federal BPHC grant, state family planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical fees: \$3,581,981
 Federal Primary Care grant: \$863,057
 State Maternal & Child Health grant: \$86,017
 State Family Planning: \$3,249
 County general fund: \$61,437

Significant Program Changes

Last year this program was: #40029, Rockwood Community Health Clinic

The FTE increases in this program offer are due to changes in FTE allocated to the provider team staff.

Lead Agency: Health Department

Program Contact: Vanetta Abdellatif

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Clinical Directors ensure that MDs, NPs, PAs, RNs, and LPNs have the necessary training, skills and knowledge to practice competently; patient care adheres to all pertaining regulations; clinical quality improvement (QI) initiatives are effective and appropriate for the communities we serve; and patient care is safe, cost effective, and based on proven best practices.

Program Description

Medical services:

1. Oversees initiatives to improve quality, safety, cost effectiveness, and access; develops and implements patient care guidelines, policies, procedures.
 2. Recruits, hires, credentials and monitors provider performance; oversees in-house nursing and medical educational programs.
 3. Sets and monitors provider and nursing productivity goals.
 4. Investigates and remedies untoward clinical incidents and errors.
 5. Ensures that patient care meets all rules, regulations and standards set forth by regulatory agencies, contractors, grantors and accrediting agencies.
 6. Ensures that administrative practices are consistent with quality patient care.
- Directors are accountable for legal conformance, quality and safety of patient care, need-based and scientifically justified service design, and efficient use of public funds.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	80% (or more) of providers are mtg their visit target minimum productivity goals.	68	80	69	75
Outcome		0	0	0	0
Quality	Maintain compliance with regulatory and licensing standards/boards	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

- 1) 80% (or more) of providers are meeting their current productivity (visit target) goals. By recruiting and retaining providers as well as providing leadership and support to existing providers, they will increase access to needed care by achieving team based productivity (visit target) goals.

Legal/Contractual Obligation

Oregon State Board of Nurses, Oregon State Board of Medical Examiners, Medicaid and Medicare rules and regulations, Joint Commission on Accreditation of Healthcare Organizations, stipulations of multiple federal and state grants, CareOregon contract, Central City Concern contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$881,818	\$101,050	\$1,275,526	\$100,638
Contracts	\$14,096	\$0	\$2,000	\$0
Materials & Supplies	\$74,085	\$7,588	\$64,482	\$7,674
Internal Services	\$61,319	\$9,594	\$86,958	\$9,920
Total GF/non-GF:	\$1,031,318	\$118,232	\$1,428,966	\$118,232
Program Total:	\$1,149,550		\$1,547,198	
Program FTE	5.36	0.10	8.90	0.10
Program Revenues				
Indirect for dep't Admin	\$7,334	\$0	\$7,581	\$0
Intergovernmental	\$0	\$118,232	\$0	\$118,232
Total Revenue:	\$7,334	\$118,232	\$7,581	\$118,232

Explanation of Revenues

Medical Directors (Physician, Nurse Practitioner and Nursing) is primarily funded with county general fund. Additionally the Department has been awarded two research grants: 1) Kaiser Foundation grant to participate in a research project for cardiovascular disease risk factors among diabetic patients in federally qualified health centers, and 2) Health Resources Services Administration grant through OCHIN, for support of a project to build research infrastructure to support effectiveness studies.

Kaiser Foundation: \$91,232

OCHIN: \$27,000

County General Fund: \$1,428,966

Significant Program Changes

Last year this program was: #40030, Medical Directors (Physician, Nurse Practitioner and Nursing)

Three Nursing Development Consultant positions will report to the Director of Nursing Practice with matrixed reporting to Human Resources. The positions will assess, develop, implement, and evaluate programs and training materials to address quality nursing education and professional staff development; serve as subject matter experts and consultants to ensure consistent application of protocols, rules, and policies; provide nursing consultation and lead selected nursing-related quality improvement initiatives; create and provide oversight for the development of online learning modules and other training materials. The Nursing Development Consultants will assist HR team and nursing supervisors assess technical/professional competency, recommend remedial actions, and address other performance issues of healthcare staff that affect service delivery and quality.

Lead Agency: Health Department

Program Contact: Carol Richmond

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Pharmacy provides essential clinical support to health delivery and emergency preparedness programs in the Health Department.

Program Description

Pharmacy Services utilizes various contracts to procure medication for dispensing to Health Department clients. Medications are dispensed to uninsured clients including high numbers of mentally ill; clients of public health programs such as the Sexually Transmitted Disease Prevention and the Tuberculosis Clinics; as well as youth in School Based Health Clinics. The program bills third parties, assists clients in obtaining low-cost/free drugs from manufacturers, and provides staff consultations and patient education regarding medications. Pharmacy Services provides essential support to the health delivery and emergency preparedness programs within the Health Department; and assists in the treatment and monitoring of clients receiving health care in Health Department facilities and programs. Uninsured; public health programs (TB, STD, CD); and School Based Health clients comprise close to 40% of the total work of the program.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Prescriptions Filled	316,802	350,000	325,000	350,000
Outcome	Average prescription cost	30	38	36	38
Quality	Clinical Pharmacy Services	0.0%	0.0%	0.0%	20.0%

Performance Measure - Description

✔ **Measure Changed**

The prescription volume reflects staffing needs, materials and supplies, expenditures and revenue. The average prescription cost reflects prescription volume, expenditures, staffing, materials and supplies but not revenue.

With the opening of SEHC, we will be staffing the new pharmacy with pharmacists and technicians.

We plan on incorporating a Clinical Pharmacist in most Primary Care Clinics so that providers are supported in achieving the Triple Aim (Better Health, Better Care and Lower Costs) integral to health transformation. Clinical Pharmacists will be essential in medication reconciliation and medication management for our patients, including but not limited to high users, care transitions and medically fragile individuals. As a result of the Clinical Pharmacist's work, we will see an increase in positive health outcomes.

Legal/Contractual Obligation

Various grants require the provision of pharmacy services. State mandated public health services are provided.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$4,950,677	\$0	\$6,695,161
Contracts	\$0	\$209,800	\$0	\$194,600
Materials & Supplies	\$0	\$6,556,161	\$0	\$6,130,600
Internal Services	\$0	\$1,466,762	\$0	\$1,684,639
Total GF/non-GF:	\$0	\$13,183,400	\$0	\$14,705,000
Program Total:	\$13,183,400		\$14,705,000	
Program FTE	0.00	44.25	0.00	54.25
Program Revenues				
Indirect for dep't Admin	\$817,678	\$0	\$942,974	\$0
Fees, Permits & Charges	\$0	\$674,000	\$0	\$715,000
Intergovernmental	\$0	\$12,509,400	\$0	\$13,990,000
Total Revenue:	\$817,678	\$13,183,400	\$942,974	\$14,705,000

Explanation of Revenues

Pharmacy is funded exclusively through prescription fees and revenue from pharmacy patient assistance programs.

Third Party Fees: \$13,990,000

Patient Fees: \$400,000

Patient Assistance Programs: \$315,000

Significant Program Changes

✔ Significantly Changed

Last year this program was: #40031, Pharmacy

The Pharmacy program offer includes two additional pharmacists and two additional pharmacy technicians to staff the new Southeast Health Center Pharmacy.

Pharmacy adds six clinical pharmacists so that MCHD is able to meet the needs of the patients and improve their quality of care and outcomes. This is in response to our involvement in the Coordinated Care Organizations. Increased medication comprehension and adherence for our clients. Studies have shown that a large portion of hospital readmissions are due to medication issues. Adding clinical pharmacists to our teams will improve the care the patients receive as well as decrease overall costs to the healthcare system. The addition of clinical pharmacists will increase provider and support staff time to devote to other needs of clients.

Lead Agency: Health Department

Program Contact: Vanetta Abdellatif

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Lab, and Health Information Management provide essential clinical support to health delivery and emergency preparedness programs in the Health Department. These programs provide service support to delivery of care to clients of Health Department services including Primary Care, School Based Health Clinics, Disease Prevention Clinics, Dental and Corrections Health. A large percentage of uninsured clients are experiencing homelessness, mental illness and/or are women and children.

Program Description

Laboratory:

Test clinical and environmental specimens, manage contracts, prepare for bio-terrorism and emergencies and surveillance of emerging infections.

Health Information Management:

Manage medical records systems to ensure comprehensive clinical documentation and compliance with all applicable licensing, regulatory and accreditation standards. Also fulfills role of Health Department's Privacy Official as required by HIPAA. The Clinical Infrastructure Services Group provides essential support to the health delivery and emergency preparedness programs within the Health Department. The laboratory and x-ray services assist in the diagnosis, treatment, and monitoring of clients receiving health care in Health Department facilities. Health Information Management ensures proper documentation of health care services and provides direction, monitoring and reporting of federally required HIPAA compliance activities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of records requests completed	11,000	10,000	12,000	12,000
Outcome	X-rays taken (in-house x-rays closing Winter 2013)	5,679	6,500	4,866	0
Outcome	Number of laboratory specimens handled	245,407	268,180	250,000	260,000
Quality	Lab proficiency/competency levels through internal and external testing program	95	95	95	95

Performance Measure - Description

✔ **Measure Changed**

Discontinued providing x-ray services. X-rays have been outsourced in Winter 2013 no longer valid measure for FY2014

Legal/Contractual Obligation

Federal and state mandates require maintenance of medical records. HIPAA and state confidentiality and privacy laws require adherence to standards. Various grants require provisions for laboratory services. The EMR and Practice Management contractual obligations will be as per the contractual agreement between Multnomah County Health Department (MCHD) and OCHIN. Multnomah County Health Department is the client receiving services from OCHIN in this agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,567,938	\$0	\$2,636,564	\$0
Contracts	\$8,850	\$0	\$7,815	\$0
Materials & Supplies	\$78,328	\$0	\$63,279	\$0
Internal Services	\$373,583	\$0	\$395,215	\$0
Total GF/non-GF:	\$3,028,699	\$0	\$3,102,873	\$0
Program Total:	\$3,028,699		\$3,102,873	
Program FTE	27.60	0.00	25.70	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Revenue for laboratory services are included in the medical visit revenue shown in the health clinics. General fund is used to pay for services to the uninsured clients served by the Health Department as well as to deliver mandated public health services.

County General Fund: \$3,102,873

Significant Program Changes

Last year this program was: #40032, Lab, X-Ray and Medical Records

X-ray services will be contracted out in late FY 13. Two x-ray sites (Westside and MidCounty) will be closed. The Archive Technician will be no longer needed after June, 2013. All current hard copy x-rays will be archived to County Records Management. The back-up X-ray Technician that filled in for Clinic X-Ray Technicians will no longer be needed once the new contract is executed. Clients will be directed to go to contract x-ray sites located throughout the Portland metropolitan area for any needed x-rays. A communication plan has been developed and will be implemented to coincide with the "go-live" date of external x-ray services.

Lead Agency: Health Department

Program Contact: Marilyn Boss

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Primary Care and Dental Access and Referral (PCARD) Program is the gateway for new patients appointed into Multnomah County Health Department's (MCHD) Primary Care and Dental System, and for established uninsured patients referred into community specialty care.

MCHD Information and Referral and Languages Services provide written translation, oral and sign language interpretation throughout the department's programs and services.

Program Description

PCARD is the point of entry for scheduling new clients for both the Primary Care and dental clinics. PCARD also facilitates access to specialty referrals and charity care for uninsured patients in collaboration with Project Access. PCARD provides appointments and referrals in collaboration with County and other community organizations, ensuring consistent patient information and tracking. PCARD also provides information and referral for MCHD medical, dental and social services and key community service partners. MCHD Language Services provides interpretation in over 50 languages and sign language for all MCHD services and programs and for established patients who access specialty care in the community.

Comprehensive written translation for clinical and non-clinical programs and services is also provided. MCHD Language Services is the central coordinator for thousands of patient/client interpretation requests and translations each year for multiple programs/services. This key service ensures that patients and clients through the department's Refugee and Screening Program, and those who have Limited English Proficiency, receive culturally competent interpretation.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of new patients who receive appointments	18,603	10,365	19,182	20,114
Outcome	# of uninsured patients who receive specialty care	1,410	1,450	1,224	1,336

Performance Measure - Description

Output: Number of new patients who receive a new patient appointment (medical and dental).

Outcome: Number of uninsured patients who receive specialty care referral--measures the success of efforts to connect uninsured clients to community charity care.

In reviewing current year purchased data, it was discovered that new dental patient appointments had been inadvertently omitted. We have corrected this error moving forward.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$549,952	\$421,587	\$769,096	\$153,810
Contracts	\$28,917	\$59,483	\$88,400	\$0
Materials & Supplies	\$24,518	\$0	\$1,795	\$22,407
Internal Services	\$47,451	\$107,170	\$47,452	\$88,783
Total GF/non-GF:	\$650,838	\$588,240	\$906,743	\$265,000
Program Total:	\$1,239,078		\$1,171,743	
Program FTE	7.50	4.00	9.50	1.00
Program Revenues				
Indirect for dep't Admin	\$36,485	\$0	\$16,993	\$0
Intergovernmental	\$0	\$588,240	\$0	\$265,000
Total Revenue:	\$36,485	\$588,240	\$16,993	\$265,000

Explanation of Revenues

Primary Care and Dental Access and Referral is funded with county general fund and is also supported with revenue from the Bureau of Primary Health Care.

County general fund: \$906,743

Federal Primary Care grant: \$265,000

Significant Program Changes

Last year this program was: #40033, Primary Care and Dental Access and Referral

A Program Supervisor was eliminated due to span of control changes, and a Program Specialist was added to support the work in the Medicaid/Medicare Eligibility program offer 40016. This change will support clients by providing additional support to eligibility staff and will increase access and availability of Medicaid eligibility screening appointments.

Lead Agency: Health Department

Program Contact: Vanetta Abdellatif

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Clinical Infrastructure (Quality and Support) Program provides pivotal oversight by managing the Bureau of Primary Health Care (BPHC) grant, developing and implementing fiscal accountability programs and access to health care, initiating and sustaining clinical and administrative quality and safety activities and improvements, and coordinating adherence to healthcare standards and regulations.

Program Description

This program supports services within the project scope of the BPHC grant, which has continued to increase since our initial award in 1977. The funding is significant and facilitates the mission of increasing access to needed health services to the County's most vulnerable. BPHC funding requires strict adherence to federal laws mandating which services must be provided as a Federally Qualified Health Center (FQHC) which results in additional Medicaid revenue for Oregon Health Plan clients. This funding requires quality services, performance audits and responsiveness to new methods of delivering safe and quality care. Infrastructure and support assures that these efforts are maintained at acceptable thresholds.

This program supports the ongoing delivery of Primary Care, Homeless, Dental and School Based Health clinical services through the following activities: Management of all aspects of the BPHC grant, including adherence to all federal program requirements. Review, audit and maintain standards of clinical quality and safety as required to maintain Joint Commission (JCAHO) accreditation, which the BPHC strongly supports. Emphasis on use of data and provision of evidence-based care to increase performance outcomes. Provision of financial analysis, monitoring and revenue development for revenue generating program areas. Development and implementation of systems and processes to streamline service delivery, maintain quality and safety, and increase customer satisfaction.

This program measures clinical standards/outcomes, quality, safety and fiscal accountability with other similar health delivery systems. The BPHC and JCAHO are our primary external bench-marking organizations relative to performance indicators. Program includes work with the Community Health Council, client feedback results, and collaborations with other health care delivery systems.

This program supports the Primary Care Renewal and Patient Centered Primary Care Health Home programs and represents a new generation of healthcare funding for performance. These programs, implemented to meet goals of the State of Oregon's 1115 Medicaid Demonstration Accountability Plan and local Coordinated Care Organizations Pay-for-Performance, have tied payments to achieving specific health outcomes and sustaining those improvements over time. The Quality Assurance program is tasked with designing, testing, and implementing the wide array of system improvements needed to meet these new benchmarks.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome	Maintain compliance with Joint Commission standards	100.0%	100.0%	100.0%	100.0%
Outcome	BPHC grant renewed annually	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

1. Reflects maintaining good standing as a fully accredited organization under the Joint Commission's standards for BPHC sponsored FQHC's. Conducted through unannounced surveys by the Joint Commission once every three years.
2. Reflects maintenance FQHC standing through meeting all federal rules and requirements; evaluated annually through the grant continuation application process. (Program must meet benchmark of 90% compliance is required to meet standards/rules governing quality and safety, per Bureau of Primary Health Care (BPHC) Accreditation Initiative.)

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$316,459	\$1,867,803	\$2,738,351	\$9,979
Contracts	\$0	\$143,400	\$141,700	\$0
Materials & Supplies	\$55,859	\$121,401	\$213,837	\$1,014
Internal Services	\$103,502	\$237,801	\$499,870	\$1,007
Total GF/non-GF:	\$475,820	\$2,370,405	\$3,593,758	\$12,000
Program Total:	\$2,846,225		\$3,605,758	
Program FTE	2.90	16.80	25.71	0.09
Program Revenues				
Indirect for dep't Admin	\$140,830	\$0	\$770	\$0
Intergovernmental	\$0	\$1,122,500	\$1,042,056	\$0
Other / Miscellaneous	\$0	\$1,247,905	\$1,460,523	\$12,000
Total Revenue:	\$140,830	\$2,370,405	\$2,503,349	\$12,000

Explanation of Revenues

Quality Assurance and Quality Improvement activities are funded with Federal/State Patient Centered Primary Care Health Home (PCPCH), CareOregon Primary Care Renewal (PCR) funding and County General Fund. On occasion we receive specialty grants for targeted work. In 2014, the PCPCH and PCR funding characterized as Health Transformation-Payment Transformation funding has been moved from the Federal/State fund to the General Fund to provide greater transparency, flexibility and central oversight of these funds. Additional county general fund was allocated to Quality Assurance to fund additional positions responsible for designing and implementing the system improvement.

Volunteers of America grant: \$12,000

CareOregon Primary Care Renewal (in the General Fund): \$1,000,000

Patient Centered Primary Care Health Home (in the General Fund): \$1,502,579

County general fund: \$1,091,179

Significant Program Changes

Last year this program was: #40034, Quality Assurance

The increase in FTE is related to necessary infrastructure that supports health transformation requirements, metrics, and accountabilities. These additional positions will improve our ability to capture and report on clinical data that will support changes and improvements to the delivery of health care and therefore improved health outcomes. Additionally, staff will support quality improvement/LEAN teams involved in delivery system transformation (CCO) efforts.

Healthcare transformation, including the foundational work of the Center for Medicare and Medicaid (CMS) Center for Innovation, the Affordable Care Act and Oregon's 1115 Medicaid Demonstration project have changed the way we think about and invest in quality improvement and improving health outcomes. Healthcare in general, with primary care at the forefront, is moving away from fee-for-service or grants to incentive payments for improving the health of our clinic clients. Staff focusing on broad system improvement is included in this program offer.

Lead Agency: Health Department

Program Contact: Vanetta Abdellatif

Program Offer Type: Support

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The Quality Improvement for Primary Care contains prepayments received under the Primary Care Renewal program and the Patient Centered Primary Care Health Home (PCPCH) program. These are federal Medicaid-funded programs that pay in advance for future outcomes. Both are prospective payments we receive for serving high-need, high-risk poor and vulnerable Medicaid and uninsured clients, including clients with behavioral health issues and one or more chronic health conditions.

The payments are received in advance while we evaluate which interventions will be most effective in improving the health of our clients. Investments will be in primary-care specific staffing, infrastructure and activities.

Program Description

Health care transformation is changing how Multnomah County delivers care and how we are compensated for our work. The foundation for these changes has been built by the Center for Medicare and Medicaid (CMS), Center for Innovation, the Affordable Care Act and Oregon's 1115 Medicaid Demonstration project.

Today, most of our health-care compensation is a fee-paid-for-service by an eligible physician, nurse practitioner or other provider. In the future, most health care payments will be tied to the improved health of our patients, with little funding linked solely to transactional activities such as office visits, lab test or x-rays. This new reimbursement model is a primary goal of federal and state reform, and of local coordinated care organizations.

In anticipation of this fundamental shift, the County has established a payment transformation sub-fund within the General Fund to distinguish this funding from traditional fee-for-service or activity-based grant funding.

By accepting the payment, we are agreeing to improve our system and quality of care so that patients have better health outcomes. We are also agreeing to sustain these improvements even after the funding ends. The Affordable Care Act and Oregon's Medicaid demonstration project's goals are built around primary care practices that are Patient Centered Primary Care Health Home certified.

The funding in this scaled offer is to insure that resources are available for a system that is rapidly changing under Oregon's 1115 Medicaid Demonstration project. These resources will be invested in personnel and training, improved IT systems, facility improvements, and clinical care that is not billable under the new reimbursement model. Funding would allow critical internal improvements such as paying for substitute providers so that staff could step away to pilot promising clinical changes, care coordination, health promotion, or individual and family support services provided by a nurse or community health worker. Investments could also be made in the IT system improvements needed to track and report on clinical progress.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	% of ACA-qualified patients with a care plan in their health plan	0.0%	0.0%	0.0%	90.0%
Outcome		0	0	0	0
Quality	Improvement in number of patients who receive developmental screening.	0.0%	0.0%	0.0%	3.0%
Quality	% improvement in nbr of patients over 12 y/o screened/counseled for tobacco use	0.0%	0.0%	0.0%	3.0%

Performance Measure - Description

One of the promises of Health Transformation is a shift in the system that focuses on improved quality and health outcomes. Like other providers in our community, we need to plan for, monitor and meet performance expectations.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$943,203	\$0
Internal Services	\$0	\$0	\$86,397	\$0
Total GF/non-GF:	\$0	\$0	\$1,029,600	\$0
Program Total:	\$0		\$1,029,600	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$1,029,600	\$0
Total Revenue:	\$0	\$0	\$1,029,600	\$0

Explanation of Revenues

This program offer is funded with a \$1,029,600 cash transfer in FY 2014, as the funds are being moved from the Federal/State fund to the General Fund. Funding includes prospective Medicaid payments from Patient Centered Primary Care Health Home and Primary Care Renewal programs. These are not payments for services, medical treatments, activities or specific staff. They are not a grant award or a fee-based payment. The funds are prospective payments made in advance to us for serving high-need, high-risk poor and vulnerable Medicaid and uninsured clients, including clients with behavioral health and one or more chronic health conditions.

These Medicaid dollars are needed to ensure we maintain our certification and increase the reimbursement available to us for this work. This has allowed us to expand access and improve care without increasing the demand on the General Fund for on-going operations.

Significant Program Changes

Last year this program was:

Lead Agency: Health Department

Program Contact: Sonia Manhas

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Health Assessment, Planning and Evaluation informs and supports health program and policy decisions through providing research, evaluation, and program and fund development services. Health Assessment, Planning and Evaluation identifies health issues and concerns within the county, provides leadership for department-wide strategic planning, procures grant funds, and develops and evaluates evidence-based programs. Evaluation efforts are aimed at examining the effectiveness of programs and initiatives and identifies opportunities for community health improvement.

Program Description

Health Planning and Evaluation provides support through three program areas: Health Assessment and Evaluation (HAE), Program Design and Evaluation Services (PDES), and Grant Development. HAE provides data analysis and evaluation support for program planning and quality improvement efforts across the Health Department, reports on the health status of Multnomah County residents, and provides data support for Grant Development efforts. HAE supports county-wide efforts to improve health outcomes for all communities through monitoring health status indicators, disseminating reports documenting community health status and health inequities, and conducting health impact assessments. HAE also helps lead the Department's strategic planning and department-wide preparation for public health accreditation. PDES provides evaluation support to county and state programs, initiates and conducts applied research studies to improve community health, shape public policy, and reduce health disparities. PDES designs public health interventions by identifying and applying best practices, and generates knowledge about promising new approaches through research and evaluation. Grant Development identifies and tracks public and private sector funding opportunities, develops grant proposals and budgets, and provides technical assistance to Health Department staff and community partners in program planning, proposal writing and grant management. Over \$27 million was procured to address health issues in FY 11-12.

Health Planning and Evaluation projects address key areas including tobacco control, obesity, early childhood, school-aged policy, homelessness, poverty, and emergency preparedness. Examples include evaluation of the Healthy Birth Initiative, the Communities Putting Prevention to Work program, and the development of a Community Health Assessment. Grant Development has secured program funds to support early childhood, adolescent health, public health infrastructure, and clinical services. Health Planning and Evaluation programs identify health priorities and direct resources toward improving health. The investment of \$1.49 million in general funds results in over \$24 million in returns from foundation, state and federal grants, and contracts. HAE's health assessment activities shape Health Department program planning, as well as inform community partners and policy makers about the community's most pressing and emerging health needs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of requests for data analysis (1)	325	200	300	250
Outcome	Number of grant proposals written (2)	43	39	43	43
Outcome	Dollar amount (in millions)of grants funded	27	24	24	24
Output	Number of reports and presentations disseminated	31	56	45	45

Performance Measure - Description

1) Includes HAE planned projects and ad hoc requests. Note: During FY 11-12, the data analyst that runs almost all of the ongoing and special clinical reports for quality improvement and ongoing program monitoring for Integrated Clinical Services (ICS) moved from HAE into a new program within ICS. As a result, the CYE and the NYO numbers have been reduced. The funding for this analyst was never included within the HAE budget.

2) Includes Grant Development and PDES proposals.

Legal/Contractual Obligation

Program Design and Evaluation Services (PDES) is primarily grant funded, and program continuation is required by grant and contractual obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,324,591	\$978,991	\$1,309,879	\$1,151,086
Contracts	\$0	\$545,360	\$0	\$484,247
Materials & Supplies	\$24,796	\$80,182	\$42,744	\$104,949
Internal Services	\$143,597	\$127,617	\$165,988	\$146,172
Total GF/non-GF:	\$1,492,984	\$1,732,150	\$1,518,611	\$1,886,454
Program Total:	\$3,225,134		\$3,405,065	
Program FTE	11.35	7.55	10.95	8.20
Program Revenues				
Indirect for dep't Admin	\$93,930	\$0	\$107,868	\$0
Intergovernmental	\$0	\$1,360,630	\$0	\$1,409,256
Other / Miscellaneous	\$0	\$371,520	\$0	\$477,198
Total Revenue:	\$93,930	\$1,732,150	\$107,868	\$1,886,454

Explanation of Revenues

Health Assessment, Planning and Evaluation is funded by county general fund and from grants through the state Local Public Health Agency award and from other jurisdictions and organizations for evaluation and educational services provided by the Program Design and Evaluation Services (PDES) unit.

State Local Public Health Agency grant: \$601,753
 Alaska State Tobacco:\$607,000;
 DHS- OMHS- Disparity Report: \$43,976;
 Mercy Corp: \$101,335;
 Wyoming/ New Mexico Tob Eval: \$50,000;
 RWJF- Liquor Control: \$119,863;
 Alaska State Cancer Prevention Program: \$95,000;
 NIH - HIV and Smoking Cessation:\$11,527;
 4 County Needs Assessment grant: \$256,000
 County general fund: \$931,512
 County general fund indirect: \$587,099

Significant Program Changes

Last year this program was: #40035, Health Assessment, Planning and Evaluation

Lead Agency: Health Department

Program Contact: Kimie Ueoka

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

The Community Health Council (CHC) is a mandated community-based planning body that facilitates community involvement in quality assurance, public policy advocacy, and management accountability for the Health Department. CHC provides oversight of community health center services which include primary care, dental, early childhood services, nursing, school based health, lab, pharmacy and radiology. The Council is comprised of a minimum 51% consumer – majority membership to ensure that health center users have a voice in the decision making process.

The 15 Coalition of Community Health Clinics (CCHC) are community based clinics that have a pivotal role in serving individuals who are under or uninsured in Multnomah County. The Health Department's indemnification program screens volunteer health care professionals for CCHC.

Program Description

The CHC offers an entry point for residents to give input about how the County can better meet the health needs of the community. The CHC has a critical role in assuring access to health care for our most vulnerable residents; it serves as the governing board required by the Federal Bureau of Primary Health Care to provide oversight of policies and programs within the scope of the Primary Care Grant. At minimum, 51% of Council Members are county residents who use the Health Department's clinical services. Participation on the Council allows them to better understand and influence how the County system works.

The 15 member Coalition of Community Health Clinics (CCHC) are community-based clinics uniquely able to respond to changing demographics and offer culturally appropriate care while fulfilling their mission of improving and providing health care to the county's most vulnerable populations. The Coalition clinics provide free or low-cost health care to uninsured people.

Through effective partnerships, the County has leveraged millions of dollars of local, state, and federal revenue, increasing access to services for vulnerable populations through funding of the Community Health Council and the Coalition of Community Health Clinics. This allowed CCHC to secure additional resources from foundations and other government partners to fund a total organizational budget of \$411,927; and the County's contract for volunteer indemnification provided an additional \$1,256,129 value in volunteer time with an estimated 46,309 total volunteer hours. The County's support of the coalition infrastructure and the Health Department's indemnification program assures access to critical health care for many who would otherwise be without care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of volunteer hours	46,309	65,000	52,000	55,000
Outcome	Percentage of consumers involved	75.0%	64.0%	75.0%	64.0%

Performance Measure - Description

Number of volunteer hours includes volunteer hours at the 15 Coalition Clinics for licensed health care professionals who utilize the indemnification program as well as Community Health Council participation at meetings and community events. Percentage of consumers involved includes patient advisory boards represented through the CCHC and consumers represented on the CHC. FY 12 actual, FY 13 estimate and FY 14 includes volunteer hours from both the Community Health Clinics and the 15 member Coalition of Community Health Clinics.

Legal/Contractual Obligation

The CHC is federally mandated by the Bureau of Primary Health Care. The CHC's role as the Citizen Budget Advisory Committee is mandated by the County Charter.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$119,979	\$0	\$110,865	\$0
Contracts	\$102,833	\$0	\$107,447	\$0
Materials & Supplies	\$4,800	\$0	\$8,730	\$0
Internal Services	\$11,980	\$0	\$16,479	\$0
Total GF/non-GF:	\$239,592	\$0	\$243,521	\$0
Program Total:	\$239,592		\$243,521	
Program FTE	1.30	0.00	1.30	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Community Health Council and Civic Governance is funded by county general fund, \$243,521.

Significant Program Changes

Last year this program was: #40036, Community Health Council and Civic Governance

Lead Agency: Health Department

Program Contact: Lila Wickham

Program Offer Type: Existing Operating

Related Programs: 40007, 40008, 40015

Program Characteristics: Climate Action Plan

Executive Summary

Supports community housing and health interventions and development of environmental health policy recommendations that reduce health disparities exacerbated by negative and disparate exposure to environmental, social and economic factors, including tobacco exposure. This program focuses on vulnerable/ ill families living in substandard housing to reduce: asthma triggers, exposure to household mold, toxins, vectors and lead paint through home assessments and housing inspections. Strategies include education, advocacy, policy analysis, and organizing to build community capacity. Focus areas include health impacts of global climate change, toxics exposure, indoor air quality, bedbugs, and the built environment. The program will pilot the integration and analysis of the Equity and Empowerment Lens.

Program Description

The program addresses health inequities through chronic disease prevention (asthma, tobacco-use, cancer) by improving the health and livability of the home, and addressing environmentally related health concerns.

Healthy Home Priorities: 1) Provide home-based environmental & medical assessment/interventions for high-risk asthmatic children 2) Consult with medical providers 3) Partner with landlords and tenants 4) Provide environmental assessments/interventions for children and families whose health is impacted by their home 5) Address substandard housing complaints in unincorporated areas, and 6) Provide environmental assessments for sick children and improve housing conditions. **Housing Education Priorities:** 1) Conduct community-based trainings related to mold, indoor air quality, bed bugs, hazards, toxins, and safety 2) Integrate environmental health risk reduction with other MCHD initiatives. The HH asthma inter-vention has shown improvements in asthma control, reduced emergency department visits and improved quality of life. **Tobacco Prevention Priorities:** Enforces the Indoor Clean Air Act and conducts education and outreach in public settings. **Env. Health Education:** 1) Conduct education and outreach related to global climate change, toxics exposure, indoor air quality, bedbugs, and the built environment 2) Provide environmental health education related to housing, diseases transmitted from animals to humans, food borne illness, and emerging environmental health issues. **Env. Health Policy Analysis:** 1) Coordinate implementation of the Climate Action Plan actions 2) Participate in the Climate Action Plan revision steering committee 3) Integrate environmental health risk reduction with other County-wide initiatives; and **Environmental Health Advocacy:** 1) Identify health disparities and environmental justice issues; 2) Coordinate stakeholder work groups to provide recommendations on emerging toxic-free policies – labeling of genetically modified organisms, pesticides on produce, and adopting a Safe Cosmetics Act.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of families receiving an environmental home inspection from any of the HH programs	132	130	140	90
Outcome	Emergency Dept & hospitalization costs averted	311,677	124,721	415,569	311,677
Outcome	Dollars leveraged	573,696	660,256	603,596	869,355
Output	Recommendations/policies adopted or influenced related to Environmental Health issues.	23	12	12	12

Performance Measure - Description

Outcome: These savings are estimated from client data and are based on number of ER visits averted and estimated number of hospitalizations averted. This does not include societal data such as lost work or school days averted. Our program evaluator estimated that for each asthmatic child served in the program there are an additional \$976 (2013 \$) in lost parental work days averted - \$390/day x 2.5 days.

Outcome: Includes the total sum of dollars leveraged in housing program grants by MCEH and revenue acquired through Targeted Case Management billing. This amount does not include the increased community capacity by MCEH providing technical assistance to community env. health partners to leverage grant funded resources. New community resource acquisition includes EPA Indoor Air Quality Grant for Schools, \$55,000

Output: Total number of homes receiving environmental assessments via the HH, AIR and CAIR programs. This number will decrease with the ending of the HUD CAIR grant.

Output: - number of recommendations/policies adopted or influenced through participation in coalitions and advisory groups.

Legal/Contractual Obligation

Some activities under this program offer are subject to contractual obligations under the HUD Healthy Homes Demonstration Grant # ORRLHH029-09, the DMAP Healthy Homes State Health Plan Amendment, and the EPA grant. Tobacco Prevention programs funded by Oregon Public Health Division must comply with work plans and assurances. Smoke free work places and public places laws must be enforced per Oregon Indoor Clean Air Act and MC 21.500 et seq.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$456,983	\$619,046	\$322,248	\$644,146
Contracts	\$70,384	\$128,078	\$26,260	\$40,000
Materials & Supplies	\$61,287	\$57,948	\$53,398	\$27,481
Internal Services	\$43,399	\$161,361	\$97,713	\$99,679
Total GF/non-GF:	\$632,053	\$966,433	\$499,619	\$811,306
Program Total:	\$1,598,486		\$1,310,925	
Program FTE	4.54	6.66	3.07	6.25
Program Revenues				
Indirect for dep't Admin	\$59,942	\$0	\$52,026	\$0
Fees, Permits & Charges	\$0	\$188,160	\$0	\$376,320
Intergovernmental	\$0	\$778,273	\$0	\$434,986
Total Revenue:	\$59,942	\$966,433	\$52,026	\$811,306

Explanation of Revenues

State Tobacco Prevention Grant: \$323,157
 Federal HUD Healthy Homes CAIR grant: \$56,829
 Healthy Homes Targeted Case Management: \$376,320
 EPA grant: \$55,000

In FY13 Tobacco Prevention was included in program offer 40047 Community Wellness and Prevention. For FY14, code enforcement was transferred to Environmental health and the tobacco prevention function remain in program offer 40047.

Significant Program Changes

Last year this program was: #40037, Environmental Health Education, Outreach & Housing

In 2010, MCHD was awarded a three year Healthy Homes demonstration grant totaling \$874,898, and a \$65,000 per year contract with the Portland Housing Bureau. The grant will end in May 2013, and we have requested an extension. The FTE reduction is from the expiring grants. The current Housing and Urban Development (CAIR) grant providing services to children who are impacted by health issues related to housing will end in September 2013. The Healthy Homes program providing services to children who are impacted by asthma related to housing will be restructured to serve more families and is anticipated to receive additional revenue from Medicaid as a result. The receipt of an Environmental Protection Agency grant will allow some of the staff who were working on the HUD grant to instead provide education to schools on indoor air quality.

Lead Agency: Health Department

Program Contact: Noelle Wiggins

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

A key role of health departments and other government agencies is to support communities to identify and solve persistent problems. This program increases community capacity to identify and solve health problems. It also builds capacity within the Health Department to work in a way that empowers individuals and communities.

Activities include training Community Health Workers (CHWs), preventing youth violence before it starts, teaching empowering health promotion approaches including popular education, conducting community-based participatory health research (CBPR), and coordinating the Health Promotion Change Process throughout the Health Department. These activities support health care reform and cut health care costs by giving people and communities the tools they need to protect and promote their own health.

Program Description

This program helps people both inside and outside the Health Department to develop the skills and knowledge they need to improve health, increase health equity, and cut health care costs by addressing the social determinants of health, via five primary strategies: 1) providing state-approved, credit-bearing training for Community Health Workers (CHWs); 2) assisting a variety of groups to learn to use empowering strategies such as popular education to promote health; 3) conducting community-based participatory research (CBPR) projects that increase power and improve health in communities most affected by inequities; 4) preventing youth violence through relationship building and comprehensive planning; and 5) leading the MCHD Health Promotion (HP) Change Process. In the last year, CCC staff has provided revenue-producing CHW training courses to 7 agencies. Bi-monthly popular education (PE) workshops and ongoing consultation about PE are provided to staff from the Health Department, other County departments, and other organizations.

A grant application to fund a CBPR project designed to measure the health outcomes of a community garden program was submitted. A project aimed at reducing violence affecting youth of color brings together youth and police officers at 9 schools, agencies, or faith communities, while another project supports coalition building and the development of a comprehensive plan to prevent violence affecting youth. During 2011-12, the HP Change Process: 1) shared findings of its follow-up survey with multiple groups; 2) began to offer "Introduction to Empowering Health Promotion" trainings at new employee orientations; and 3) engaged in multiple projects aimed at increasing health promotion competence at the Health Department.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of participants in training classes	1,265	1,500	1,500	1,750
Outcome	% of participants in training courses who report increased ability to promote hlt	95.0%	95.0%	92.0%	92.0%
Outcome	% of participants in training courses who demonstrate increased health knowledge	72.0%	70.0%	75.0%	75.0%

Performance Measure - Description

 **Measure Changed**

1) Number of participants in training classes represents the sum of all participants in each training class offered. The same participant may be counted more than once. 2) Percentage of participants in training courses who report increased ability to promote health is defined as participants who rate this item one or two on a post-evaluation survey. A score of one is the highest score. 3) Percentage of participants who demonstrate increased knowledge is defined as those who increase the number of correct items on a survey from baseline to follow-up.

FY13 measure - "Percentage of HD staff who report increased understanding of health promotion" was not continued for FY14. It was removed because the Health Promotion Change Process discontinued annual follow-up surveys.

Legal/Contractual Obligation

CDC standards for local public health agencies will soon make health promotion a mandatory service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$524,301	\$215,702	\$653,426	\$242,611
Contracts	\$750	\$331	\$0	\$750
Materials & Supplies	\$16,962	\$11,126	\$221	\$31,684
Internal Services	\$71,353	\$40,841	\$0	\$134,470
Total GF/non-GF:	\$613,366	\$268,000	\$653,647	\$409,515
Program Total:	\$881,366		\$1,063,162	
Program FTE	4.82	1.98	6.24	2.56
Program Revenues				
Indirect for dep't Admin	\$16,621	\$0	\$26,261	\$0
Fees, Permits & Charges	\$0	\$3,000	\$0	\$20,000
Intergovernmental	\$0	\$265,000	\$0	\$306,337
Other / Miscellaneous	\$0	\$0	\$0	\$83,178
Total Revenue:	\$16,621	\$268,000	\$26,261	\$409,515

Explanation of Revenues

Health Promotion & Community Capacity Building is funded with county general fund as well as multiple revenue contracts that reimburse the program for providing training for Community Health Workers and conducting evaluation.

County general fund: \$653,647
 Striving to Reduce Youth Violence Everywhere (STRYVE) grant: \$248,151
 Defending Childhood Initiative: \$20,000
 CHW Trainings revenue contracts: \$22,500
 Urban League: \$10,000
 NE Oregon Network: \$53,178
 Health Commons grant: \$20,686
 Home Care Commission: \$35,000

Significant Program Changes

Last year this program was: #40038, Health Promotion & Community Capacity Building

Our program offer changed because of increased revenue from Community Health Worker (CHW) training that we conduct for community-based organizations and coordinated care organizations. Also, \$30,000 in additional general fund was added to our budget to cover costs of training CHWs at MCHD which allowed for an 1.50 FTE new permanent positions to our program offer.

We rededicated funds from our STRYVE grant from the CDC to allow us to add a .5 FTE Community Health Specialist 2 to that program. The additional revenue and FTE for CHW training will allow us to serve more organizations and prepare more Community Health Workers for their roles in health care transformation. The addition of a permanent CHS 2 to our STRYVE team will allow us to more effectively engage communities most affected by youth violence in STRYVE planning and implementation.

Lead Agency: Health Department

Program Contact: Kathleen Fuller-Poe

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Business and Quality Services - Workforce Development Human Resources and Training Unit provides guidance and consultation in administrative procedures, recruitment, employee/labor management relations, core management competencies, personnel policies and labor contract interpretation, web design, training facilitation, legislative review and legal compliance. Objectives are achieved through (a) applying business best practices (b) being collaborative with key stakeholders and partners, and (c) providing reliable data and information to measure results and quality of performance. We strive to be an adaptive learning organization and support effective and accountable services to our communities.

Program Description

This Program consists of three primary operating components that support the Health Department's Human Resources and Workforce Development objectives:

- 1) **Organizational Effectiveness:** Provides staff and organization development opportunities that support high performance, nurse development, Facilitative Leadership, change management, and succession planning. Other support includes managing and maintaining department training content, administrative guidelines dissemination and promoting statutory compliance and related technical training for meeting regulatory and accreditation standards.
- 2) **Public Health Competence:** Assess, identify and provide training resources to employees to strengthen performance in the delivery of the 10 Essential Services of Public Health with attention paid to continuous learning, quality improvement and cultural competence.
- 3) **Human Resources:** Ensures Human Resources' systems are implemented and consistently followed to guide and direct all Human Resources' activities of the Health Department by providing internal consultation with legal counsel, and to managers and employees on a wide range of issues regarding human resources, employee and labor relations, performance management, position classification, recruitment to attract highly qualified diverse applicants, records maintenance and compliance with County personnel rules, department guidelines and labor contracts, and to reduce liability and costs of unlawful employment practices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome	% of 7 service areas that successfully piloted the Cultural Competency model	0.0%	25.0%	25.0%	50.0%
Outcome	% of 195 Management employees trained in performance management principles	0.0%	50.0%	75.0%	0.0%
Outcome	% of Management employees trained in the Public Health Competencies model and process	0.0%	0.0%	0.0%	75.0%

Performance Measure - Description

 **Measure Changed**

In FY 14, Human Resources and Workforce Development will continue to advance the performance measure for Cultural Competency. In FY 13, Human Resources and Workforce Development successfully completed an assessment, developed polices, developed training materials, and piloted the training to 25% of the department. In the FY 14 budget, Human Resources and Workforce Development will deliver the Cultural Competency training to 50% of all department staff. The second FY 13 performance measure was successfully completed by training more than 50% of management employees in performance management principles. The new performance measure for FY 14 will be to incorporate the Public Health Competencies into the performance management process. In FY 14, 75% of management staff will be trained in the Public Health Competencies model and process, with the Public Health Competencies incorporated into exempt employee annual performance evaluations.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,872,958	\$0	\$2,013,058	\$0
Contracts	\$101,000	\$0	\$91,531	\$0
Materials & Supplies	\$59,816	\$0	\$41,752	\$0
Internal Services	\$246,469	\$0	\$239,482	\$0
Total GF/non-GF:	\$2,280,243	\$0	\$2,385,823	\$0
Program Total:	\$2,280,243		\$2,385,823	
Program FTE	17.23	0.00	17.33	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Business and Quality - Human Resources and Training is funded by \$988,894 county general, fund and \$1,396,929 county general fund indirect revenue.

Significant Program Changes

Last year this program was: #40039, Business and Quality - Human Resources and Training

Increased Nursing Development position to 1.0 FTE to respond to an increased demand of nursing recruitment, retention, and training to meet competencies for Public Health Accreditation and implementation of Health Share of Oregon.

Two employees salaries increased to address salary equity with all Human Resources staff. All personnel costs increased because of COLA, step and merit increases associated with the same level of staff. Internal services increased because of increases in IT and Facilities Rates.

Lead Agency: Health Department

Program Contact: Wendy Lear

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Business and Quality Services - Accounting and Financial Services is responsible for providing all grant accounting, budget development and monitoring, accounts payable, contracts and purchasing services and support for the Health Department. They are liaisons for the Department with County Business Services, coordinating the provision of services such as Information Technology, Facilities and Fleet Services.

Program Description

This group manages all of the financial reporting, billing and collection services for grant-funded programs. It prepares and reviews the Health Department's financial reports and develops and maintains the Department's budget. The Contracts Team advises, prepares and processes all contracts, intergovernmental agreements and professional service agreements for the Department. Accounts Payable, purchasing and travel and training services are also provided.

This group also includes the Facility and Safety Manager who acts as the Safety Coordinator and is responsible for managing compliance with federal, state and county safety regulations. This position is liaison to Facilities and Property Management, FREDS and works closely with the County's Health, Safety and Risk Management Division.

Operational IT support reports to Business Services. This team support the Health Department in meeting its IT Strategic plan, upgrading and maintaining its IT infrastrure in collaboration with County IT.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of contracts executed by start of contract	98.0%	98.0%	98.0%	98.0%
Outcome	Percentage of revenue invoices recorded within 10 business days	0.0%	0.0%	97.0%	98.0%
Quality	Number of repeated audit or unresolved audit finding	0	0	0	0

Performance Measure - Description

✔ **Measure Changed**

New measure for FY14: "Percentage of revenue invoices recorded within 10 business days" County administrative procedure FIN-19 requires that revenue invoices are posted within 10 days after the accounting period closes. This measure reports Business Services compliance with FIN-19.

FY13 measure "percentage of grant reports submitted on time" was discontinued because tracking was done manually. The new measure "percentage of revenue invoice recorded within 10 days relies on data from SAP and is directly linked to county administrative rules.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,622,919	\$0	\$2,960,765	\$0
Contracts	\$21,748	\$0	\$33,000	\$0
Materials & Supplies	\$94,572	\$0	\$65,269	\$0
Internal Services	\$439,094	\$0	\$509,676	\$0
Total GF/non-GF:	\$3,178,333	\$0	\$3,568,710	\$0
Program Total:	\$3,178,333		\$3,568,710	
Program FTE	27.10	0.00	31.10	0.00
Program Revenues				
Fees, Permits & Charges	\$5,856,884	\$0	\$6,393,627	\$0
Total Revenue:	\$5,856,884	\$0	\$6,393,627	\$0

Explanation of Revenues

Business and Quality - Accounting and Financial Services is funded by \$1,258,518 county general fund, and \$2,310,192 county general fund indirect revenue.

The general fund revenue in this program offer, \$6,393,627 is the amount of department indirect that is charged to federal/state revenue sources.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #40040, Business and Quality - Accounting and Financial Services

Three positions providing internal support for an IT system upgrade and replacement have been added in FY 2014 in cooperation with County IT which is also enhancing the staffing to support the Health Department. This team will take direction from the Health Department IT governance leadership team to identify, plan and execute system upgrades throughout the Department.

A 1.0 FTE temporary project manager is included in FY 2014 organize Health Department activity needed to plan, construct and move into the new Health headquarters. The position will funded through the construction project funds.

General Fund personnel expenditure figure is reduced by \$219,042 to reflect department-wide COLA calculations adjusted after department submission.

Lead Agency: Health Department

Program Contact: Wendy Lear

Program Offer Type: Support

Related Programs:

Program Characteristics:

Executive Summary

Business and Quality Services-Medical Billing Unit is responsible for providing medical billings and cash collection services for the Health Department.

Program Description

Provides claims processing services and cash collection services for all of the Health Department's Primary Care and specialty clinics. Responsible for all billing and collection from Medicaid, Medicare, and commercial insurance. Medical billing is an essential part of any clinical system. This team is responsible for the collection of all patient fees, insurance payments, Medicare and Medicaid claims processing. The Medical Accounts Receivable Team is responsible for collecting nearly \$40 million in annual medical billing revenue. This represents about 1/3 of the Department's total budget.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of encounters processed for payment	348,716	328,000	335,000	334,000
Outcome	Percent of Receivables aged (older than 90 days)	20.0%	22.0%	25.0%	23.0%
Quality	% of FQHC claims unpaid	2.1%	2.2%	2.4%	2.3%

Performance Measure - Description

Measures reflect data now readily available and reported monthly to management. Number of encounters demonstrates volume of work. % of receivables older than 90% should be a % and declining %. Since older claims are less likely to be collected, claims should ideally be paid and resolved in less than 90 days. Finally there are many reasons why a claim might not be paid (client ineligible for service, didn't have insurance coverage on the date of service) but this should be a small and declining % of total claims.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,125,390	\$0	\$1,172,296	\$0
Contracts	\$457,400	\$0	\$1,420,673	\$0
Materials & Supplies	\$1,379,888	\$0	\$588,747	\$0
Internal Services	\$107,896	\$0	\$142,310	\$0
Total GF/non-GF:	\$3,070,574	\$0	\$3,324,026	\$0
Program Total:	\$3,070,574		\$3,324,026	
Program FTE	13.00	0.00	13.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Business and Quality - Medical Billing is funded by \$2,550,808 county general fund, and \$773,218 county general fund indirect revenue.

Significant Program Changes

Last year this program was: #40041, Business and Quality - Medical Billing

The change in expenditures between Materials & Supplies and Contractual Services is because expenditures for OCHIN Electronic Health Record fees and licenses were properly budgeted as software licenses and maintenance fees instead of professional services. Excess medical malpractice insurance was also added to this program offer.

Lead Agency: Health Department

Program Contact: Ben Duncan

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Health Equity Initiative mission is to assure and promote the County’s commitment to improving and protecting the health of all Multnomah County residents by addressing the ways that societal conditions affect health. Overarching goals of Health Equity Initiative include:

- 1: Improve health by incorporating equity into all programs, policies, and practices.
- 2: Promote health by developing and implementing empowering approaches to address inequities.
- 3: Protect health by increasing awareness of the intersections between societal conditions and health outcomes.

Program Description

In Multnomah County people of color, immigrants, and refugees experience lower life expectancy, higher rates of disease, higher rates of poverty, lower education and economic attainment, less access to power and decision-making, and over-representation in the criminal justice and mental health systems. The Health Equity Initiative (HEI) advocates addressing racial and ethnic health inequities with an explicit focus on justice and equity. To eliminate racial and ethnic health disparities by addressing root causes, HEI builds capacity internally and externally to understand the intersections of societal conditions and health outcomes, and provides technical assistance and consultation for applying the Equity and Empowerment Lens in programs, policies and practices.

HEI will focus on increasing awareness by developing and disseminating case studies that reflect the impacts of societal conditions on health, and the important role that Public Health can play in achieving positive outcomes for racial and ethnic communities most impacted by the burden of illness, poverty and powerlessness. HEI will partner within the Health Department with Office of Policy and Planning, Maternal and Child Health and Early Childhood Services, the Healthy Birth Initiative, and Quality Improvement teams. Externally, HEI will continue to build relationships with community partners and coordinate with the Office of Diversity and Equity to assure that best practices are institutionalized throughout the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of staff, community members trained on health inequities and the E&E Lens	0	500	500	500
Outcome	%of staff with increased knowledge of health inequities and Lens after trainings	0.0%	0.0%	0.0%	90.0%
Output	Number of programs, practices and policies applying the lens	0	0	10	20
Output	Number of case studies developed highlighting health equity success stories	0	0	1	6

Performance Measure - Description

 **Measure Changed**

The performance measures are changed to reflect a renewed focus on internal capacity building and increasing awareness by focusing on training staff and community members on the causes of health inequities, developing and disseminating case studies to highlight the role that Public Health can play in addressing inequities, and strengthening the Department's capacity to apply the Equity and Empowerment Lens to programs, policies and practices.

- 1) Continue internal and external empowering education increasing awareness of societal conditions that impact health outcomes, 2) train staff around the Equity and Empowerment Lens and provide technical assistance and consultation with programmatic staff and leadership on the application of the Lens, 3) increase integration of organizational change initiatives for greater and more widespread application of Lens principles and practices in the department, and 4) develop case studies to showcase how equity approaches can improve outcomes at the community level

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$392,023	\$0	\$360,231	\$0
Materials & Supplies	\$11,833	\$0	\$4,179	\$0
Internal Services	\$21,562	\$0	\$23,672	\$0
Total GF/non-GF:	\$425,418	\$0	\$388,082	\$0
Program Total:	\$425,418		\$388,082	
Program FTE	3.90	0.00	3.45	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Health Equity Initiative (racial justice focus) is funded with county general fund, \$388,082.

Significant Program Changes

Last year this program was: #40045, Health Equity Initiative (Racial Justice Focus)

Overall FTE allocation is FY14 include a 1.0 Program Coordinator position that is being replaced by a Program Specialist and 0.25 FTE Health Educator to support outcomes around internal organizational development and increased awareness in communities most affected by inequities. 0.33 FTE Program Manager 1 was removed from the Health Department's FY14 budget because the position is budgeted in the Office of Diversity and Equity's FY14 budget.

The changes will increase the ability of HEI to build capacity internally in the application of the Equity and Empowerment Lens and to better articulate the role of Public Health in addressing inequities for communities most impacted by negative health outcomes. Short term impacts include quality improvement efforts reflecting actions derived from application of the Lens with long term impacts of improving health outcomes for communities that experience inequities.

Lead Agency: Health Department

Program Contact: Sonia Manhas

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Community Wellness and Prevention Program develops and implements population-based strategies to prevent chronic diseases, improve health equity, and improve the health of Multnomah County residents. The Program coordinates the Department's policy, planning, and partnerships activities to address the leading risk factors for chronic diseases, including physical inactivity, poor nutrition, exposure to secondhand smoke, and tobacco use. This includes efforts to inform the design of healthy, safe neighborhoods; create a strong local food system; and reduce access to tobacco by youth. The Program supports development and incubation of innovative place-based initiatives, such as the Healthy Retail Initiative and the Tri-County Worksite Wellness Collaborative, and helps facilitate community planning such as the Multnomah Food Summit and Healthy Active Multnomah County Action Institute. The Program's primary focus is development and implementation of policy, systems, and environment change strategies that will create sustained, health promoting changes in the community over time.

Program Description

Despite spending more than twice what most other industrialized nations spend on health care, the U.S. ranks 24th out of 30 such nations in terms of life expectancy. A major reason is the minimal investment we make in preventing diseases. Seventy five percent of our health care costs are related to preventable conditions. Community Wellness & Prevention focuses on community-related activities designed to prevent diseases from occurring at all, coordinating efforts to change the community conditions that contribute to poor health outcomes, such as lack of access to safe places to walk and play, low availability of fresh fruits and vegetables, or easy access to tobacco by youth. These activities are carried out in collaboration with a wide, diverse network of community stakeholders through coalition building and formation of strategic organizational partnerships.

The Program plays a lead coordinating role of the Department's public policy activities in close collaboration with Department Leadership and the Board of County Commissioners, such as staffing the county's policy action to restrict the use of Bisphenol-A in beverage containers and adopt chain restaurant menu labeling requirements. The policies and environmental changes being advanced and implemented by the Program are critical to changing social norms and behaviors, improving the health of county residents, and saving health care costs in the years to come.

This program relates to the Climate Action Plan for its work related to the built environment, transportation and land use planning, and sustainable, healthy food policy and practice, specific action items include: 14-1, 15-2, 15-1, 15-2, and 17-1, 17-2, and 17-7 as a key stakeholder in major planning scenarios and adaptation planning.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of community partners in Healthy Active Multnomah County coalition	30	40	40	50
Outcome	Number of policies established to slow and reduce rates of chronic disease	14	10	14	16
Quality	Federal CPPW grant-defined progress milestones are met quarterly.	100.0%	100.0%	100.0%	0.0%
Output	4-Public exposure to "It Starts Here" media campaign. Exposure will be tracked by # of visits to campaign	15.0%	25.0%	25.0%	0.0%

Performance Measure - Description

1-Number of community partners in Healthy Active Multnomah County coalition. Partners will be tracked by # of partnerships established/strengthened through policy teams. 2-Number of policies established: This is an outcome measure that enables the program to track and monitor whether its partnership activities result in concrete changes in policy. 3-Tracks progress towards meeting objectives in the program's ARRA Communities Putting Prevention to Work (CPPW) grant (ended in March 2013). 4-Tracks public exposure to It Starts Here media campaign funded by CPPW grant (ended in March 2013).

Legal/Contractual Obligation

Healthy Communities Grant funded by Oregon Public Health Division must comply with required work plans and assurances. Food Access Grant funded by the Northwest Health Foundation must comply with reporting requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$358,948	\$594,679	\$646,867	\$166,226
Contracts	\$5,995	\$153,103	\$15,000	\$11,810
Materials & Supplies	\$22,822	\$16,045	\$21,427	\$3,315
Internal Services	\$24,757	\$228,156	\$191,214	\$20,867
Total GF/non-GF:	\$412,522	\$991,983	\$874,508	\$202,218
Program Total:	\$1,404,505		\$1,076,726	
Program FTE	3.65	6.90	6.75	1.80
Program Revenues				
Indirect for dep't Admin	\$61,525	\$0	\$12,968	\$0
Intergovernmental	\$0	\$932,016	\$0	\$115,256
Other / Miscellaneous	\$0	\$59,967	\$0	\$86,962
Total Revenue:	\$61,525	\$991,983	\$12,968	\$202,218

Explanation of Revenues

Fed/State Health Communities grant: \$81,250
 Kaiser Permanente grant: \$86,962
 State Tobacco Prevention (this grant is shared with program offer 40037): \$34,006
 County General Fund: \$874,508

Significant Program Changes

Last year this program was: #40047, Community Wellness and Prevention

The Program has moved into the Office of Policy & Planning as a Departmental-wide support. As a result, some program activities and corresponding revenue have moved to other Department areas including: 1) a grant from the National Association of Chronic Disease Directors (NACCD) to enable local communities to address chronic disease risk factors moved to Healthy Birth Initiative within Community Health Services; 2) Oregon Tobacco Prevention & Education grant moved to Environmental Health within Community Health Services due to enforcement functions.

Community Wellness and Prevention's ARRA Communities Putting Prevention to Work grant ended in March 2013.

Lead Agency: Health Department

Program Contact: Sonia Manhas

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Backfill State/Federal/Grant

Executive Summary

The purpose of the Office of Policy & Planning is to help define the public health priorities for the Health Department and advance innovative strategies that create positive population-wide impact for the community's most pressing and emerging public health needs. The Office of Policy & Planning provides Health Department leadership in conducting public health surveillance and community health assessment; conducting planning and evaluations; mobilizing community partners and brokering relationships; implementing policy, systems, and environment change strategies; and pursuing health equity. The Office of Policy & Planning works with key leadership to develop strategic plans, set policy, and develop regulations that result in improved health outcomes for all communities in Multnomah County.

Program Description

These funds will enable the Health Department to maintain capacity developed as a result of its CDC-funded Communities Putting Prevention to Work grant through the Office of Policy & Planning. Specifically, the Office of Policy & Planning will lead:

- Coordination and development of the county's Community Health Improvement Plan (CHIP), including the convening and mobilization of an extensive network of community leaders, as well as community-based, culturally-specific, and governmental organizations
- Coordination of a community-wide "It Starts Here" health education campaign
- Development and implementation of a comprehensive policy, environmental, and systems change strategy to support healthy kids and families, building on the work accomplished and set in motion through the CPPW Healthy Active Schools Program.
- Coordination of a community-wide Healthy Worksites Initiative, which will include outreach and assistance to employers to adopt comprehensive wellness programs that promote employee health and reduce rising health care costs and to include support strategic planning for Multnomah County's internal employee wellness program.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of employers participating in prevention coalition	0	0	0	10
Outcome	# of changes adopted to support health in schools/childcare centers	0	0	0	5
Quality	Public exposure to It Starts Here campaign	15.0%	25.0%	25.0%	10.0%
Output	# of community partners with identified roles and responsibilities in CHIP	0	0	0	10

Performance Measure - Description

- 1-Output Measure: Tracks specific number of non-profit, governmental, or private sector employers who adopt "It Starts Here" wellness changes to support employee health
- 2-Outcome Measure: Will track concrete policy, systems, or environment changes to school and/or child care settings to support healthy children and youth, such as adoption of nutrition standards for snack programs or addition of outside play time
- 3-Quality Measure: Public exposure to "It Starts Here" media campaign of those who believe that availability to healthy food and beverages is an important issues requiring community actions. Exposure will be tracked by # of visits to campaign website and exposure to print campaign.
- 4-Output Measure: We will be leading development of a community-wide Community Health Improvement Plan that will require negotiation of community priorities, organizational roles & responsibilities. Will track # of partners with agreed-upon roles and responsibilities in the plan as a measure of shared accountability.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$105,085	\$0	\$213,025	\$0
Contracts	\$5,000	\$0	\$10,000	\$0
Materials & Supplies	\$2,500	\$0	\$2,500	\$0
Total GF/non-GF:	\$112,585	\$0	\$225,525	\$0
Program Total:	\$112,585		\$225,525	
Program FTE	1.20	0.00	2.20	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program offer is funded with \$225,525 in county general fund from savings through a reduction of the budgeted employee cost of living increase.

Significant Program Changes

Last year this program was:

Lead Agency: Health Department

Program Contact: Robert Johnson

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Climate Action Plan

Executive Summary

The Community Epidemiology Services (CES) program provides core public health functions to all Community Health Services (CHS) programs. These activities are the "front line" governmental public health essential services required by all CHS programs serving county residents. They include:

- epidemiologic surveillance and outbreak response
- population health data collection and analysis
- application of best and promising evidence-based practices in public health
- effective financial management and fiscal accountability
- quality improvement and performance management
- supportive and strategic communications and health alerts

Program Description

The Community Epidemiology Services (CES) program provides the core governmental public health services to CHS programs. Population data are analyzed to assist programs in optimizing quality and accountability to the communities they serve. CHS programs provide clinical, technical, field-based outreach, and community engagement functions across diverse professional disciplines such as medicine, nursing, public health inspections (food and water), entomology (vector control), and health promotion. These programs must operate in compliance with a substantial body of public health and environmental statutes and ordinances to monitor and control disease. Accurate collection and analysis of programmatic, epidemiological, and environmental data is essential to focus resources on preventing disease and promoting health in vulnerable populations. The CES unit leads CHS programs in implementation of efficient and safe service delivery, coordinated public health data, epidemiologic analysis, and coordinated communication activities.

CES optimizes resources to assure quality and effectiveness of clinical services, data management, and prevention projects. The program provides demographic data for strategic program planning and to assist our community partners in coordinating efforts. Outbreak response is provided through epidemiologic support, statistical modeling, and standardized Investigative Guidelines. CES also supports the Department with implementation of best practices, coordination with prioritized County initiatives, and Public Health Accreditation. This program assures that all CHS services align with the Multnomah County Health Department Strategic Plan.

This program offer is directly related to the Climate Action Plan because of its vital function of epidemiological surveillance and analysis. Action items are 17-1, 17-2, 17-3 as a key stakeholder in adaptation planning and assessment.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Quality Improvement training and projects for identified priority CHS programs	9	12	12	14
Outcome	Population data requests completed on time*	90.0%	100.0%	95.0%	95.0%
Quality	Internal customers are "satisfied" or "extremely satisfied"	0.0%	0.0%	0.0%	90.0%

Performance Measure - Description

 **Measure Changed**

*Population data reports are considered "on-time" when in compliance with the initial request timeframe. A new measure of customer satisfaction has been added and a survey developed.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 431.416 Local public health authority duties

- (a) Epidemiology and control of preventable diseases and disorders
- (b) Parent and child health services
- (c) Collection and reporting of health statistics
- (d) Health information and referral services
- (e) Environmental health services

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$493,438	\$0	\$392,582	\$0
Contracts	\$9,000	\$0	\$9,000	\$0
Materials & Supplies	\$32,024	\$0	\$41,055	\$0
Internal Services	\$67,325	\$0	\$56,689	\$0
Total GF/non-GF:	\$601,787	\$0	\$499,326	\$0
Program Total:	\$601,787		\$499,326	
Program FTE	4.40	0.00	3.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Community Epidemiology Services is funded with \$499,326 in county general fund.

Significant Program Changes

Last year this program was: #40048, Community Epidemiology

One of our positions was reclassified from a Program Manager to a Health Policy Analyst, Sr. and was moved to the Office of Policy and Planning. Funding for this position moved to that Office as well, and is reflected in the 11% decrease in our budget. Policy and communications functions of this position will be met and facilitated in its new location in the Department.

Lead Agency: Health Department

Program Contact: Nancy Griffith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Providing health care to detained youth is the responsibility of Corrections Health. JDH health personnel care for 80 detained youth from Multnomah, Washington and Clackamas Counties who are brought in from the streets, other jurisdictions and other community holding facilities. Detainees include females and males who need their health issues addressed in a timely manner in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care. Stabilizing their health allows them to participate fully in their legal processes.

Trained, skilled professional nursing staff, scheduled 16 hrs/day, provide effective illness screening, evaluation of symptoms and effective, targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. Over 2,000 youth are cared for each year with over 40% having major mental health and unstable medical health conditions. Routine STD and TB health screenings are completed to protect both the health of the clients, custody staff and the public.

Program Description

This offer ensures that the health needs for 80 youth meet the standards that assure access to care, safeguards the health of all those who are in detention and controls the legal risk to the County. JDH health professionals work 16 hrs/day, seven days a week providing care for 80 youth daily in 6 individual housing units from three counties. Care ranges from minor ailments to major chronic and emotional diseases resulting from substance abuse, trauma, lack of health care, lack of knowledge of hygiene and self care, frequent infections and a high rate of medical and mental illness. Registered nurses work one day/week with a provider in the clinic, to examine and order the care necessary to keep the youth medically healthy.

In partnership with the Department of Community Justice custody staff, Corrections Health identifies and responds to medical emergencies and also screens for communicable diseases to keep outbreaks to a minimum. Coordination with other Oregon counties occurs so transferring health care needs to other jurisdictions is achieved effectively. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of clients visits conducted by a CH nurse per yr	3,500	3,600	3,500	3,500
Outcome	% of detained youth receiving mental health medications monthly	50.0%	50.0%	50.0%	50.0%

Performance Measure - Description

Legal/Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Access to care, an evaluation by a health professional, and the right to receive care that is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs brings harm to individuals entrusted to our care and increases liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$632,283	\$0	\$521,405	\$66,489
Contracts	\$87,407	\$0	\$0	\$0
Materials & Supplies	\$23,246	\$0	\$50,716	\$0
Internal Services	\$68,400	\$0	\$74,493	\$6,090
Total GF/non-GF:	\$811,336	\$0	\$646,614	\$72,579
Program Total:	\$811,336		\$719,193	
Program FTE	4.70	0.00	3.40	0.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$4,654	\$0
Fees, Permits & Charges	\$7,238	\$0	\$0	\$72,579
Intergovernmental	\$103,000	\$0	\$68,132	\$0
Total Revenue:	\$110,238	\$0	\$72,786	\$72,579

Explanation of Revenues

As a result of current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payors, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. There is no co-pay system for youth, however, those youth in the Alcohol and Drug Treatment Program have OHP coverage so some of their clinic appointments with a physician and medications are billed through the community or health department to OHP.

Corrections Health Juvenile Detention/Admissions and Housing is funded by \$646,614 in county general fund which includes \$68,132 in intergovernmental revenue from Washington and Clackamas Counties. The other revenue, \$72,579 are grant funds from the Dept. of Health & Human Services, Office of Refugee Resettlement, Division of Children's Service through a revenue contract with the Morrison Center through the Department of Community Justice.

Significant Program Changes

Last year this program was: #40049, Corrections Health Juvenile Detention, Admissions and Housing Revenue from Morrison Center to provide health care services to youth in a secure residential pod was extended in FY13 and FY14.

The FTE changes in this program offer are from 1.20 FTE for 3 positions that were added to the budget and never filled. There is no impact to client care.

The other .10 fte change is from the elimination of a vacant Office Assistant 2 position that through a time study it was determined that the position was no longer needed.

Lead Agency: Health Department

Program Contact: Nancy Griffith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Corrections Health, Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Approximately 160-170 US Marshall (USM) detainees are housed in the system daily.

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Description

This offer represents Corrections Health MCDC basic administration, support, booking and mental health care delivery programs for the right care to be provided in the right setting. MCDC averages 110 newly booked individuals each day. Nurses (24 hrs/7 days/wk) evaluate each detainee to identify critical health issues and make plans for scheduled care for stabilization. Screening includes health history, chronic disease, substance abuse, communicable disease evaluation and current prescriptions. Through these evaluations, treatments, medications, provider appointments, mental health referrals and housing decisions are made. Suicide symptom inventory and TB screening are vitally important at booking for safety while incarcerated. The Mental Health Team is composed of PMHNP, mental health consultants and mental health nurses for evaluation, monitoring and treatment for the many mentally ill clients booked into jail. Over 60% of all medications prescribed are for mental health conditions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average # of health screenings completed in an 8 hr shift	40	100	115	115
Outcome	% of + screenings resulting in a referral to the mental health team per year	37.0%	50.0%	50.0%	50.0%

Performance Measure - Description

Legal/Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,985,488	\$0	\$2,987,918	\$0
Contracts	\$222,648	\$0	\$560,976	\$0
Materials & Supplies	\$98,370	\$0	\$213,199	\$0
Internal Services	\$150,880	\$0	\$170,543	\$0
Total GF/non-GF:	\$3,457,386	\$0	\$3,932,636	\$0
Program Total:	\$3,457,386		\$3,932,636	
Program FTE	23.70	0.00	23.70	0.00
Program Revenues				
Intergovernmental	\$26,511	\$0	\$26,789	\$0
Total Revenue:	\$26,511	\$0	\$26,789	\$0

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge to the individuals in order to provide care that is needed.

Corrections Health MCDC Base Services and Booking Floor is funded for \$3,932,636 in county general fund. The program estimates to collect \$26,789 in medical fees that are included in the county general fund.

Significant Program Changes

Last year this program was: #40050A, Corrections Health MCDC

Corrections Health has reduced administrative staff and clinic staff has been maintained to ensure compliance with accreditation. Changes in contractual services and materials & supplies has been reallocated to the other Corrections Health scaled program offers. Overall, the budget for contractual services has been increased to better reflect actual expenditures for outsourced medical services.

Lead Agency: Health Department

Program Contact: Nancy Griffith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and classification housing. Approximately 160-170 USM detainees are housed in the system daily.

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Description

This offer represents the MCDC 4th floor which is composed of 46 beds, two general and two mental health clinic rooms, one dental operatory, X-ray and lab services as well as 10 mental health and 10 general medical skilled care beds, plus four housing areas for high level discipline inmates. Also, a nurses station, chart room and a medication/supplies room. Services such as skilled nursing, dialysis, IV therapy, PT/OT, post surgical and terminal care are provided in the jail instead of a high cost hospital. Mental health is managed by a team of mental health nurses, consultants and providers. The 4th floor is staffed 24/7 with nursing personnel to provide needed care and emergency medical response. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Avg # inmate medical requests for care evaluated by nurse monthly	725	800	962	980
Outcome	Avg suicide watches per month to prevent inmate injury or death.	55	55	79	80

Performance Measure - Description

Performance measures reflect care delivered for 5 floors in MCDC as we do not separate suicide watches or medical request evaluations per floor.

Legal/Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,951,150	\$0	\$1,578,355	\$0
Contracts	\$525,904	\$0	\$466,381	\$0
Materials & Supplies	\$379,446	\$0	\$212,865	\$0
Internal Services	\$77,053	\$0	\$84,332	\$0
Total GF/non-GF:	\$2,933,553	\$0	\$2,341,933	\$0
Program Total:	\$2,933,553		\$2,341,933	
Program FTE	16.40	0.00	15.00	0.00
Program Revenues				
Intergovernmental	\$18,720	\$0	\$14,681	\$0
Total Revenue:	\$18,720	\$0	\$14,681	\$0

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare etc. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts a nominal fee for evaluations, clinic visits and medications. Many treatments, screenings, diagnostics tests and communicable diseases are at no charge to the individuals in order to provide safety for the client, correctional facilities staff and general public.

Corrections Health MCDC Clinical Services and 4th Flr Housing is funded by \$2,341,933 in county general fund. The program estimates to collect \$14,681 in medical fees that are included in the county general fund.

Significant Program Changes

Last year this program was: #40050B, Corrections Health MCDC Clinical Services and 4th Flr Housing
 Corrections Health has reduced administrative staff and clinic staff has been maintained to ensure compliance with accreditation. Changes in contractual services and materials & supplies has been reallocated to the other Corrections Health scaled program offers. Overall, the budget for contractual services has been increased to better reflect actual expenditures for outsourced medical services.

Lead Agency: Health Department

Program Contact: Nancy Griffith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Approximately 160-170 USM detainees are housed in the system daily.

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses

Program Description

This offer represents the health services to all four housing floors at MCDC. Approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. A variety of treatments, such as managing alcohol and drug withdrawal, evaluating chronic diseases, preventing the spread of communicable diseases, medication management and emergency response are provided efficiently by 24/7 staff. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average # of inmate medical requests for care evaluated by nurse monthly	725	725	800	963
Outcome	Avg suicide watches per month to prevent inmate injury or death	55	55	79	80

Performance Measure - Description

Legal/Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is ordered is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$994,512	\$0	\$1,226,584	\$0
Contracts	\$208,350	\$0	\$311,775	\$0
Materials & Supplies	\$173,680	\$0	\$112,378	\$0
Internal Services	\$40,206	\$0	\$71,794	\$0
Total GF/non-GF:	\$1,416,748	\$0	\$1,722,531	\$0
Program Total:	\$1,416,748		\$1,722,531	
Program FTE	11.40	0.00	11.40	0.00
Program Revenues				
Intergovernmental	\$9,768	\$0	\$14,530	\$0
Total Revenue:	\$9,768	\$0	\$14,530	\$0

Explanation of Revenues

Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare etc. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge to the individuals in order to provide safety.

Corrections Health MCDC Housing Floor 5, 6, 7 & 8 is funded by \$1,722,531 in county general fund. The program estimates to collect \$14,530 in medical fees that are included in the county general fund.

Significant Program Changes

Last year this program was: #40050C, Corrections Health MCDC Housing Floor 5, 6, 7 & 8

Corrections Health has reduced administrative staff and clinic staff has been maintained to ensure compliance with accreditation. Changes in contractual services and materials & supplies has been reallocated to the other Corrections Health scaled program offers. Overall, the budget for contractual services has been increased to better reflect actual expenditures for outsourced medical services.

Lead Agency: Health Department

Program Contact: Nancy Griffith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 160-170 USM detainees are housed in the system daily. MCIJ health personnel care for all those detainees transferred from MCDC to continue or begin treatment until disposition of their legal process is complete. Sentenced and non-sentenced detainees have a plan of care in place to maintain treatment of their health conditions in order to prevent emergencies or pain and suffering which is the constitutional measure of quality care.

Trained, skilled professional staff provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Description

This offer represents MCIJ base and clinical services which is administrative, support, diagnostic and clinical services. Three general provider rooms, one dental operatory, one mental health and one triage/treatment room provides office visits for clients. Triage nurses evaluate client care requests and refer to nurses, the mental health team, providers or dentists for care according to the medical need. Xray and lab services support diagnosing health problems. This area also supports the nursing station, medication room, central records room and administrative offices for various personnel so health care can be delivered. By providing 24/7 skilled health care on site for this vulnerable, under served population, we minimize the high cost of outside medical care. MCIJ is also the center (HUB) for the state inmate transport system. An average of 20-100 inmates stay overnight and receive health care.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Avg # of inmate medical requests for care evaluated by the Triage Nurse.	915	955	915	930
Outcome	Avg # of TB tests per month.	58	48	66	65

Performance Measure - Description

Performance measures reflect the entire facility.

Legal/Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,871,068	\$0	\$1,872,426	\$0
Contracts	\$140,729	\$0	\$397,358	\$0
Materials & Supplies	\$120,461	\$0	\$130,335	\$0
Internal Services	\$191,974	\$0	\$188,039	\$0
Total GF/non-GF:	\$2,324,232	\$0	\$2,588,158	\$0
Program Total:	\$2,324,232		\$2,588,158	
Program FTE	15.70	0.00	14.10	0.00
Program Revenues				
Intergovernmental	\$33,851	\$0	\$30,906	\$0
Total Revenue:	\$33,851	\$0	\$30,906	\$0

Explanation of Revenues

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts for nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable disease testing are at no charge to the individuals in order to provide safety.

Corrections Health MCIJ Base Services and Clinical Services is funded by \$2,588,158 in county general fund. The program estimates to collect \$30,906 in medical fees that are included in the county general fund.

Significant Program Changes

Last year this program was: #40051A, Corrections Health MCIJ Base Services and Clinical Services
 Corrections Health has reduced administrative staff and clinic staff has been maintained to ensure compliance with accreditation. Changes in contractual services and materials & supplies has been reallocated to the other Corrections Health scaled program offers. Overall, the budget for contractual services has been increased to better reflect actual expenditures for outsourced medical services.

Lead Agency: Health Department

Program Contact: Nancy Griffith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside/outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 160-170 USM detainees are housed in the system daily. MCIJ health personnel care for all those detainees transferred from MCDC for stable housing until disposition of their legal process is complete. Sentenced and unsentenced detainees have a plan of care in place to maintain treatment of their health conditions in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care.

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Description

This offer represents a variety of health, mental health, and dental services to 430 men and women in Dorms 4-11 at MCIJ (Dorms 1,2,3 are closed). Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. Inside and outside inmate workers are monitored by Corrections Health for the ability to work, injuries and medication management when out of the facility. Chronic disease monitoring is key to preventing hospitalizations for clients with diabetes, hypertension, seizures, heart disease and infections. Special orthopedic and OB/GYN clinics support in jail care. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable diseases to keep everyone safe. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Avg # of inmate medical requests for care evaluated by the Triage Nurse monthly	915	955	915	930
Outcome	Avg # of inmate TB tests per month.	58	48	66	65

Performance Measure - Description

Performance measures reflect the entire facility.

Legal/Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is ordered, is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,122,421	\$0	\$1,048,892	\$0
Contracts	\$24,433	\$0	\$329,172	\$0
Materials & Supplies	\$72,261	\$0	\$127,945	\$0
Internal Services	\$96,990	\$0	\$110,503	\$0
Total GF/non-GF:	\$1,316,105	\$0	\$1,616,512	\$0
Program Total:	\$1,316,105		\$1,616,512	
Program FTE	10.10	0.00	9.30	0.00
Program Revenues				
Intergovernmental	\$20,306	\$0	\$20,868	\$0
Total Revenue:	\$20,306	\$0	\$20,868	\$0

Explanation of Revenues

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, etc. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts for a nominal fee for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge to the individuals in order to provide safety.

Corrections Health MCIJ General Housing Dorms 4 - 11 is funded by \$1,616,512 in county general fund. The program estimates to collect \$20,868 in medical fees that are included in the county general fund.

Significant Program Changes

Last year this program was: #40051B, Corrections Health MCIJ General Housing Dorms 4 - 11
 Corrections Health has reduced administrative staff and clinic staff has been maintained to ensure compliance with accreditation. Changes in contractual services and materials & supplies has been reallocated to the other Corrections Health scaled program offers. Overall, the budget for contractual services has been increased to better reflect actual expenditures for outsourced medical services.

Lead Agency: Health Department

Program Contact: Nancy Griffith

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside/outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 160-170 USM detainees are housed in the system daily. MCIJ health personnel care for all those detainees transferred from MCDC for stable housing until disposition of their legal process is complete. Sentenced and unsentenced detainees have a plan of care in place to maintain treatment of their health conditions in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care.

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Description

Corrections Health provides a variety of health, mental health and dental services to 430 men and women in dorms 12-18 at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. A 10 bed medical unit which provides skilled nursing and protective isolation in house and preventing a stay in a hospital and much greater cost. Chronic disease monitoring is key to prevent hospitalizations for our clients with diabetes, hypertension, seizures, heart disease and infections. Special OB/GYN and orthopedic clinics support in house care. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable disease to keep everyone safe. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Avg # of inmate medical requests for care evaluated by the Traige Nurse monthly	915	955	915	930
Outcome	Avg # of TB tests per month.	58	48	66	65

Performance Measure - Description

Performance measures reflect the entire facility.

Legal/Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health care professional and a right to receive that care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$820,433	\$0	\$748,040	\$0
Contracts	\$317,859	\$0	\$234,340	\$0
Materials & Supplies	\$52,821	\$0	\$76,863	\$0
Internal Services	\$70,895	\$0	\$92,373	\$0
Total GF/non-GF:	\$1,262,008	\$0	\$1,151,616	\$0
Program Total:	\$1,262,008		\$1,151,616	
Program FTE	8.00	0.00	6.90	0.00
Program Revenues				
Intergovernmental	\$14,843	\$0	\$18,226	\$0
Total Revenue:	\$14,843	\$0	\$18,226	\$0

Explanation of Revenues

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable disease testing are at no charge to the individuals in order to provide safety.

Corrections Health MCIJ Dorms 12-18 including Infirmary, is funded by \$1,151,616 in county general fund. The program estimates to collect \$18,226 in medical fees that are included in the county general fund.

Significant Program Changes

Last year this program was: #40051C, Corrections Health MCIJ Dorms 12-18 Including Infirmary
 Corrections Health has reduced administrative staff and clinic staff has been maintained to ensure compliance with accreditation. Changes in contractual services and materials & supplies has been reallocated to the other Corrections Health scaled program offers. Overall, the budget for contractual services has been increased to better reflect actual expenditures for outsourced medical services.

Lead Agency: Health Department

Program Contact: Kathryn Richer

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The County Medical Examiner's Office (ME) investigates and determines the cause and manner of deaths which occur under specific circumstances in Multnomah County. Approximately 2,200 of the County's 6,300 yearly deaths fall into this category. ME Office activities are highly visible to the public when a questionable death occurs in the community. ME staff are directly involved with the families, loved ones of deceased individuals, and the emergency response community, (police, fire, mortuary services, accident investigators) on a daily basis. The Office operates 24/7/365.

Program Description

Under ORS Chapter 146, the County is required to have a Medical Examiner (ME) Office investigate deaths that occur under specific circumstances. These include deaths a) that are apparently homicidal, suicidal or occurring under suspicious circumstances, b) resulting from unlawful use of controlled substances or toxic agents, c) following an accident or injury, d) occurring under incarceration or police custody, and e) during or arising from employment. They also include deaths that are sudden, unexpected or that are unattended by a physician.

As most deaths investigated by the ME are sudden and unexpected, the ME Office is in a unique position to identify unusual and emerging causes of death and injury, and to contribute to preventive public health interventions. Examples include clusters of death due to an unknown illness, prescription medication, overdose, or illicit drug use.

ORS 146 establishes a hybrid state/county approach to ME services. Counties and the state share authority and responsibility for staffing, supervision, operations, and technical direction. Multnomah County staff carry out field death investigations, authorize removal of deceased persons from the place of death, notify next-of-kin, and protect decedents' property until a personal representative takes charge. They also work in collaboration with state physician Medical Examiners who perform autopsies and certify the cause and manner of death. The Multnomah County ME Office is physically co-located with the Clackamas County and Oregon ME Offices in an Oregon State Police facility in Clackamas County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of deaths requiring investigation	2,128	2,200	2,150	2,200
Outcome	Deputy Medical Examiner arrives on-scene within one hour for 90% of calls	0.0%	90.0%	73.0%	70.0%

Performance Measure - Description

Output: Number of deaths in Multnomah County that require investigations.

Outcome: A Deputy Medical Examiner arrives on-scene in 90% of calls requiring on-scene investigation within one hour of first notification in order to support public safety, law enforcement, and affected members of the public.

The outcome measure was effective FY 13.

Legal/Contractual Obligation

ORS 146 specifies responsibilities and authorities for the Office (i.e. deaths requiring investigation; responsibility for investigation; notification of death; removal of body; authority to enter and secure premises; notification of next of kin; authority to order removal of body fluids; autopsies; disposition of personal property; unidentified human remains). ORS 146 also establishes a hybrid state/county program structure which limits the county's authority over operations, procedures, and technical functions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$836,906	\$0	\$882,626	\$0
Contracts	\$63,000	\$0	\$59,400	\$0
Materials & Supplies	\$13,778	\$0	\$10,464	\$0
Internal Services	\$68,345	\$0	\$67,364	\$0
Total GF/non-GF:	\$982,029	\$0	\$1,019,854	\$0
Program Total:	\$982,029		\$1,019,854	
Program FTE	8.80	0.00	8.80	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Medical Examiner's Office is funded by \$1,019,854 in county general funds.

Significant Program Changes

Last year this program was: #40052A, Medical Examiner's Office

Lead Agency: Health Department

Program Contact: Kathryn Richer

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The County Medical Examiner's Office (ME) investigates and determines the cause and manner of deaths which occur under specific circumstances in Multnomah County. Approximately 2,200 of the County's 6,300 yearly deaths fall into this category. ME Office activities are highly visible to the public when an investigable death occurs in the community. ME staff are directly involved with the families and loved ones of deceased individuals as well as the responder community (police, fire, mortuary services, accident investigators) on a daily basis. The Office operates 24/7/365.

Program Description

Under ORS Chapter 146, the County is required to have a Medical Examiner (ME) Office investigate deaths that occur under specific circumstances. These include deaths a) that are apparently homicidal, suicidal or occurring under suspicious circumstances, b) resulting from unlawful use of controlled substances or toxic agents, c) following an accident or injury, d) occurring under incarceration or police custody, and e) during or arising from employment. They also include deaths that are sudden, unexpected or that are unattended by a physician.

As most deaths investigated by the ME are sudden and unexpected, the ME Office is in a unique position to identify unusual and emerging causes of death and injury, and to contribute to preventive public health interventions. Examples include clusters of death due to an unknown illness, prescription medication, overdose, or illicit drug use.

ORS 146 establishes a hybrid state/county approach to ME services. Counties and the state share authority and responsibility for staffing, supervision, operations, and technical direction. Multnomah County staff carry out field death investigations, authorize removal of deceased persons from the place of death, notify next-of-kin, and protect decedents' property until a personal representative takes charge. They also work in collaboration with state physician Medical Examiners who perform autopsies and certify the cause and manner of death. The Multnomah County ME Office is physically co-located with the Clackamas County and Oregon ME Offices in an Oregon State Police facility in Clackamas County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of deaths requiring investigation	2,128	2,200	2,150	2,200
Outcome	Deputy Medical Examiner arrives on-scene within one hour for 90% of calls	0.0%	90.0%	73.0%	70.0%

Performance Measure - Description

Output: Number of deaths in Multnomah County that require investigations.

Outcome: A Deputy Medical Examiner arrives on-scene in 90% of calls requiring on-scene investigation within one hour of first notification in order to support public safety, law enforcement, and affected members of the public.

The outcome measure was effective FY 13.

Legal/Contractual Obligation

ORS 146 specifies responsibilities and authorities for the Office (i.e. deaths requiring investigation; responsibility for investigation; notification of death; removal of body; authority to enter and secure premises; notification of next of kin; authority to order removal of body fluids; autopsies; disposition of personal property; unidentified human remains). ORS 146 also establishes a hybrid state/county program structure which limits the county's authority over operations, procedures, and technical functions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$31,986	\$0	\$34,371	\$0
Contracts	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$1,500	\$0	\$1,629	\$0
Total GF/non-GF:	\$35,486	\$0	\$38,000	\$0
Program Total:	\$35,486		\$38,000	
Program FTE	0.40	0.00	0.40	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program offer is funded with \$38,000 in county general fund from savings through a reduction of the budgeted employee cost of living increase.

Significant Program Changes

Last year this program was:

For FY 13, the Medical Examiner Program received one-time-only funding. For FY 14 the Health Department was able to fund this program offer within existing general fund.

Lead Agency: Health Department
Program Offer Type: Innovative/New Program
Related Programs:

Program Contact: Sonia Manhas

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer would provide funding to increase the availability of healthy, affordable, culturally relevant food at neighborhood based stores, particularly those serving immigrant and refugee communities as well as African American, African, and Latino customers.

Program Description

Based on the success of our Healthy People Healthy Places initiative, the project will work with neighborhood retailers to employ strategies that are based on policy, systems, environmental changes to address the barriers that currently prevent neighborhood stores from offering healthy foods, such as whole grains, low-fat dairy, and fresh produce. Continuing the success of our Healthy Retail Initiative, the decision to work with neighborhood retailers to improve access to healthy foods has two main benefits: it puts healthy options in stores that are easily accessible for neighborhood residents and it supports the current small-business economy. The goal of the proposed project is to increase the availability of healthy, affordable, culturally relevant food at neighborhood based stores, particularly those serving customers in historically underserved neighborhoods of Multnomah County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of neighborhood retailers in Healthy Retail Network	14	22	22	28
Outcome	Public exposure to "Healthy Options Here"	0	0	0	25

Performance Measure - Description

- 1) Number of neighborhood retailers in Healthy Retail Network. Partners will be tracked by number of partnerships established/strengthened through recruitment/outreach/educational efforts.
- 2) Public exposure to "Healthy Options Here: It Starts Here" media campaign. Exposure will be tracked by number of stores with branded marketing materials as well as visits to campaign website.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$75,000	\$0
Total GF/non-GF:	\$0	\$0	\$75,000	\$0
Program Total:	\$0		\$75,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program offer is funded with \$75,000 one-time only county general fund.

Significant Program Changes

Last year this program was:

Department Overview

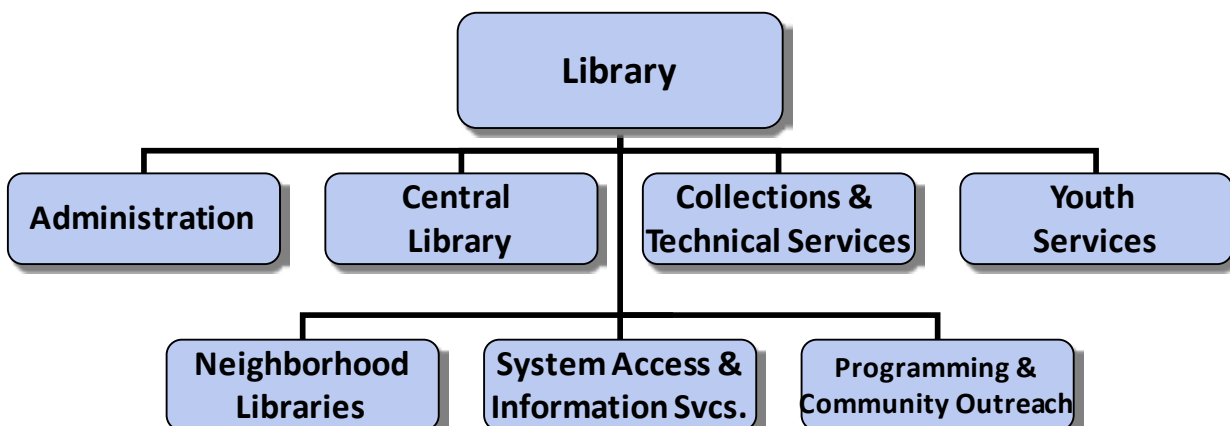
During 2014, Multnomah County Library (MCL) will celebrate 150 years of service to this community. Through its history, MCL has upheld the principles of intellectual freedom and the public’s right to know by providing people of all ages with access and guidance to information and collections that reflect all points of view. In 1864, that access and guidance was exclusively through books. In 2013, in addition to books, the library serves this community via its website, electronic databases, social media, ebooks, and more. Transcending the ongoing evolution of information delivery, there are three unique pillars that define the library’s role and value in this community:

- Free access for all
- A trusted guide for learning
- The leading advocate for reading

The service priorities listed below build upon these pillars and guide the decision-making process to ensure that Multnomah County Library is providing this community the best services possible while using its resources wisely. As the economy, the needs of the community, and the ways in which people access information change and transform, the library will continue to respond.

1. We think yes
2. We champion reading for all
3. We help the community flourish
4. We prepare young minds for success
5. We speak your language

These pillars and priorities support Multnomah County’s mission, vision, and values. Specifically, the vision statement: “Everyone in our community shares equally in opportunity, regardless of what they look like, where they come from, what they believe in, or who they love” directly correlates with the library’s pillar of free access for all. This also ties closely with the social justice value: “Promote equity in the community, include people who have not been included in the past, help those who need help.”



Budget Overview

The FY 2014 budget for the Library is \$66.5 million, which is \$7.7 million (13%) higher than the FY 2013 adopted budget. With the increased funding, the Library will restore services to FY 2012 levels, which includes restoring hours and seven-day/week access to all locations; returning the library materials budget to FY 2012 levels (a \$1.0 million increase); and restoring and maintaining services, programs, and activities.

The increase in funding is due to the fact that this is the first year of the newly-formed Multnomah County Library District, which will levy a rate of \$1.18 per \$1,000 of assessed value in FY 2014. Previously, the Library had been funded by a series of local option levies and support from the General Fund.

The Library District provides \$65.6 million (98.6%) of the Library’s operating budget. The remaining \$0.9 million (1.4%) of the Library’s budget comes from prior year property taxes due under the local option levies, interest earnings, and service charges.

Total Library positions have increased by 60.50 FTE, growing from 450.75 FTE in FY 2013 to 511.25 FTE in FY 2014. The increase in FTE is largely attributable to the restoration of hours and seven-day/week access to the libraries.

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	494.00	450.75	450.75	511.25	60.50
Personnel Services	\$38,993,135	\$36,183,566	\$36,705,757	\$42,727,272	6,021,515
Contractual Services	1,440,475	1,029,408	1,583,445	1,520,864	(62,581)
Materials & Supplies	19,776,673	19,333,514	20,514,594	22,232,368	1,717,774
Capital Outlay	<u>579,310</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$60,789,592	\$56,546,488	\$58,803,796	\$66,480,504	\$7,676,708

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

When FY 2012 closed, the library had finished the fifth year of its five-year, \$0.89 local option levy. In May of 2012, the voters approved a three-year levy \$0.89 levy renewal with 85% voting in favor. With temporary funding secured, the Board of County Commissioners then moved to the goal of obtaining dedicated and stable funding through the formation of a library district.

During July 2012, the Board of County Commissioners held a series of five community listening sessions and conducted an online survey to gauge support for different library funding options. The community's feedback was strongly in support of a library district measure. On August 2, 2012, the Board referred Measure 26-143 asking the voters to form and fund a library district with a permanent rate of \$1.24. Voters passed the measure in November 2012 with a 63% approval rating. After 30-plus years of temporary funding, Multnomah County Library has achieved stable and dedicated funding, and the community has secured its library for years to come.

The district measure stated that, if approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of the District would do the following:

- Provide permanent and dedicated library funding;
- Restore and retain library services such as summer reading, books, student and job seeker support, and outreach to senior citizens;
- Prevent reductions in services, programs and activities, and hours.

The primary goal of the FY 2014 budget proposal is to restore FY 2012 hours and services, as well as add back the \$1.0 million reduction made in the book budget during FY 2013.

Multnomah County voters have given the library a great gift with the passage of the district measure. Having dedicated, stable funding allows the library to plan more effectively for the future. It is a great gift; it is also a great responsibility. The ongoing challenge is to be wise stewards of the public's trust by meeting community needs through planning and providing library services, while continuing to demonstrate fiscal accountability.

There are great opportunities and challenges ahead. These include:

- Ramping up staffing to restore hours and services effective July 1, 2013;
- Continuing the work of creating the library district approved by voters;
- Responding to demographic changes in the community;
- Navigating through the complexities of providing digital content; and
- Employing technology for effective and timely customer service.

Diversity and Equity

Multnomah County Library has always embraced the concept that a public library must be free and open to all. Besides residency in the county, there are no membership requirements, no annual fees, and no restrictions based on age, income, gender, race, or creed. Anyone can walk through the library's doors, both physically and virtually, and access all the opportunities it offers.

Recent efforts include:

- Recruitment - As an entry point to public service, the Library Page classification lends itself to more creative recruitment tactics designed to increase diversity, so recruitment strategies were developed that include outreach to community groups who serve diverse communities.
- Conducted outreach to local community organizations to recruit for Bilingual Library Assistants and Bilingual Library Clerks in 4 target languages (Chinese, Russian, Spanish, and Vietnamese).
- Access - New discovery layer for library catalog is available in Spanish as well as English, with additional languages coming in the next fiscal year.
- Services - Piloted more culturally appropriate Spanish storytimes with the goals of developing early literacy skills among Spanish-speaking children ages 3 to 5 and empowering parents with knowledge and skill-building. 27 families participated in the pilot; 86% have indicated that they now read more to their children due to what they learned.
- Piloted a Black Storytime program to close the kindergarten preparedness gap for Black children; implemented at three libraries.

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$7,281,028	\$7,281,028	58.00
Central Library	0	12,753,477	12,753,477	136.00
Collections & Technical Services	0	10,504,324	10,504,324	30.25
Youth Services	0	2,264,087	2,264,087	15.00
Neighborhood Libraries	0	23,709,499	23,709,499	246.00
System Access & Information Services	0	8,034,618	8,034,618	11.00
Programming & Community Outreach	0	1,933,471	1,933,471	15.00
Total Library	\$0	\$66,480,504	\$66,480,504	511.25

Department Administration

Department Administration provides executive leadership for the library system; connects the community with the many services the library offers; manages the library's finance and budget operations; ensures accurate and timely delivery of library materials; coordinates building maintenance; promotes the resource management of highly qualified staff; provides flexible staffing coverage for the system; and provides opportunities for people to contribute their time and talents to Multnomah County Library.

The Director's Office works with elected leaders, stakeholders, citizens and staff to ensure that library services meet the needs of Multnomah County residents; Business Services manages the library's finance and budget operations; Marketing & Communications connects the library with the nearly 34,000 people that use it each day; Facilities & Logistics ensures that books and materials move quickly and accurately among all 21 locations and coordinates the maintenance of the buildings and grounds to ensure safe, secure and welcoming facilities; Human Resources/Learning Systems provides assistance with all aspects of the employment cycle, and coordinates training for staff and patrons; System Wide Staffing provides flexible staffing coverage across the system; and Volunteer Services oversees the recruitment and placement of volunteers for all libraries, outreach programs and the Title Wave Bookstore.

Significant Changes

Much of the work of this division will be focused on the planning and analysis for the newly formed Multnomah County Library District. Restoring services and staffing, creating the District's financial framework, and ensuring transparency and accountability are the major tasks at hand.

The Facilities & Logistics section (80018) is moved here from the Systemwide Access Services division (now System Access & Information Services).

Central Library

Referred to as “Portland’s Crown Jewel,” Central Library is a cherished historic building, and is a downtown destination for locals and tourists alike. Over 2,900 people visit Central Library every day, from all around Multnomah County, the surrounding metropolitan areas, and southwestern Washington. First opened in September 1913 and extensively renovated in 1994-97, Central Library, the largest public library building in Oregon, houses a diverse collection of nearly 800,000 current and historic books and other materials, including the Oregonian newspaper back to the first issue from 1850.

Statistics from the last fiscal year demonstrate the heavy use of the Central Library. Over 222,000 reference questions were answered, from people with diverse needs such as students requesting homework help to entrepreneurs wanting to start a new business. Members of the public used more than 500,000 library Internet and wi-fi sessions for a wide variety of activities such as completing job applications, filing applications for student financial aid, or researching the cost of a new car. More than 400 school classes and other groups came to tour the library, conduct research, hear stories, and select materials to check out. Over 15,000 new borrowers signed up for library cards. More than 20,000 people of all ages attended a wide variety of programs and classes.

Significant Changes

As of July 1, 2013, Central Library will return to full operation seven days a week with hours returning to FY 2012 levels (57 per week). The workforce will be increased by 15.50 FTE to reflect this change (program offers 80000 and 80012).

Central has a threefold purpose: to serve the patrons who use the building and all the resources it holds, to serve patrons throughout the county via system-wide services provided by Central staff, and to serve colleagues across the library system as a resource.

The overall staffing model created in FY 2013 will remain in place for FY 2014. In-person reference and readers advisory services and virtual services by phone, e-mail and chat will be handled by Librarians and Library Assistants. Access Services, made up of patron and account services as well as materials movement, will be handled by Library Clerks and Pages.

Collections & Technical Services

The Collections & Technical Services Division acquires, catalogs, processes and manages the library's collection for all locations. It is organized into four units:

- The Selections Unit works with vendors, publishers and professional review sources to select materials in all formats (print, CDs, DVDs, electronic) for purchase. This unit monitors collection use by location, age group and patron requests to determine current needs.
- The Acquisitions Unit orders, claims, receives and pays for collection materials. This unit monitors use of collection funds, pays invoices and maintains fund accounting records.
- The Cataloging Unit creates database records that show what the library owns, where materials are located, and whether they are available. These records enable patrons to see availability, place holds on copies, and check out materials.
- The Materials Processing Unit prepares materials for use by applying protective labels, jackets and packaging. This unit sorts new materials for direct delivery to library locations.

In FY 2013 the Division added 87,300 new titles (311,000 copies) to library locations. 51,000 of the new titles were in an electronic format. It also managed approximately 2,500 periodical subscriptions, more than 120 databases, and a growing number of online resources. The electronic materials can be accessed 24/7 outside the library.

Significant Changes

The Library Book Budget (80013) is increased by \$1.0 million in FY 2014, which will restore funding that had been cut in FY 2013. Priority will be given to maintaining a strong collection of new titles through careful selection, providing ample materials for vulnerable community members, and building the digital collection.

In FY 2013 the Library continued to expand the number of titles in electronic format in response to the rapid changes occurring in the publishing industry and changing user expectations. Even with the reduced budget, MCL was able to add two online resources to the collection. The first was Literature Criticism Online, which opened multi-volume literature research collections electronically that were only available in print at the Central Library. The other was the entire collection of National Geographic, with its beautiful illustrations and full content. Both of these online resources are available to the public remotely, not just from inside the libraries. It is anticipated that the transition to electronic formats will continue to grow in FY 2014 and beyond.

Youth Services

Youth Services serves children from birth through grade 12 in three areas: Youth Services Management, Early Childhood Services, and School-Age Services. Youth Services Management provides planning and oversight, ensuring adequately trained staff, developmentally appropriate practices, and services that support the library's priorities. This includes Teen Services and the library's popular Summer Reading Program.

Early Childhood Services programs impact the literacy levels of children before they enter school by working with their adult caregivers to ensure that they know how to best impact young children's learning. Programs include: working with the county health clinics to provide a prescription for reading (Reach Out and Read); a training program for early childhood care and education providers, on-site mentoring, and a book delivery program (Early Words); a program partially funded by The Library Foundation to encourage parents to read with their preschoolers (Raising a Reader); a literacy-focused package sent to parents of newborns (New Parent Gifts); book deposit collections; and parent education.

School-Age Services works in partnership with school districts and after school programs to improve student success by encouraging pleasure reading (Books 2 U); and by providing instruction in using public library resources while meeting educators' needs for curriculum-support as well as literacy-focused after school programs with SUN (School Corps).

Significant Changes

School-Age Services (80003) reflects three changes: the return of oversight of the Summer Reading Program to this office, the increase of clerical support by 0.25, and an increase to Books 2 U staffing to provide service to the Donald E. Long Juvenile Detention Center.

School-Age Services is in the midst of a federal Library Services and Technology Act grant through the Oregon State Library addressing how the library can best deliver homework resources to students in grades 2-12. This may result in new technology resources, new partnerships with school districts, and improved processes for service delivery.

A variety of programs and services are being developed or adjusted to implement the recommendations of the Youth Services Priorities document. These include technology expansion, promotion to targeted populations, and new partnerships with social service agencies.

Neighborhood Libraries

Spread throughout Multnomah County, the 18 neighborhood libraries are essential hubs of community life that provide access to books, computers with Internet access, programs, music and meeting spaces for residents who visited these locations over 4.2 million times last year. These libraries range from historic buildings to landmark modern designs and cozy neighborhood gathering places. Patrons come from a wide variety of locations and backgrounds.

Neighborhood libraries circulate books and other materials, offer educational and engaging programs for all ages, and provide free meeting space for community groups. Libraries give patrons access to nearly 2 million books and other materials including collections in Spanish, Russian, Vietnamese and Chinese. Children and young people participate in storytimes and afterschool activities including teen lounges. Last year nearly 110,000 kids participated in the Summer Reading Program systemwide. Many of those children participated through their neighborhood library. Adults develop critical life skills by attending computer classes, use popular job seekers labs to fill out applications, and participate in book groups. Dedicated volunteers contribute 50,000 hours of service each year.

Significant Changes

Due to budget increases in FY 2014, all neighborhood libraries will re-open on Mondays with open hours increasing from 44 per week to 53 or 57 hours per week. To cover the restored hours, there will be an estimated increase in staffing of 46.00 FTE (program offers 80001 and 80002). As a result, residents will have more hours to access library buildings and services. With more staff, neighborhood libraries will be increasing the amount of programming and outreach offered to schools and other community organizations.

The library's ability to meet the needs of residents who speak different languages will be enhanced by the restoration of bilingual staff and the re-branding of Spanish language storytimes. The Belmont Library will move from the Neighborhood Libraries (80002) to the Regional Libraries (80001), as its volume of use is more aligned with the other regional libraries.

System Access & Information Services

System Access & Information Services has three areas: Information Technology (IT) Services, System Access Services and System Information Services. Together, these programs ensure that the library's computer systems and online presence are inviting and functional and that patrons receive excellent customer service.

IT Services supports staff computing and maintains 888 computers for public use, plus wired and wireless networks to access resources such as the library catalog, databases, downloadable books and media, and web sites that assist with job hunting, continuing education and access to government services.

Access Services develops policies and procedures to help people use library services, including 60,000 new cardholders in FY 2013. It manages IT support, develops and trains staff on new policies and procedures, ensures good stewardship of library collections, and manages system-wide and statewide projects.

Information Services trains and supports librarians and library assistants, enabling them to quickly and accurately connect library users with the resources, experiences and information they seek. Librarians and library assistants answer 750,000 information requests annually.

Significant Changes

The IT Services budget includes \$240,000 for server replacements and software upgrades for the integrated library computer system. An additional \$200,000 is allocated for implementation of new digital information strategies, including creation, digitization, hosting and delivery of content created by Multnomah County Library patrons and staff.

This division was previously named Systemwide Access Services. Facilities & Material Movement (80018), previously part of this division, has been renamed Facilities & Logistics and has moved to the Department Administration division.

System Information Services (80020), including 2.00 FTE librarian positions, was previously named Reference Services Coordination and was moved to this division from the previous Reference, Adult Services and Programming Division.

Programming & Community Outreach

The Programming & Community Outreach (PCO) division leads the public programming, community outreach and partnership initiatives for Multnomah County Library. The division includes oversight of the Library Outreach Services (LOS) adult outreach section. PCO ensures that activities align with the library's priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work, and assists in evaluation. Specific responsibilities include scheduling, grant writing, exhibit building, volunteer coordination, staff and public training, event management, website development, publicity and fiscal oversight.

Programming staff oversee more than 2,400 events, public programs and public trainings at libraries and other community gathering places each year, all designed to enrich and transform the lives of children, families and adults.

Library Outreach Services include programs and services to older adults, new immigrants, adult learners, people with disabilities, and people who are institutionalized or homeless. Other community outreach activities include providing information services at community events and presentations to local organizations. Partnerships increase and enhance the library's visibility in the community and establish good will between the library and other organizations and their users.

Significant Changes

This division was formerly Reference, Adult Services and Programming. The Summer Reading Coordinator position is moving from here to School-Age Services (80003). This change is reflected in program offer 80005, Programming & Community Outreach.

Reference Services Coordination is renamed System Information Services (80020) and is moved from this division to System Access & Information Services (formerly Systemwide Access Services).

Multnomah County Library

The following table shows the programs that make up the department's total budget. The individual programs follow their respective divisions.

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Department Administration					
80007	Library Director's Office	\$0	\$906,365	\$906,365	6.00
80008	Marketing & Communications	0	1,085,094	1,085,094	8.50
80009	Business Services	0	1,021,225	1,021,225	4.75
80010	Volunteer Svcs/Title Wave Book Store	0	496,463	496,463	4.00
80011	Human Resources/Learning Systems/System Wide Staffing	0	1,929,140	1,929,140	20.00
80018	Facilities & Logistics	0	1,842,741	1,842,741	14.75
Central Library					
80000	Central Library	0	10,573,143	10,573,143	133.25
80012	Central Director's Office	0	2,180,334	2,180,334	2.75
Collections & Technical Services					
80013	Library Book Budget	0	6,750,000	6,750,000	0.00
80014	Library Books-Acquisition & Processing	0	3,754,324	3,754,324	30.25
Youth Services					
80003	School-Age Services	0	823,574	823,574	6.25
80004	Early Childhood Services	0	685,614	685,614	5.50
80015	Youth Services Management	0	754,899	754,899	3.25
Neighborhood Libraries					
80001	Regional Libraries	0	9,806,977	9,806,977	101.50
80002	Neighborhood Libraries	0	13,332,966	13,332,966	140.00
80016	Neighborhood Libraries Management	0	569,556	569,556	4.50
System Access & Information Services					
80017	IT Services	0	6,398,016	6,398,016	0.00
80019	System Access Services	0	1,385,166	1,385,166	9.00
80020	System Information Services	0	251,436	251,436	2.00
Programming & Community Outreach					
80005	Programming & Community Outreach	0	1,169,935	1,169,935	7.25
80006	Adult Outreach	0	763,536	763,536	7.75
Total Library		\$0	\$66,480,504	\$66,480,504	511.25

Lead Agency: Library

Program Contact: David Ratliff

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Central Library offers the public books, informational services, programs, classes, internet access and meeting space. Central Library serves the diverse people and communities throughout Multnomah County: urban core, suburban neighborhoods, disadvantaged, affluent, preschoolers, students, retirees, job hunters and culture seekers. Central Library serves the patrons who use the building and all the resources it holds. Central Library also serves patrons throughout the county via system-wide services (many online and virtual) provided by Central staff. Central Library serves colleagues across the library system as a resource for information and access services.

Program Description

Central Library engages citizens with ideas and brings them together for community interaction by providing programs, meeting rooms and public forums as well as books and other informational materials. More than 1,038,000 people visit Central annually, averaging over 2,900 visits per day. Central Library fosters opportunities and resources for lifelong learning by offering access to more than 751,000 books and other items. Central Library provides 100 public computers with free Internet access used more than 207,000 hours (78.6% utilization rate); provides high speed wireless access in 244,000 wi-fi sessions; answers over 222,000 information queries; offers 1,242 programs; and contributes to sustainability by sharing resources that would have cost \$30 million annually if purchased by individuals.

This offer provides opportunities for diverse neighbors to interact and engender a sense of community. People attend programs done in partnerships with other organizations, such as the continuing "lunch & learn" series (co-sponsored by PCC) that improves work and life skills. Central Library also offers a variety of forums and resource fairs where people meet, gather, and discuss ideas and issues pertinent in the community. Groups use meeting rooms for their own community meetings and events. Central Library provides essential services to those without computers by providing free Internet access through Internet stations, wireless access, and a variety of free computer labs and classes. Central Library provides people from all walks of life with a lifetime of learning through books, magazines, and online resources in an array of subjects - from art and music to job hunting and car repair, from poetry and philosophy to adult literacy and language learning. Breaking down cultural and economic barriers, Central empowers new immigrants, small business owners, seniors, students and the homeless by providing information survival tools needed to develop life skills.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Books and items checked out or renewed	2,894,457	2,700,000	2,639,698	2,500,000
Outcome	Patrons who found books or items they wanted	95.5%	91.5%	92.0%	92.0%
Efficiency	Books and items checked out per capita	33	33	30	30

Performance Measure - Description

Outcome: From the library's annual Patron Survey.

Efficiency: Checkouts and renewals per capita (circulation/service population). Multnomah County has the second highest circulation per capita in the nation among libraries serving more than 250,000 people. (Source: Public Library Data Service Statistical Report)

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$8,478,404	\$0	\$10,075,128
Contracts	\$0	\$78,395	\$0	\$80,715
Materials & Supplies	\$0	\$164,159	\$0	\$190,778
Internal Services	\$0	\$199,709	\$0	\$226,522
Total GF/non-GF:	\$0	\$8,920,667	\$0	\$10,573,143
Program Total:	\$8,920,667		\$10,573,143	
Program FTE	0.00	118.00	0.00	133.25
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80000, Central Library

This proposal restores Central Library's number of open days per week from six to seven, with hours increased from 44 to 57/week. There is a net increase of 15.25 FTE.

Lead Agency: Library
Program Offer Type: Existing Operating
Related Programs: 80002

Program Contact: Rita Jimenez

Program Characteristics:

Executive Summary

This program offer is for the five regional libraries: Belmont, Gresham, Hillsdale, Hollywood and Midland. Regional libraries typically have more space and larger collections, offer more services, and/or have a higher rate of overall use than the neighborhood libraries. Last year, residents visited regional libraries over 1.9 million times and benefited from diverse learning, cultural and recreational opportunities.

Program Description

Multnomah County residents have access 7 days a week, including some evenings, to over 573,000 items at the 5 regional libraries. This includes 50,000 ebooks, as well as print materials, and items in Spanish, Vietnamese, Chinese, and Russian. In the past year, ebook check out increased 183%. Children and young people participate in storytimes, Summer Reading, and after school activities (peak hours for juvenile crime). Over 1750 groups have used free community space for meetings, thereby fostering meaningful citizen involvement and neighborhood interaction. Residents develop critical life skills through job training resources, book groups, opportunities for civic engagement, and other library programs. Libraries help bridge the digital divide by providing free basic computer classes and free Internet access to those without computers. Language learning and educational programs improve employment opportunities and quality of life for those residents with low English proficiency and limited resources.

The five regional libraries offer a variety of programs that provide opportunities for neighbors to interact. Dedicated volunteers from youth to seniors contribute over 17,700 hours of service each year. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Residents enjoy about 331 bilingual programs and events each year, such as Dia de Los Ninos, Slavic and Lunar New Year celebrations. Regional libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. 173 public computers with Internet access, along with patrons' personal devices total nearly 600,000 Internet and wi-fi sessions. More than 496 free computer classes and labs help attendees develop life and job skills. Residents also access information, training and other resources to increase literacy skills and become citizens. Research indicates that youth participation in summer reading programs results in improved reading skills and enhances all other learning. Over 110,000 children participated in the 2012 Summer Reading program across the library system, and 65,622 people attended youth programs at regional libraries last year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Books and items checked out or renewed	6,707,435	6,700,000	6,800,000	7,800,000
Outcome	Patrons who found books and items they wanted	93.1%	90.0%	92.0%	92.0%
Efficiency	Cost per item checked out or renewed (see below)	0	0	0	0

Performance Measure - Description

Output: The projected increase for FY13-14 reflects the move of the Belmont library from Neighborhood Libraries (80002) to this program offer.

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation): FY11-12 actual = \$2.48; FY12-13 purchased = \$2.35; FY12-13 estimate = \$2.42; FY13-14 offer = \$2.42. Among the nation's busiest libraries, MCL has one of the lowest costs per item checked out. (Source: Public Library Data Service Statistical Report)

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$6,524,562	\$0	\$8,065,502
Contracts	\$0	\$9,600	\$0	\$9,600
Materials & Supplies	\$0	\$123,852	\$0	\$136,785
Internal Services	\$0	\$1,513,073	\$0	\$1,595,090
Total GF/non-GF:	\$0	\$8,171,087	\$0	\$9,806,977
Program Total:	\$8,171,087		\$9,806,977	
Program FTE	0.00	85.00	0.00	101.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80001, Regional Libraries

This proposal restores the regional libraries from six to seven open days per week, with weekly hours increased from 44 to 57. There is a net increase of 16.50 FTE. Due to its high volume of use (fourth in circulation and first in number of holds filled), the Belmont library is moved here from the Neighborhood Libraries program offer (80002).

Lead Agency: Library

Program Contact: Rita Jimenez

Program Offer Type: Existing Operating

Related Programs: 80001

Program Characteristics:

Executive Summary

This program offer is for the 13 neighborhood libraries: Albina, Capitol Hill, Fairview-Columbia, Gregory Heights, Holgate, Kenton, North Portland, Northwest, Rockwood, St. Johns, Sellwood-Moreland, Troutdale and Woodstock libraries. Last year, residents visited neighborhood libraries over 2.3 million times and benefited from diverse learning, cultural, and recreational opportunities.

Program Description

Neighborhood libraries serve as community facilities where residents can attend classes, programs and community forums that provide opportunities for neighbors to interact. County residents have access 7 days a week, including some evenings, to a collection of 635,811 books. This includes 50,000 ebooks, as well as print materials, and items in Spanish, Vietnamese, Chinese and Russian. In the past year, ebook check out increased 183%. Children and young people participate in storytimes, Summer Reading, and after-school activities (peak hours for juvenile crime). Residents develop critical life skills through job training resources, book groups, civic engagement, and other library programs. Libraries help bridge the digital divide by providing free Internet access and free basic computer classes to those without computers or Internet connection. Language learning and educational programs and access to citizenship classes improve employment opportunities and quality of life for residents with low English proficiency and limited resources.

The neighborhood libraries offer a variety of programs that provide opportunities for neighbors to interact. Dedicated volunteers from youth to seniors contribute over 33,000 hours of service each year, and over 900 groups use free library space for community meetings. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoy over 1400 bilingual programs and events each year. Neighborhood libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. The 244 public computers with Internet access and patrons' personal devices are used for nearly 700,000 Internet and wi-fi sessions, and more than 850 free computer classes and labs help attendees develop life and job skills. Research indicates that youth participation in summer reading programs results in improved reading skills and enhances all other learning. Over 110,000 children participated in the 2012 Summer Reading program across the library system, and 117,557 people attended youth programs at neighborhood libraries last year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Books and items checked out or renewed	11,637,015	11,500,000	11,600,000	8,500,000
Outcome	Customers who rated neighborhood libraries' public programs good or excellent	96.9%	98.0%	97.0%	97.0%
Efficiency	Cost per item checked out or renewed (see below)	0	0	0	0

Performance Measure - Description

Output: The projected decrease for FY13-14 reflects the move of Belmont library from this program offer to Regional Libraries (80001).

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation): FY11-12 actual = \$2.48; FY12-13 purchased = \$2.35; FY12-13 estimate = \$2.42; FY13-14 offer = \$2.42. Among the nation's busiest libraries, MCL has one of the lowest costs per item checked out. (Source: Public Library Data Service Statistical Report)

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$8,659,826	\$0	\$10,965,221
Contracts	\$0	\$14,800	\$0	\$14,200
Materials & Supplies	\$0	\$146,226	\$0	\$175,742
Internal Services	\$0	\$1,932,155	\$0	\$2,177,803
Total GF/non-GF:	\$0	\$10,753,007	\$0	\$13,332,966
Program Total:	\$10,753,007		\$13,332,966	
Program FTE	0.00	111.00	0.00	140.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80002, Neighborhood Libraries

This proposal restores the neighborhood libraries from six to seven open days per week, with weekly open hours increased from 44 to 53. There is a net increase of 29.00 FTE. Due to its high level of use (fourth in circulation and first in number of holds filled), the Belmont library has been moved from this program offer to the Regional Libraries program offer (80001).

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

Program Contact: Katie O'Dell

Program Characteristics: Measure 5 Education

Executive Summary

School-Age Services (SAS) improves kindergarten through high school students' reading and information literacy by training students to effectively use public library online research tools; by connecting students with dynamic book collections and reading motivation programs; and by offering curriculum support, training and resources for their educators, parents and caregivers. Services are targeted toward students at risk of low literacy.

Program Description

SAS staff, who are trained in research, booktalking, and reading promotion, serve students, educators, parents and caregivers in public and private schools, community agencies, county programs, treatment facilities and other locations serving school-age youth. Staff provide information, books, training, recreational programs, and technical support to increase students' and invested adults' literacy and information skills. Thousands of quality children's books are delivered to schools and community agencies. School Corps (SC) provides direct service to students, parents and educators during the school day, after school, and during the summer. Librarians collaborate with educators to increase students' academic success and literacy in the county's K-12 schools and SUN programs by training students to effectively and efficiently use public library resources for student research and pleasure reading.

BOOKS 2 U (B2U) staff and volunteers introduce students to high interest books through booktalking programs and by providing paperback copies of books they promote. Their goal is to introduce Multnomah County Library as an educational partner and significant resource. To that end, they attend and present at parent and family night programs; provide library cards to children served; and promote the library's Summer Reading program, as well as the neighborhood library and its services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Youth served in Books 2 U & School Corps (duplicated)	71,473	65,000	65,000	69,000
Outcome	% of students whose research skills increase after SC presentation	92.0%	90.0%	90.0%	90.0%
Outcome	% of teachers indicating that they will ask for School Corps services again	100.0%	95.0%	95.0%	95.0%
Output	% of schools served that show improvement in 3rd and 5th grade reading scores	10.0%	61.0%	61.0%	50.0%

Performance Measure - Description

Output: Counts contacts during both in-school and out-of-school hours.

Outcome: Data comes from a student pre/post test.

Outcome: From online teacher surveys.

Output: From the Oregon State Department of Education. FY11-12 featured a new test that drastically lowered scores.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$853,752	\$0	\$662,968
Contracts	\$0	\$16,600	\$0	\$0
Materials & Supplies	\$0	\$132,828	\$0	\$133,830
Internal Services	\$0	\$28,245	\$0	\$26,776
Total GF/non-GF:	\$0	\$1,031,425	\$0	\$823,574
Program Total:	\$1,031,425		\$823,574	
Program FTE	0.00	7.75	0.00	6.25
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

\$85,000 is expected from the State's "Ready to Read" per capita funding, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last year this program was: #80003, School Age Services

Net reduction of 1.50 FTE due to funding pending from The Library Foundation. The expenses for the 2nd year of the "Evolving Homework" grant have been moved from this program offer to Youth Services Management (80015).

Lead Agency: Library

Program Contact: Renea Arnold

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Measure 5 Education

Executive Summary

Early Childhood Services (ECS) helps children enter kindergarten with pre-reading skills by enhancing their parents' and caregivers' knowledge about and ability to foster early literacy, early brain development, and hands-on literacy activities, and by providing demonstrations of best practices in sharing books with their children. Services are directed toward families whose children are at risk for low literacy.

Program Description

ECS staff, who are trained in child development, brain development, and early reading research, visit parents and caregivers in social service agencies, childcare centers, Head Start centers, teen parent programs, treatment facilities, and any other locations serving adults with children birth to five. They teach parents and caregivers how to prepare their preschool children for reading. Classes, taught in English, Spanish, Russian, Chinese and Vietnamese, show adults how to read, talk, sing, and rhyme with babies, toddlers, and preschoolers so that children develop the pre-reading skills they need before they enter kindergarten.

From birth to age five, children go through a critical window for brain development that supports literacy. Reading, talking, singing and rhyming with children during this sensitive time determines a child's future as a reader. Many parents and caregivers don't know how early this window opens—and closes—and how tremendous an impact simple actions can have on their children's future ability to read. Children must have early experiences with language, books, and writing tools to become successful readers. Research shows that disadvantaged children start kindergarten with significantly lower cognitive skills than their more advantaged counterparts because of their lack of language and literacy experiences BEFORE they get to school. The most vulnerable children are those who live in poverty, speak English as a second language, have few books in their homes, and whose mothers have limited education and low literacy. ECS reaches these parents on-site and shows them easy ways to help their children gain pre-reading skills during these most important years. Program evaluations show that parents and caregivers gain clear knowledge of their role in their children's preparedness for reading.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Parents, teen parents and caregivers served	13,799	7,000	14,000	14,000
Outcome	% of participants who show an increase in reading and literacy activities	90.0%	90.0%	90.0%	90.0%
Output	Books delivered	2,388,583	450,000	2,430,028	2,400,000

Performance Measure - Description

Output 1: This measure counts parents served in all ECS outreach, so those who received the New Parent Packages (welcome baby gifts) in the hospital have been added.

Outcome: The evaluation measures parents who show an increase in five behaviors: 1. Encourage child to participate more often; 2. Point out pictures and talk about them; 3. Read the book more than once; 4. Ask or answer questions while reading; 5. Talk about new words.

Output 2: This number has been increased to reflect all the books delivered through the various ECS programs.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$697,509	\$0	\$537,038
Contracts	\$0	\$22,400	\$0	\$11,500
Materials & Supplies	\$0	\$261,251	\$0	\$108,913
Internal Services	\$0	\$22,980	\$0	\$28,163
Total GF/non-GF:	\$0	\$1,004,140	\$0	\$685,614
Program Total:	\$1,004,140		\$685,614	
Program FTE	0.00	7.50	0.00	5.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80004, Early Childhood Services
Net reduction of 2.0 FTE due to funding pending from The Library Foundation.

Lead Agency: Library

Program Contact: Terrilyn Chun

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Programming and Community Outreach (PCO) leads the public programming, community outreach and partnership initiatives for Multnomah County Library. The division includes oversight of the Library Outreach Services (LOS) adult outreach section. PCO ensures that activities align with the library's priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work, and assists in evaluation. Specific responsibilities include scheduling, grant writing, exhibit building, volunteer coordination, staff and public training, event management, website development, publicity and fiscal oversight.

Program Description

Programming meets the informational, educational and entertainment needs of library users by providing a wide array of in-person and virtual activities, experiences, learning opportunities and exhibitions that complement library materials and services. Programs include arts and cultural programming for all ages, author and literature programs, book discussions and public technology training. PCO staff provide the professional and technical expertise to make more than 2,400 programs possible each year and help nearly 42,000 people learn about and interact with their community.

Community outreach extends library services and programs to a broader section of the population by taking them out of the library and into the particular environment of a patron or group of patrons. This work ranges from programs and services to older adults, new immigrants and adult learners through Library Outreach Services (LOS) to providing information services at community events and presentations to local organizations.

Community partnerships result in programs and services that leverage the unique strengths and resources of each organization. Partnerships increase and enhance the library's visibility in the community and establish good will between the library and other organizations and their users. Partnerships make programs like Everybody Reads possible. Partners include Oregon Humanities, Portland State University, Portland Community College, Delta Society, OASIS, City Club of Portland, Portland Opera, Oregon Symphony, Multnomah County Health Department, Multnomah County Aging and Disability Services and the Multnomah County Commission on Children, Families and Community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of financial literacy programs offered	132	40	27	30
Outcome	Attendees who say library programs connect them to their community	45.0%	50.0%	39.0%	50.0%
Outcome	Attendees who say they learned something new at a library program	73.0%	80.0%	83.0%	80.0%
Quality	Attendees of library programs who rate them as good or excellent	92.0%	99.0%	91.0%	95.0%

Performance Measure - Description

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$0	\$695,218	\$0	\$740,009
Contracts	\$0	\$233,000	\$0	\$254,500
Materials & Supplies	\$0	\$217,800	\$0	\$149,106
Internal Services	\$0	\$29,525	\$0	\$26,320
Total GF/non-GF:	\$0	\$1,175,543	\$0	\$1,169,935
Program Total:	\$1,175,543		\$1,169,935	
Program FTE	0.00	7.00	0.00	7.25
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

This program is expected to receive \$49,000 from the Friends of the Library for the Pageturners book group discussion program. This will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last year this program was: #80005, Family & Adult Programming

Net increase of .25 FTE: .50 Summer Reading Coordinator position transferred to School-Age Services (offer 80003); .75 librarian position added.

Lead Agency: Library
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Jane Salisbury

Executive Summary

Adult Outreach provides library services and programs to Multnomah County residents underserved by traditional library means, including older and homebound adults, new immigrants, people with disabilities, adult learners, and those who are institutionalized or homeless. Adult Outreach delivers books and other materials to people who are homebound; provides resources and conducts classes and other programs for immigrants, new readers, older adults and GED seekers; and partners with community agencies.

Program Description

Adult Outreach delivers books and other library materials and services to Multnomah County residents who are homebound, or who live in assisted living facilities, retirement homes, adult care homes, shelters, transition homes, or jails (the latter in partnership with the Sheriff's Office). Adult Outreach connects these people with their community by providing library services and programs, such as book discussion groups and instruction.

Adult Outreach, in partnership with literacy organizations, also supports people whose first language is not English - or who may not read or write well in English - by providing assistance, referrals, resources, and library programs, including citizenship classes, GED labs, literacy tutoring and Talk Time sessions (English conversation practice). Delivering books, reading to residents of assisted living units, leading book discussion groups for seniors, teaching citizenship classes, leading book groups in the jails, teaching computer and e-reader classes and leading English conversation practice in neighborhood libraries provide meaningful opportunities for volunteers, working with outreach staff, to contribute significantly to the lives of vulnerable citizens.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Book discussion groups for seniors	196	204	180	200
Outcome	Attendees who say book discussion groups connect them to their community	80.0%	80.0%	80.0%	80.0%
Output	Facilitated English conversation sessions for non-native speakers (Talk Time)	159	145	180	180

Performance Measure - Description

Legal/Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$668,605	\$0	\$705,601
Materials & Supplies	\$0	\$17,506	\$0	\$24,983
Internal Services	\$0	\$30,057	\$0	\$32,952
Total GF/non-GF:	\$0	\$716,168	\$0	\$763,536
Program Total:	\$716,168		\$763,536	
Program FTE	0.00	7.75	0.00	7.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

The Sheriff's Office provides \$35,000 for services to jails from the Inmate Welfare Fund.

Significant Program Changes

Last year this program was: #80006, Adult Outreach
No significant changes.

Lead Agency: Library

Program Contact: Vailey Oehlke

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Library Director's Office provides executive leadership for the library system by working with the Board of County Commissioners (BCC), the Multnomah County Library District Board, the Library Advisory Board (LAB), community organizations, businesses, private citizens and staff to ensure that library services meet the needs of Multnomah County residents.

Program Description

The Library Director's Office envisions the library's role and future in the community; translates that vision into strategic direction in partnership with the BCC, the community, and the Library Advisory Board; represents Multnomah County Library on local, regional, and national levels, working with other libraries and library organizations; partners with The Library Foundation and Friends of the Library to enhance citizen support and fundraising efforts; executes policy development and implementation with the senior management team; and with county peers, leads in achieving enterprise-wide objectives.

Following voter approval in November, 2012, to form a library district to fund library programs and services, the Library Director's Office will coordinate with key stakeholders and partners to establish governance, budgeting and operational practices that comply with applicable statutes and policies for FY13-14 and beyond. This office is directly responsible to Multnomah County residents for the effectiveness and efficiency of the library system.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Customer comments received and processed (electronic and paper)	1,269	1,500	1,350	1,350
Outcome	Conversations with the Library Director	48	30	40	30

Performance Measure - Description

Legal/Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$675,633	\$0	\$779,132
Contracts	\$0	\$35,000	\$0	\$45,000
Materials & Supplies	\$0	\$61,733	\$0	\$52,807
Internal Services	\$0	\$24,872	\$0	\$29,426
Total GF/non-GF:	\$0	\$797,238	\$0	\$906,365
Program Total:	\$797,238		\$906,365	
Program FTE	0.00	5.00	0.00	6.00
Program Revenues				
Fees, Permits & Charges	\$0	\$523,190	\$0	\$35,000
Intergovernmental	\$0	\$566,640	\$0	\$65,573,979
Taxes	\$0	\$32,557,027	\$0	\$837,964
Other / Miscellaneous	\$0	\$25,156,939	\$0	\$33,561
Total Revenue:	\$0	\$58,803,796	\$0	\$66,480,504

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80007, Library Director's Office
Net increase of 1.0 FTE.

Lead Agency: Library
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Jeremy Graybill

Executive Summary

Marketing & Communications connects the people of the community with the collection, services and resources of the library. This program is responsible for creating and coordinating effective and consistent conversations with the Library's patrons, community, stakeholders and staff. The group connects the community with library services, promotes the benefit of these services, and constantly seeks effective strategies to engage and adapt to the changing informational needs of the community.

Program Description

Marketing & Communications provides core services to the library and the nearly 34,000 people that access the institution each day. This program creates integrated strategies to form lasting, valuable relationships with the community and to provide value to both patron and library. Marketing & Communications brings the library to the attention of the public, performs ongoing activities to build a strong public image, keeps the library in the mind of the community through marketing, achieves beneficial and informative coverage in the media, and is responsible for understanding those that use the library to best meet their needs. Marketing & Communications also oversees the library's public website (now visited more frequently than the library's physical locations), the library's intranet and the print shop.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Visits to the library's website	6,932,826	7,900,000	7,700,000	7,000,000
Outcome	% of customers satisfied with library communications	85.3%	97.0%	97.0%	95.0%

Performance Measure - Description

The above performance measures were gathered via Google Analytics and an online survey.

Output: The visits to the library's website are an indicator of use, as well as of usability and return visits. The FY 14 projection is lower due to the extraordinary success of the library's mobile application (not included in this count), as well as changes in the process of collating website data.

Legal/Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$835,529	\$0	\$878,011
Contracts	\$0	\$68,000	\$0	\$73,500
Materials & Supplies	\$0	\$151,073	\$0	\$106,817
Internal Services	\$0	\$27,872	\$0	\$26,766
Total GF/non-GF:	\$0	\$1,082,474	\$0	\$1,085,094
Program Total:	\$1,082,474		\$1,085,094	
Program FTE	0.00	8.50	0.00	8.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80008, Marketing & Communications
No significant changes.

Lead Agency: Library

Program Contact: Fun Leung

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Business Services manages and provides accounts payable, accounts receivable, fiscal reporting, budget preparation, grant reporting, purchasing and contracts for the entire library system.

Program Description

Business Services manages the annual budget preparation and submittal process; monitors and adjusts the budget throughout the fiscal year; manages contracts, procurements, and grants; and processes and oversees accounts payable and receivable for the library system. This program ensures that library funds are budgeted, received, accounted for, and spent appropriately.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Vendor invoices processed	8,935	8,300	6,180	6,500
Outcome	Invoices paid within 30 days of invoice date	92.0%	90.0%	90.0%	90.0%
Output	Customer invoices processed	7,727	6,687	6,665	7,653
Output	Customer payments processed	0	0	12,687	14,663

Performance Measure - Description

✔ **Measure Changed**

Output "Vendor invoices": FY 13 estimate and FY 14 projection reduced due to the implementation of Multnomah Marketplace and the use of procurement cards.

Output "Customer invoices": projecting an increase due to opening an additional day at all library locations.

Output "Customer payments": new measure; also projecting an increase in FY 2014 due to opening an additional day at all library locations.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$732,644	\$0	\$764,191
Contracts	\$0	\$3,000	\$0	\$22,000
Materials & Supplies	\$0	\$39,440	\$0	\$73,821
Internal Services	\$0	\$178,669	\$0	\$161,213
Total GF/non-GF:	\$0	\$953,753	\$0	\$1,021,225
Program Total:	\$953,753		\$1,021,225	
Program FTE	0.00	4.75	0.00	4.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80009, Business Services
No significant changes.

Lead Agency: Library
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: June Bass

Executive Summary

Volunteer Services provides opportunities for more than 1,900 people annually who contribute their time and talents to Multnomah County Library. Volunteers are active in all locations, including Central Library, the 18 neighborhood libraries, Library Administration, and The Title Wave Used Bookstore, as well as various outreach programs.

The Title Wave Used Bookstore is a retail outlet that generates revenue for the library through the sale of discarded books and other materials. Opened in 1988, The Title Wave provides an effective means of recycling the library's collection back into the community.

Program Description

Volunteer Services oversees the recruitment, screening, placement, performance management, position creation, and recognition of over 1,900 volunteers. Volunteers enhance the services that the library can provide at all library locations in the community. The scope of volunteer opportunities includes booktalking with Books 2 U, conducting citizenship classes through Adult Literacy, delivering library materials to shelters through Adult Outreach, teaching basic computer skills, and searching for reserved items at all library locations. Volunteers share their skills and are given responsibilities that engage them in their libraries and neighborhoods. About 40% of library volunteers are students 10-18 years old. Students are given an experience that provides life skills and engages them in their community. Last year, 1,900 volunteers contributed over 74,000 hours of time to the library.

The Title Wave Used Bookstore recycles and sells discarded library books and materials to the community. The store is open 40 hours per week and is staffed by 65 volunteers with the support of one paid staff person. Because the used books are sold at reasonable prices, many of The Title Wave's regular customers are teachers/media specialists buying books for their classrooms and libraries. Many home-school families buy books for educational purposes as well. Last year, the Title Wave generated over \$207,000 in revenue.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Hours contributed by volunteers	74,397	70,000	69,000	74,000
Outcome	Student volunteers who report using their svc for school/community requirement	40.0%	38.0%	41.0%	42.0%

Performance Measure - Description

Output: Due to hour reductions Volunteer Services has seen a reduction in volunteer service hours. With open hours being restored in FY13-14, there should be a corresponding increase in volunteer time.

Outcome: All library volunteers under the age of 18 years old were surveyed to see if their volunteer hours were eligible for school or community service requirements. 40% of the responding volunteers reported that their volunteer hours counted toward school or community service requirements.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$373,298	\$0	\$436,342
Contracts	\$0	\$11,200	\$0	\$9,675
Materials & Supplies	\$0	\$11,543	\$0	\$34,735
Internal Services	\$0	\$13,470	\$0	\$15,711
Total GF/non-GF:	\$0	\$409,511	\$0	\$496,463
Program Total:	\$409,511		\$496,463	
Program FTE	0.00	3.50	0.00	4.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80010, Volunteer Svcs/Title Wave Book Store
Net increase of .50 FTE.

Lead Agency: Library

Program Contact: Shelly Kent

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Human Resources/Learning Systems (HR/LS) promotes the resource management of highly qualified staff by providing management consultation and technical assistance with the employment life cycle through recruiting, hiring and retaining staff; time entry; staff training and development; and consulting with employees and managers, including planning for future workforce needs.

System Wide Staffing provides flexible staffing coverage and addresses materials movement issues across the system through the use of regular and on-call staff. Those employees move between locations as needed to cover planned and last minute absences and vacancies, as well as to provide relief for temporary workload increases and support for special projects.

The Administrative Support unit provides clerical and special project support to the Administration Building and covers the receptionist desk.

Program Description

HR/LS supports the library's mission and goals by ensuring HR systems are collaboratively implemented; assisting and consulting with over 536 regular and 103 on-call/temporary employees and supervisors; and assessing, developing and coordinating employee training needs and learning opportunities. HR/LS provides internal consultation to managers and employees on a wide range of HR, employee and labor relations issues, including performance management to ensure a highly functioning workforce; recruitment to attract highly qualified, diverse applicants to serve the changing needs of county residents; legal, contractual and policy compliance to reduce liability and the costs of unlawful employment actions; and accurate time entry to ensure that employees are paid correctly for hours worked. HR works with staff and managers to assess organizational needs; provide strategic direction, succession and workforce planning; and provide learning opportunities to ensure highly qualified and competent staff who have the requisite skills to serve their customers. HR/LS partners with central HR/labor relations to develop and implement integrated HR initiatives and solutions.

System Wide Staffing supports the library's mission and goals by providing flexible staffing for temporary projects, workload increases and absences.

The Administrative Support unit staff answer the main phone number for the library system and assist people by explaining policies, answering questions and referring people to the appropriate library service, while also completing clerical tasks and projects for management and program staff, and responding to patron comment cards.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Staff training sessions offered by learning systems	324	121	220	190
Outcome	Increase in number of bilingual/bicultural FTEs	0.0%	0.0%	0.0%	5.0%

Performance Measure - Description

Legal/Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,685,704	\$0	\$1,788,940
Contracts	\$0	\$64,000	\$0	\$14,000
Materials & Supplies	\$0	\$48,528	\$0	\$77,179
Internal Services	\$0	\$50,964	\$0	\$49,021
Total GF/non-GF:	\$0	\$1,849,196	\$0	\$1,929,140
Program Total:	\$1,849,196		\$1,929,140	
Program FTE	0.00	20.00	0.00	20.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80011, Human Resources/Learning Systems/System Wide Staffing
No significant changes.

Lead Agency: Library

Program Contact: David Ratliff

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Central Library Director's Office (CDO) sets overall direction for Central Library; directs, develops, and evaluates services, programs and staff; and administers the Central Library budget.

Program Description

The CDO consists of the Central Library Director, an administrative specialist and a senior office assistant. In collaboration with the Library Director's Office, the CDO determines service, policy, and fiscal priorities for Central Library. This office oversees and supports the Central Management Team; coordinates priorities/needs with those of the 18 other library locations; communicates with the public regarding issues related to Central; helps manage public and county use of meeting space; and maintains an active connection with the downtown business and civic communities. Administrative staff provide building-wide administrative and scheduling support. This office is responsible for the effectiveness and efficiency of Central Library services and the related expenditure of funds. CDO proactively engages with the downtown community and is responsive to the concerns and needs of all Central Library users.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Visits to Central Library	1,038,425	980,000	868,896	865,000
Outcome	Patrons who rated Central's programs good or excellent	99.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Output: Central Library is a popular destination for area residents. Every day, thousands of people walk through its doors to borrow materials, attend a program, conduct research, use the Internet and more.

Outcome: From customer evaluations of Central Library programs.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$259,239	\$0	\$278,560
Contracts	\$0	\$12,000	\$0	\$9,000
Materials & Supplies	\$0	\$42,133	\$0	\$44,193
Internal Services	\$0	\$1,870,727	\$0	\$1,848,581
Total GF/non-GF:	\$0	\$2,184,099	\$0	\$2,180,334
Program Total:	\$2,184,099		\$2,180,334	
Program FTE	0.00	2.50	0.00	2.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80012, Central Director's Office
Net increase of .25 FTE.

Lead Agency: Library
Program Offer Type: Support
Related Programs: 80014

Program Contact: Javier Gutierrez

Program Characteristics:

Executive Summary

The Library Book Budget provides funds to add new materials in all formats to the library collection. It purchases new books, music CDs, DVDs, audiobooks, maps, sheet music, periodicals and ebooks. It also subscribes to a growing variety of fulltext databases, journals and reference sources in electronic form, both downloadable and available over the web. This is the materials budget only; personnel and related processing costs are in the linked program offer.

Program Description

Approximately 43% of the book budget is spent on new books in English for children, teens and adults. Nearly 5% is spent on materials in four "We Speak Your Language" collections (Spanish, Chinese, Vietnamese and Russian). The remaining funds are spent on other formats, including 17% on media (DVDs, CDs and audiobooks), 30% on electronic resources (ebooks, online periodicals, fulltext databases and electronic reference sources) and 3% on print periodicals. The demand for traditional materials in print or on disc remains high and purchasing for these materials continues at the same level. Multiple copies of each new title are purchased to ensure that people find what they want when they visit or access the library online. Demand for ebooks and downloadable materials is growing significantly and adding more of these materials is a primary goal for FY 2013-14. The total collection size in June 2012 was 864,349 titles and 1,982,801 physical items. The library collection gives the community access to a rich selection of current recreational and education materials that support personal and career development, enrich civic involvement, support lifelong learning and literacy, reflect cultural diversity and serves as a resource for vulnerable members of the community. The collection also provides materials for preparing to read and succeed in school.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	New titles added to the library collection	96,454	87,300	75,000	95,000
Outcome	Turnover rate	12	12	11	11

Performance Measure - Description

Output: Count of new titles include electronic titles acquired from vendors.

Outcome: Turnover rate is a measure of how heavily the library collection is used (defined as circulation/holdings). Nationally, the average for public libraries serving a similar population is 4.0; MCL's rate is the highest in the country for libraries serving 500,000 or more. (Source: Public Library Data Service Statistical Report).

Legal/Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Materials & Supplies	\$0	\$5,802,500	\$0	\$6,750,000
Total GF/non-GF:	\$0	\$5,802,500	\$0	\$6,750,000
Program Total:	\$5,802,500		\$6,750,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80013, Library Book Budget

This proposal restores the \$1 million reduction that was made to this program in FY 2013.

Lead Agency: Library
Program Offer Type: Support
Related Programs: 80013

Program Contact: Javier Gutierrez

Program Characteristics:

Executive Summary

Library Books - Acquisition & Processing provides the staff necessary to select, purchase, catalog and process books and other materials added to the library materials collection in order to meet the informational, recreational and cultural needs of Multnomah County residents.

Program Description

Selection librarians decide what materials to buy using professional reviews, customer suggestions and staff input, along with established criteria. Their purchasing decisions reflect the diverse interests and needs of Multnomah County residents. Acquisitions staff place orders with vendors, receive shipments, approve invoices for payment and monitor the various funds that make up the library materials budget. Cataloging staff create bibliographic description records and assign classification numbers to enable searching in the online catalog and to ensure logical shelving locations that enable browsing. The online catalog currently lists titles with a total collection of nearly two million physical items. Processing staff prepare each item/volume for shelving and checkout. This includes applying property stamps and barcodes, repackaging materials to stand up to heavy patron use and creating inventory records. Staff members visit a neighborhood library each month to remove out-of-date and damaged materials to keep the collection current, accurate and attractive. Program staff are responsible for accurate accounting and expenditure of public funds and private donations. They are also accountable for ensuring that the library collection reflects the needs and interests of Multnomah County residents. Because of the successful management of the library materials collection, residents can enjoy recreational reading, research specific topics, stay current on local, national and global events and continue to learn at all ages.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Items added to the collection	338,810	311,271	300,000	330,000
Outcome	Patrons who found books and items they wanted	93.0%	90.0%	92.0%	92.0%

Performance Measure - Description

Outcome: From the library's annual Patron Survey.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$2,596,425	\$0	\$2,735,241
Contracts	\$0	\$695,980	\$0	\$708,590
Materials & Supplies	\$0	\$236,071	\$0	\$221,156
Internal Services	\$0	\$91,774	\$0	\$89,337
Total GF/non-GF:	\$0	\$3,620,250	\$0	\$3,754,324
Program Total:	\$3,620,250		\$3,754,324	
Program FTE	0.00	30.25	0.00	30.25
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80014, Library Books - Acquisition & Processing
No significant changes.

Lead Agency: Library

Program Contact: Katie O'Dell

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Youth Services Management ensures that library staff receive training to work with children and teens birth through age 17; offers reading promotion initiatives; and sets overall direction for services to this age group and their adult caregivers.

Program Description

Youth Services Management is provided systemwide through four main elements: staff training; youth reading initiatives; coordination, partnerships and advocacy; and program development and evaluation. The office plans systemwide services; develops and evaluates programs; oversees development and education for staff; advocates in the community for increased use of libraries by children and teens and their parents and caregivers; and explores and engages in community partnerships to increase youth library use, support other organizations' literacy objectives, and improve students' reading scores.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	County children and teens who have library cards	54.0%	50.0%	50.0%	50.0%
Outcome	Staff who report improved/reinforced skills after Youth Services training	95.0%	90.0%	90.0%	90.0%
Output	Card-holding children and teens who use their library card	70.0%	55.0%	60.0%	60.0%

Performance Measure - Description

The outcome measure shows the result of training opportunities for staff and volunteers to serve youth in the best manner possible. The two output measures illustrate this program's success at connecting Multnomah County youth with their public library.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$281,730	\$0	\$507,503
Contracts	\$0	\$1,500	\$0	\$6,500
Materials & Supplies	\$0	\$77,859	\$0	\$219,990
Internal Services	\$0	\$9,291	\$0	\$20,906
Total GF/non-GF:	\$0	\$370,380	\$0	\$754,899
Program Total:	\$370,380		\$754,899	
Program FTE	0.00	2.50	0.00	3.25
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

This program will receive \$115,000 from a Library Services & Technology Act (LSTA) grant received from the State Library for the improvement of homework help resources for students. This money will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #80015, Youth Services Management

Net increase of .75 FTE due to transfer of .50 Summer Reading Coordinator from Program & Community Outreach (80005) and an increase of .25 in the Office Assistant Sr. position. The corresponding expenses for the Summer Reading program are also transferred here. The expenses for the 2nd year of the "Evolving Homework" grant are budgeted here instead of in School-Age Services (80003).

Lead Agency: Library

Program Contact: Don Allgeier

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Neighborhood Libraries Management (NLM) sets overall direction for 18 regional and neighborhood libraries. NLM plans services; develops and evaluates programs and staff; and administers the budget for all locations. NLM also manages systemwide library services to the county's four largest immigrant communities (Chinese, Russian, Spanish and Vietnamese), with over 70 bilingual staff in 11 locations.

Program Description

NLM consists of the Neighborhood Libraries Director, Neighborhood Libraries Assistant Director, two Spanish bilingual Outreach Specialists and a Senior Office Assistant. In collaboration with the Library Director, the NLM provides general support and oversight to 18 libraries and continual communication with staff at all levels of the organization; develops collaborative relationships with community and governmental organizations to maximize the impact of library services; sets priorities and policies for libraries to best address community needs and county priorities; implements best practices for safe and efficient operations of materials handling tasks; and provides resources to individual managers, staff and work groups to improve their performance through ongoing training, coaching, leadership development and assessments.

NLM supports and directs the work of regional and neighborhood libraries, which were visited over 4.2 million times last year. These libraries provide learning, cultural and recreational opportunities to all county residents, as well as a community space for civic engagement.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Hired front-line staff in target languages of Chinese, Russian and Vietnamese	2	2	2	14
Outcome	Branch managers with completed performance reviews by end of fiscal year	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Output: NLM regularly reviews demographic data and staffing to respond to the evolving demographics of our county. An assessment of the Somali community was completed in May 2012.

Outcome: 100% of 24 branch managers, the outreach specialists and the administrative assistant have a current performance plan in place with measurable goals, receive a mid-year check-in, and have a completed review by the end of the fiscal year. Performance management is a high priority for the Neighborhood Libraries Director and Neighborhood Libraries Manager in supporting excellence in 18 locations.

Legal/Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$444,199	\$0	\$493,111
Contracts	\$0	\$16,700	\$0	\$11,900
Materials & Supplies	\$0	\$31,342	\$0	\$47,092
Internal Services	\$0	\$12,960	\$0	\$17,453
Total GF/non-GF:	\$0	\$505,201	\$0	\$569,556
Program Total:	\$505,201		\$569,556	
Program FTE	0.00	4.00	0.00	4.50
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80016, Neighborhood Libraries Management
Net increase of .50 FTE to add a second Spanish-speaking outreach specialist.

Lead Agency: Library

Program Contact: Cindy Gibbon

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

IT Services maintains 869 public computers, related software and servers, high-speed Internet access, and a wireless network in library facilities for use by the general public. Library users can search the catalog of books and other materials, view and manage their library accounts, download e-books, use research databases and other electronic resources, and access the Internet for educational, business and personal use. These services are also available from homes, schools and offices via the library website. IT services also maintains more than 600 computers, related software, equipment, servers and networks for library staff use.

Program Description

IT Services procures, installs, configures, and maintains software, computers, printers, adaptive technology for those with special needs, electronic self-service equipment, servers and related equipment for library patrons and staff. Children and adults use library computers to do personal and business research, complete homework assignments, apply for jobs, find recreational reading, communicate with government agencies, manage their library accounts, and participate in the social web. Public computers also provide office automation software, such as word processing, to accomplish personal, business or school work. The library has computers and software in training rooms, teen after-school homework lounges, and for checkout to be used in-house with the library's public wireless network. Many public computer users have no access to a computer or the Internet at home, so the library is their only window to the world of 21st century technology, communication and information.

IT services also maintains equipment and software for library staff, supporting general office computing and library systems such as the library catalog, patron database, circulation system, materials acquisition system, website, provision of electronic resources, and other internal operations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of public computers	892	869	888	888
Outcome	% of time wired public Internet computers are in use	77.0%	70.0%	75.0%	75.0%
Output	Wi-fi sessions	714,719	650,000	725,000	725,000

Performance Measure - Description

Output: Number of public computers (wired and wireless). Additional Chromebook computers were added through a Mt. Hood Cable Regulatory Commission grant in FY11- 12.

Outcome: % of time wired public Internet computers are in use. This measure is trending downward with the installation of wireless access in all library locations and the addition of loaner laptops through grant funds. This is a positive customer service trend because it translates to shorter wait times for a computer. People are now offered two hours per day of access on wired public computers, up from one hour in previous years.

Output: Number of public wi-fi sessions. The library's public wi-fi network is accessed by people using their own devices as well as those using library loaner laptops. Since many individuals cannot afford high-speed Internet access at home, library wi-fi is an important service to bridge the digital divide. Despite the significant cut in library hours, wi-fi use continues to trend upward in FY12-13.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$75,000	\$0	\$100,000
Materials & Supplies	\$0	\$570,265	\$0	\$943,255
Internal Services	\$0	\$5,303,609	\$0	\$5,354,761
Total GF/non-GF:	\$0	\$5,948,874	\$0	\$6,398,016
Program Total:	\$5,948,874		\$6,398,016	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80017, IT Services

This program includes funding for server replacements and software upgrades for the library's integrated computer system, as well as funding for the implementation of new digital information strategies.

Lead Agency: Library
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Lisa Canavan

Executive Summary

Logistics ensures that library books and materials move quickly and accurately among all 21 library locations.

Library Facilities coordinates the maintenance of the buildings and grounds to ensure safe, secure and welcoming facilities.

Program Description

Logistics operates the centralized sort center and delivery operations that move library materials to and among library locations, enabling residents to have quick access throughout Multnomah County. This program operates a 7-day-per-week delivery system that provides delivery to 42 service points each week day, delivering and receiving all library books and materials, interoffice mail, U.S. mail, library supplies and bank deposits.

Library Facilities provides central coordination and direction of repair and maintenance activities among county facilities staff, telecommunications, contractors and vendors for 21 library locations. This program serves all library staff and the public as expert resources on ADA-compliant building access, ergonomics, workflow management, security policy, and safety management.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Crates of books, mail and supplies moved annually	286,000	290,000	277,400	270,000
Outcome	Staff satisfaction with delivery system	99.0%	95.0%	99.0%	95.0%

Performance Measure - Description

Output: In FY12-13 Logistics expects to sort and deliver about 277,400 crates. A crate is the library's unit of measurement for transporting library materials, mail, supplies and other items. This is a 3% projected decrease from FY11-12.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$1,077,261	\$0	\$1,075,806
Contracts	\$0	\$2,100	\$0	\$2,100
Materials & Supplies	\$0	\$33,359	\$0	\$43,472
Internal Services	\$0	\$695,969	\$0	\$721,363
Total GF/non-GF:	\$0	\$1,808,689	\$0	\$1,842,741
Program Total:	\$1,808,689		\$1,842,741	
Program FTE	0.00	14.75	0.00	14.75
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80018, Facilities & Material Movement

No significant changes to the program. Organizationally, this program is moving from the former Systemwide Access Services division (now System Access & Information Services) to the Department Administration division.

Lead Agency: Library
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Cindy Gibbon

Executive Summary

System Access Services facilitates the public's use of library physical and electronic collections and services and supports staff delivering library services directly to the public. Staff in this program develop and implement policies and procedures; coordinate IT support for all library operations; manage the integrated library computer system (ILS) and the ILS discovery layer; assist front line staff and managers with process improvement; develop and deliver systemwide training on electronic resources and research tools, circulation procedures and customer service; steward the library's collections; and manage special projects.

Program Description

This program develops library policies and procedures that ensure equitable and safe access to library services; works with IT management to ensure adequate IT support for library services; manages the ILS and its discovery layer for patrons and staff; trains and coaches staff and monitors uniform implementation of policies and procedures systemwide; handles escalated customer service issues; oversees the collection of overdue library materials; protects patron privacy; ensures the library's compliance with applicable federal, state and local law; and manages special projects. The program ensures that Multnomah County Library users have equitable access to library services; that the public's investment in the library's collection is protected; and that processes are efficient and effective to meet the public's demand for library resources at best value for the taxpayer's dollar. Policies and procedures are designed to balance the public values of access and stewardship.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total new cards/welcome notices issued annually	69,198	71,000	60,000	60,000
Outcome	Average \$ value of customer accounts sent to collection agency	127	124	130	133
Efficiency	Cost per item checked out/renewed (See below)	0	0	0	0
Output	% of checkouts done by self check out	79.5%	79.0%	78.8%	79.0%

Performance Measure - Description

Output: Total of welcome/address verification postcards issued to new library registrants to verify addresses and to inform parents of the library's Internet access policy for children and teens.

Outcome: Average \$ value of customer accounts sent to collection agency annually (total dollar value of accounts/total number of accounts). Trending slightly upward, perhaps due to recession.

Efficiency: Cost per item checked out (total annual expenditures/total circulation). FY11-12 actual = \$2.48; FY12-13 purchased = \$2.35; FY12-13 estimate = 2.42; FY13-14 offer = \$2.42. Among the nation's busiest libraries, Multnomah County Library has one of the lowest costs per item checked out.

Output: This measure relates to RFID checkout station implementation completed systemwide at the end of FY11. Increased use of patron self check out should lead to decreased repetitive stress injuries and worker's compensation claims related to materials handling.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$948,226	\$0	\$1,010,745
Contracts	\$0	\$223,170	\$0	\$147,084
Materials & Supplies	\$0	\$235,937	\$0	\$174,370
Internal Services	\$0	\$34,697	\$0	\$52,967
Total GF/non-GF:	\$0	\$1,442,030	\$0	\$1,385,166
Program Total:	\$1,442,030		\$1,385,166	
Program FTE	0.00	9.00	0.00	9.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

This program will receive \$300,000 from the Oregon State Library for the statewide online reference service, Answerland. This money will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last year this program was: #80019, Customer Support & Account Management
No significant changes.

Lead Agency: Library

Program Contact: Cindy Gibbon

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

System Information Services provides coordination, training, support, information and resources to Multnomah County Library's Information Services librarians and library assistants so they can quickly and accurately connect Multnomah County residents with the resources, experiences and information they seek. Information Services staff are expected to be knowledgeable, compassionate, respectful and committed to improving the quality of life for the community and available to assist in person, by phone, by e-mail, or online. Staff also connect with patrons virtually through Facebook, Twitter, My MCL and library blogs.

Program Description

System Information Services is responsible for the training and support of Information Services staff through classes, virtual micro-trainings and professional development forums. Staff in this section coordinate with Learning Systems, Human Resources, IT and other work groups to ensure that Information Services staff throughout the system are up to date with the latest technology trends and tools, have print and electronic resources that help them serve patrons, and are trained to use those resources.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of reference questions answered	869,855	840,000	750,000	750,000
Outcome	% of training participants who said they gained skills that will help them perform their jobs better	83.6%	0.0%	85.0%	87.0%

Performance Measure - Description

 **Measure Changed**

Output: Because of the reduction in library hours due to budget constraints, the number of reference questions answered is expected to decrease in FY12-13.

Outcome: This is a new measure looking at staff evaluations of classes offered by System Information Services.

Legal/Contractual Obligation

The FY 2014 budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would do the following: Restore and retain library services such as summer reading, books, student and jobseeker support, and outreach to senior citizens; Prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$217,993	\$0	\$228,223
Contracts	\$0	\$1,000	\$0	\$1,000
Materials & Supplies	\$0	\$31,643	\$0	\$14,065
Internal Services	\$0	\$6,928	\$0	\$8,148
Total GF/non-GF:	\$0	\$257,564	\$0	\$251,436
Program Total:	\$257,564		\$251,436	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the newly formed Library District (98.6%) and resources from the County's Library Fund (1.4%). It represents a pro-rated share of property taxes (94%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (6%).

Significant Program Changes

Last year this program was: #80020, Reference Services Coordination

No significant changes to this program. Organizationally, this program is moving from the former Reference, Adult Services, & Programming division (now Programming & Community Outreach) to System Access & Information Services (formerly Systemwide Access Services).

Department Overview

The Nondepartmental budget accounts for those programs and countywide functions that do not belong to particular departments. Programs include the Board of County Commissioners and its Chair; the Auditor's Office; the County Attorney's Office; the Communications Office; the offices of Emergency Management, Sustainability, and Diversity and Equity; independent County organizations such as the Commission on Children, Families, and Community; non-County agencies such as the Regional Arts and Culture Council and the Oregon Historical Society; and entities that account for corporate debt service. Fund-level transactions are also budgeted here.

The Board of County Commissioners provides corporate leadership, policy direction, and strategic direction for Multnomah County. The elected Auditor and his staff promote efficient, effective, accountable government. The County Attorney's Office provides legal guidance, advice, and other services. The Communications Office provides information and access to County government for the news media and the public. The County's Office of Emergency Management coordinates countywide emergency disaster preparedness, response, and mitigation activities. Several independent County agencies provide advice, oversight, analysis, and advocacy on behalf of the County and its citizens. The Citizen Involvement Committee involves citizens in County policy and decision-making processes. The Local Public Safety Coordinating Council coordinates public safety plans, policies, operations, and strategies of local government agencies in Multnomah County; and the Tax Supervising and Conservation Commission oversees budget and tax levy authority for taxing districts in the County.

Budget Overview

Nondepartmental contains County programs, independent County agencies, corporate functions, and payments to other entities that do not belong to County departments. The FY 2014 budget is \$106.0 million and 100.24 FTE. The year over year increase is due to increased debt service and an increase of nearly \$3.6 million of pass thru funding for the Transient Lodging Tax for the Convention Center Fund (10025).

The Chair’s Executive Budget for FY 2014 contains the following changes:

- \$258,000 in additional funding for the Office of Emergency Management, to support operations of the Emergency Coordination Center, continuity of operations planning ,and emergency preparedness in East Multnomah County.
- \$106,100 in one-time funding for emergency preparedness planning for vulnerable populations.
- \$407,000 in additional funding for the Office of Diversity & Equity, to support Countywide employee resource groups, development and use of the Equity Lens, and to staff and operate the Multnomah Youth Commission.
- \$60,000 in additional one-time funding for the Office of Sustainability, to support the County’s Food Summit and Beginning Urban Farmer Program.
- \$75,000 in additional, one-time funding for the Office of Economic Development, to support microloans to small County businesses.
- \$5,000 in new funding to support the State Watermaster’s Multnomah County office.
- \$245,000 in one-time funding for the SummerWorks internship program.
- Mid FY 2012 the Commission on Children, Families and Community (CCFC) was moved to the Department of County Human Services.

Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	98.59	99.66	99.66	100.24	0.58
Personnel Services	\$11,046,660	\$11,304,136	\$11,840,737	\$12,452,682	\$611,945
Contractual Services	33,332,249	34,083,704	34,779,290	38,000,424	3,221,134
Materials & Supplies	7,441,980	8,679,428	8,801,922	8,658,341	(143,581)
Debt Service	39,077,581	43,535,055	43,535,055	46,950,960	3,415,905
Capital Outlay	<u>12,085</u>	<u>16,558</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$90,910,555	\$97,618,881	\$98,957,004	\$106,062,407	\$7,105,403

*Does not include cash transfers, contingencies or unappropriated balances. Program Offers DO contain cash transfers, contingencies, and unappropriated balances.

Successes and Challenges

A selection of successes from Nondepartmental agencies includes:

- Multnomah County is one of the greenest and most efficient local governments in the nation. The Office of Sustainability has led this effort providing critical direction, policy analysis, project management, and accountability ensuring the County saves resources and money.
- The Citizen Involvement Committee provides direct citizen voice into program development and direction and conveys citizen input to officials and departments through reports, recommendations and meetings. This maximizes the value of citizen input, giving citizens a greater sense of ownership in the County decision-making process.
- The County Attorney's Office demonstrates continued success in resolving cases through zealous advocacy, motions practice, and at trial.
- The Chair's Office has led efforts to streamline and modernize County operations; overseen energy efficiency increases that save the County \$1.3 million per year; leveraged partnerships to meet pressing community needs like a new Sellwood Bridge; and continued to champion services for the most vulnerable in the face of State and Federal funding cuts.
- Reports by the Auditor's Office in 2013 include the Financial Condition Report; a Payroll Audit to improve timekeeping accuracy; a Mobile Device analysis which resulted in new business processes for tracking and recording cell phone use; and an audit of the SUN Service System.
- The Regional Arts and Culture Council combined support from the County with City of Portland funds, Work for Art proceeds, and other sources to fund more than \$2.4 million in grants to 121 Multnomah County artists and 131 Multnomah County nonprofit organizations.

Diversity and Equity

Nondepartmental is the “home” of the County’s Office of Diversity and Equity (ODE), a hub for countywide diversity and equity initiatives. The office provides data analysis, training and consulting; policy, practice, and procedures review; coordination of diversity and equity initiatives; equal employment opportunity (EEO) and affirmative action compliance; recruitment outreach audits; and coordination and oversight for the County’s Employee Network Groups.

In FY 2014 ODE continues a culture change strategy and the Dignity and Respect pledge campaign is the centerpiece of this work. Outcomes and activities from that effort will include:

- Team building: establishing a countywide Diversity Committee to communicate and coordinate existing work across the county; and continued development of the Equity Council; an interdepartmental team that meets monthly to review policy and practices and make recommendations for change.
- Implementation: Creating a robust informal complaint mechanism including the existing hotline and tracking system. A variety of educational interactive efforts including book groups, Facebook and Twitter campaigns, educational videos and focus questions for countywide discussion. Enhanced communication and best practice sharing strategies will include ODE Website toolkits, social media, video messaging and desktop training.

The Office of Diversity and Equity in partnership with the Multnomah County’s Chair’s Office launched the Equity and Empowerment Lens which has a Racial Justice focus to address inequities in County services, policies, practices and procedures. The Equity and Equality Lens is a set of reflective actions, materials and tools designed to provide information for discussion, planning and decision making leading to more equitable policies and programs. The Office works with all county employees to begin integrating the Lens questions and educational information into their daily work. Read more about this initiative in program 10017B ODE Equity Lens Program.

Nondepartmental

fy2014 proposed budget

Nondepartmental

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	\$1,416,800	\$0	\$1,416,800	9.00
10001	BCC District 1	540,456	0	540,456	3.80
10002A	BCC District 2	540,456	0	540,456	4.00
10003	BCC District 3	540,456	0	540,456	3.60
10004	BCC District 4	540,456	0	540,456	4.00
10005	Auditor's Office	1,393,026	0	1,393,026	8.78
10006	Tax Supervising & Conservation Commission	304,688	0	304,688	2.40
10007	Communications Office	840,996	0	840,996	6.46
10008	County Attorney's Office	0	4,092,735	4,092,735	23.00
10009	Local Public Safety Coordinating Council	531,315	557,475	1,088,790	3.20
10010	Citizen Involvement Committee	229,981	0	229,981	2.00
10011	Office of the Board Clerk	888,139	0	888,139	2.00
10012A	Office of Emergency Management	890,079	1,073,050	1,963,129	5.00
10012B	Office of Emergency Management	55,061	55,062	110,123	1.00
10013	Office of Emergency Management-UASI Regional Preparedness	0	525,972	525,972	2.00
10014	Office of Emergency Management - COOP Specialist	55,489	55,489	110,978	1.00
10015	Office of Emergency Management - Vulnerable Population Specialist	106,122	0	106,122	1.00
10016	Government Relations Office	718,237	0	718,237	4.00
10017A	Office of Diversity & Equity	663,800	0	663,800	5.00
10017B	ODE Program Support	112,188	0	112,188	1.00
10017C	ODE Equity Lens Program	140,305	0	140,305	1.00
10017D	ODE Multnomah Youth Commission Support	154,481	0	154,481	1.00
10018A	Office of Sustainability	614,336	25,000	639,336	5.00
10018B	Office of Sustainability - Beginning Urban Farmer Program	0	40,000	40,000	0.00
10019	Office of Economic Development	0	221,610	221,610	1.00
10019B	Office of Economic Development - Microloan Program	0	70,000	70,000	0.00

Nondepartmental

fy2014 proposed budget

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
10020	Regional Arts & Culture Council	163,733	0	163,733	0.00
10021	State Mandated Expenses	5,257,290	392,088	5,649,378	0.00
10022	Pass-Through Payments to East County Cities	5,937,323	0	5,937,323	0.00
10023	OHS Local Option Levy	0	1,744,253	1,744,253	0.00
10024	County School Fund	0	20,000	20,000	0.00
10025	Convention Center Fund	0	27,329,500	27,329,500	0.00
10026	Capital Debt Retirement Fund	0	22,460,047	22,460,047	0.00
10027	GO Bond Sinking Fund	0	16,190,000	16,190,000	0.00
10028	PERS Pension Bond Sinking Fund	0	78,170,000	78,170,000	0.00
10029	SummerWorks Internship Program	0	245,000	245,000	0.00
Total Nondepartmental		\$22,635,213	\$153,267,281	\$175,902,494	100.24

*Does include cash transfers, contingencies or unappropriated balances.

Fund Level Programs

The following program offers account for General Fund revenues, the beginning balance in the Behavioral Health Care Fund, and other fund level transactions. General Fund expenditures are budgeted in departments.

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
25101	Mental Health Beginning Working Capital	0	14,017,238	14,017,238	0.00
	<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>				
95000	Fund Level Transactions	54,174,929	52,663,046	106,837,975	0.00
	<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>				
95001	General Fund Revenues	383,483,001	0	383,483,001	0.00
	<i>This program offer contains the budget for General Fund revenues. Expenses are budgeted in departments.</i>				

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

Program Contact: Jeff Cogen

Executive Summary

The Chair is the Chief Executive Officer of Multnomah County. The Chair works closely with the Board of County Commissioners to set the policy direction of Multnomah County and implements that direction as mandated by the Home Rule Charter. All Departments and non-departmental offices report to the Chair, including the Office of Diversity and Equity, Office of sustainability, Communications Office, Board Clerk's Office and Government Affairs.

Program Description

The Chair oversees a \$1.5 billion budget and more than 4,400 Full Time Employees. Chair Cogen and his staff are focused on improving the health and welfare of Multnomah County residents by leading innovative, creative, cost-effective and practical solutions to community issues. The Chair develops the Executive Budget; appoints department directors; has authority over litigation, contracts and financial instruments and manages the Board agenda. The Chair is also the Chief Personnel Officer for the County.

Chair Cogen believes that good government reflects the values and priorities of the community. As Multnomah County residents have struggled and prioritized their spending, so too has the County. The Chair has led efforts to streamline and modernize county operations; improve management span of control; leveraged partnerships to meeting pressing community needs like the Gateway Center for Domestic Violence and Crisis Assessment and Treatment Center; and continued to champion services for the most vulnerable at the federal, state and local level.

In FY 14, the Chair will work with the City of Portland and other local jurisdictions to ensure the coordinated care of our community's well-being; implement a Mental Health First Aid Training program for front-line county staff and first responders; fight for increased state and federal funding for Mental Health services; and work with the State Legislature to return local control to counties on issues of tobacco and gun control.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Community input sessions prior to development of Executive Budget	0	4	5	5
Outcome	Constituents inform the Chair's budget decisions	0	0	0	0
Outcome	Proposal and approval of FY 14 Budget	1	1	1	1

Performance Measure - Description

In FY 14 the Chair's office will continue to seek opportunities to improve the county's business practices and build a culture of excellence and innovation. By expanding opportunities for constituents to interact directly with the Chair and his staff, the Chair can better align county programs with community need.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,040,150	\$0	\$1,076,013	\$0
Contracts	\$20,000	\$0	\$38,829	\$0
Materials & Supplies	\$31,892	\$0	\$52,789	\$0
Internal Services	\$261,847	\$0	\$249,169	\$0
Total GF/non-GF:	\$1,353,889	\$0	\$1,416,800	\$0
Program Total:	\$1,353,889		\$1,416,800	
Program FTE	9.00	0.00	9.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Chair's Office is funded by the County General Fund. This budget includes a 1% constraint.

Significant Program Changes

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

This offer includes 1.0 FTE that was re-classified from a Senior Policy Adviser to a Public Advocate to provide a single point of contact for constituent concerns and engage in a more robust outreach effort to people in the communities where they live. Salary savings from the reclassification of this position were used to meet constraint.

Lead Agency: District 1
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Deborah Kafoury

Executive Summary

Commissioner Deborah Kafoury is one of five elected officials comprising the governing body of Multnomah County. This is Commissioner Kafoury's fifth year serving on the Board of County Commissioners, where she represents the residents of District One.

Commissioner Kafoury is committed to serving her constituents to the best of her ability; addressing policy issues that impact all people in the County, especially those who are unable to advocate for themselves; and, passing a balanced budget that uses the County's resources wisely and effectively to improve the life of County residents. Please visit www.multco.us/ds1 to learn more about Commissioner Kafoury's office and priorities.

Program Description

Commissioner Kafoury is the main point of contact for residents in District 1 who have questions and concerns about county services or policies. In addition to being responsive to the residents of her district, Commissioner Kafoury is an advocate for issues of concern to the entire county including preventing and ending homelessness, the health and well-being of Multnomah County's children and families, land use and transportation, and ensuring Multnomah County services are available for our most vulnerable residents.

In FY 13, Commissioner Kafoury led the effort to replace the Sellwood Bridge, including the successful translation of the existing span to the temporary detour bridge; secured contingency funding to rapidly-rehouse homeless families on the family shelter wait list; championed a gun violence prevention ordinance for Multnomah County residents and a gun turn in day; led an effort to refocus the community's plan to end homelessness; advanced county efforts to address bed bugs; and spearheaded the planning effort to replace the Downtown Courthouse. Commissioner Kafoury serves as the Board's representative on the Portland Children's Levy Allocation Committee, the Multnomah County Audit Committee, and as the Co-Chair of the Domestic Violence Fatality Review Committee.

In FY 13-14, Commissioner Kafoury will:

1. Keep the Sellwood Bridge replacement project on time and on budget and ensure that workforce goals of 20% DMWESB are met.
2. Establish a plan to renovate or rebuild the Downtown Courthouse.
3. Implement the community's plan to end homelessness, specifically creating a governance committee and aligning budgets with the City of Portland, Home Forward and private funders to better address homelessness in Multnomah County.
4. Actively engage with the SUN School system RFP process to ensure the best possible outcomes for the County's investment.
5. Work with the Legislative team to advance state and federal agendas, including passing legislation to prevent gun violence.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Establish feasible plan for the Downtown Courthouse.	0.0%	0.0%	0.0%	40.0%
Outcome	Sellwood Bridge Replacement Project.	0.0%	0.0%	0.0%	40.0%
Output	Create Governance Committee to oversee Homeless Plan.	0.0%	0.0%	0.0%	100.0%
Output	Send out a monthly e-newsletter.	0	12	12	12

Performance Measure - Description

By the end of FY 13-14, the Courthouse plan will be 40% complete. A decision will be made between build new/replace; work will have started to advance that objective (site selection or forensic analysis required to renovate); a Business Case Analysis to determine the possibility of a Public/Private Partnership will be complete; start-up funding will be secured. Construction on the Sellwood Bridge will be 40% complete (slated to open summer 2015). A governance committee will be created to oversee implementation of A Home For Everyone: A United Community Plan to End Homelessness in Portland/Multnomah County. Our monthly e-newsletter will share information about policies and priorities with those who receive it for residential and commercial purposes.

Legal/Contractual Obligation

The Board of County Commissioners 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	2013	2013	2014	2014
Personnel	\$418,843	\$0	\$443,466	\$0
Contracts	\$7,000	\$0	\$0	\$0
Materials & Supplies	\$19,704	\$0	\$27,399	\$0
Internal Services	\$70,272	\$0	\$69,591	\$0
Total GF/non-GF:	\$515,819	\$0	\$540,456	\$0
Program Total:	\$515,819		\$540,456	
Program FTE	3.80	0.00	3.80	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, BCC District 1

Lead Agency: District 2
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Loretta Smith

Executive Summary

Commissioner Loretta Smith is the District 2 representative to the Board of County Commissioners. She sits as one of five elected officials tasked with developing policy, coordinating the development of Multnomah County's annual budget, and ensuring that policy and budget support the work of County Department's in the delivery of services to County residents, businesses, Regional Government Partners, key stakeholders in the academic community, the faith community and the system of community-based non-profits. Commissioner Smith works to ensure that County services are oriented to protect the most vulnerable community members accessing public health, mental health and homelessness programs; promoting public safety through policing services, County jails, Adult and Juvenile Probation and Parole services, broad community justice initiatives and services for families and high-risk youth. Providing cost-effective services in the County's infrastructure of roads, bridges, animal services and Library services, and managed through the lens of equity, transparency, and sustainability ensures a continuing connection to Multnomah County values, its mission, goals, objectives and outcomes.

Program Description

Community engagement, transparent and open governments are core values in the duties performed through District 2's Commissioner. Commissioner Smith continues to utilize a multi-modal approach that encompasses, group and individual meetings with constituents, tours of facilities, speaking engagements, resolution and proclamation development, newsletter, website, social media connections and telephonic communication. Program and community highlights for Fiscal Year 2012-2013 include the following activity: 1) Budget development for the Summer Youth Connect program (\$100,000 in County General Fund dollars and \$395,000 in partnership resources with the City of Portland and Worksystems, Inc.); 2) Multnomah County Interfaith Peace & Non-Violence Summit, Anti-Bullying Summit, State of Equity Discussion, 3) Sponsorship of Infant Mortality Awareness Month, Multnomah County, National Coming Out Day, National Cyber Security Awareness Month and Declaring World AIDS Day on December 1, 2012 in Multnomah County.

Priorities for FY 2013-2014 will include: maintaining Multnomah County's commitment to summer youth employment through Summer Youth Connect; engaging in key Regional Policy activity through Metro's MPAC group and SW Corridor Steering Committee;

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Respond to constituent inquiries, emails and information requests	100	100	100	200
Outcome	Updated website, mapping function and expanded social media outreach	0	0	0	52
Output	Convene METRO MPAC Regional Advisory Planning Sub-committee	0	0	12	24
Outcome	Community satisfaction survey informs constituent engagement activity	0.0%	0.0%	0.0%	70.0%

Performance Measure - Description

In Fiscal Year 2013-14 Commissioner Smith expands methods to connect with constituent populations and stakeholders via electronic newsletters, website improvements and mapping activities. The Commissioner's office will continue involvement in regional planning and advisory committee activity in support of Multnomah County planning efforts that seek to improve the transportation, quality of life and economic fortunes of County residents and local businesses.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$425,641	\$0	\$428,060	\$0
Contracts	\$6,121	\$0	\$10,170	\$0
Materials & Supplies	\$14,150	\$0	\$29,564	\$0
Internal Services	\$69,907	\$0	\$72,662	\$0
Total GF/non-GF:	\$515,819	\$0	\$540,456	\$0
Program Total:	\$515,819		\$540,456	
Program FTE	4.00	0.00	4.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The District 2 office is funded through County General Fund

Significant Program Changes

Last year this program was: #10002, BCC District 2

Commissioner Smith values community-wide engagement opportunities. In Fiscal Year 2012-2013, Commissioner Smith continued her work with neighborhood offices, business associations, community-based organizations and community advocacy groups. As such, in order to gauge constituent satisfaction with services provided through this office, the office will develop a mechanism to survey community residents and stakeholders in the fiscal year. Primarily the survey will focus on those that engage in activity with the office through telephonic inquiry, email and written communication. It is an important tool that can be utilized to inform this office of District 2 issues and concerns, and how the community views the responsiveness of their elected official.

Lead Agency: District 3
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Judy Shiprack

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 including most of SE Portland.

Commissioner Shiprack focuses on policy impacting her constituents while embracing the Board's mission, vision and values of social justice, health, public safety, integrity, stewardship, innovation and sustainability. She works with the community in creating a county budget that is equitable, transparent and responsible.

Program Description

Commissioner Shiprack will continue to provide leadership and engage the community in order to create the best county services for the community, especially for the vulnerable. Finding efficiencies, cost saving measures, and supporting evidence-based programs and services are a high priority.

Policy priorities include early education, public safety, elders, food security and finding solutions to the county's aging infrastructure. She is working with state leaders to advocate creating an early learning system to ensure school readiness. She promotes elders issues by serving as liaison to Elders in Action, supporting programs and other collaborative efforts. Commissioner Shiprack continues to be dedicated to an efficient public safety system by serving as Co-Chair to the Local Public Safety Coordinating Council (LPSCC). She is working with her colleagues on the Board, other stakeholders and the community to find a solution to the unsafe and obsolete Downtown Courthouse. Commissioner Shiprack recognizes the important role of a thriving local food economy in meeting the health and economic needs of our community. She will continue her leadership in furthering the accomplishments of the Multnomah Food Initiative.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Institutional Food Buyers Alliance	0	1	1	1
Outcome	Downtown Courthouse	5.0%	15.0%	20.0%	40.0%
Output	Local Public Safety Coordinating Council's What Works Conference	1	1	1	1
Input	Community Meetings	120	90	135	100

Performance Measure - Description

-Commissioner Shiprack convenes an institutional food buyers alliance in Multnomah County to align and steer the collective buying power of regional institutions towards sustainable, locally grown food.

-A safe and efficient courthouse is vital for delivering justice in Multnomah County. Commissioner Shiprack will continue to develop a plan to address the ageing Downtown Courthouse.

-On January 11, 2013 Oregon's Chief Justice, the Governor and state and local leaders gathered for the What Works conference to discuss the Governor's Public Safety Commission's recommendations to identify fiscally responsible and sustainable evidence-based policies and practices controlling corrections growth.

-Constituent meetings and the policies resulting from them indicate Commissioner Shiprack's dedication to community building in her district, participating in several civic processes focused on family, youth and community development including the East Portland Action Plan, SE-area chambers of commerce and neighborhood and business associations.

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	2013	2013	2014	2014
Personnel	\$422,716	\$0	\$442,685	\$0
Materials & Supplies	\$23,787	\$0	\$27,270	\$0
Internal Services	\$69,316	\$0	\$70,501	\$0
Total GF/non-GF:	\$515,819	\$0	\$540,456	\$0
Program Total:	\$515,819		\$540,456	
Program FTE	3.60	0.00	3.60	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

General Fund Program

Significant Program Changes

Last year this program was: #10003, BCC District 3

Lead Agency: District 4
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Diane McKeel

Executive Summary

Commissioner Diane McKeel is one of the five elected members that comprise the governing body for Multnomah County. Commissioner McKeel represents District 4, the eastern area of the County. As a member of the Board of County Commissioners, Commissioner McKeel is responsible for adopting an annual balanced budget, setting policy and effectively representing her district.

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. To learn more about Commissioner McKeel's office visit the website at www.multco.us/cc/ds4.

Program Description

During FY12-13, Commissioner Diane McKeel prioritized her work around increasing services for veterans, ending the commercial sexual exploitation of children, advocating for more resources to end child hunger, expanding STEM opportunities for youth, economic and community development in East Multnomah County and securing stable funding for the award winning Multnomah County Library System.

In the coming year, Commissioner McKeel will continue her successful work around veterans', economic development, worksite wellness, combating domestic human trafficking and advocating for services to continue following the need as it moves east. Commissioner McKeel will increase her efforts to identify opportunities for youth to engage in the community, be supported at every age and be ready to take advantage of the careers of the future. She will also continue to champion equity and diversity through the use of the County's Equity and Empowerment Lens and by hosting an interfaith summit.

Commissioner McKeel will continue to represent the County on important issues at the local, state and federal level.

- 1.) Transportation - Chair of the East Multnomah County Transportation Committee and the County representative on the Joint Policy Advisory Committee on Transportation (JPACT)
- 2.) Veterans - Chair of the Multnomah County Veterans Task Force, Chair of the Association of Oregon Counties (AOC) Veterans Services Subcommittee, Member of the National Association of Counties (NACo) Veterans and Military Service Subcommittee
- 3.) Health Care - Member of the NACo Health Steering Committee, Co-Vice Chair of the AOC Health and Human Services Committee

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Respond to constituent calls, letters and emails within 24 hours.	95.0%	95.0%	95.0%	95.0%
Outcome	East Multnomah County STEM Partnership	0.0%	0.0%	50.0%	100.0%
Outcome	Apply County's Equity and Empowerment Lens to office initiatives	0.0%	0.0%	25.0%	50.0%
Outcome	Wednesday Walker Series	0	0	1	1

Performance Measure - Description

1. VETERANS - Decrease numbers of homeless veterans by maintaining flexible funds for VASH vouchers, preserve and/or increase mental health services and improve website to help veterans access services and information.
2. CSEC - Preserve services available for victims of trafficking, slow demand through work on awareness, increase penalties for buyers, pimps and traffickers through advocacy at the Oregon State Legislature and support efforts to reduce violence against women.
3. YOUTH - host interns in the office, encourage mentoring, partner with organizations to reduce bullying in schools and increase STEM (Science, Technology, Engineering and Math) opportunities in East Multnomah County.
4. WELLNESS - Continue the summer Wednesday Walkers Series to encourage worksite wellness and support the new Wellness Coordinator in creating lasting organizational change.

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	2013	2013	2014	2014
Personnel	\$422,166	\$0	\$447,426	\$0
Materials & Supplies	\$21,557	\$0	\$20,515	\$0
Internal Services	\$72,096	\$0	\$72,515	\$0
Total GF/non-GF:	\$515,819	\$0	\$540,456	\$0
Program Total:	\$515,819		\$540,456	
Program FTE	4.00	0.00	4.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #10004, BCC District 4

Lead Agency: Auditor
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Steve March

Executive Summary

The Auditor's Office promotes efficient, effective, equitable and accountable government. Authorized by the County Charter, the elected Auditor and staff conduct independent, objective performance audits and special studies of county operations. Our audits examine program performance, service outcomes, management processes and general operations. We provide the public and County officials, as well as management, with an assessment of the quality, effectiveness and value of County services and identify opportunities for improvements.

Program Description

The most visible products of our work are audit and other reports, but our interactions with management and staff also can result in improvements to County services and delivery. In addition we provide internal and external accountability not only through our audits but in managing the Good Government Hotline for employees and the public. We work with the County's Audit Committee to further ensure financial accountability.

Audits and reports released, or to be released in 2012 and 2013 include: SAP Access & Identity follow-up; Payroll Audit; Good Government Hotline; SUN Service System; Mobile Device Management & Accountability; Contracting with Consultants; Salary Commission report; County Business Income Tax & Vendors. Audits underway currently include: Facilities; Mental Health & Addiction Services; and, County-wide Overtime.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of reports issued	8	8	7	8
Outcome	Recommendation implementation rate - within 5 years	89.0%	90.0%	90.0%	90.0%
Quality	Auditees reporting that the audit will improve organization	90.0%	90.0%	0.0%	0.0%

Performance Measure - Description

✔ Measure Changed

- 1) Number of Reports Issued; temporary fte reductions affected output.
- 2) Recommendation Implementation rate - has been fairly consistent but considering ways to improve through biennial reporting by significant recommendation.
- 3) We are working to develop a new "Quality" measurement; our prior measurement (Auditees reporting survey) did not appear to provide meaningful information. Figures here are from last survey.

Legal/Contractual Obligation

County Charter 8.10 states, "The auditor shall conduct performance audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted government auditing standards. The auditor may also conduct studies intended to improve the performance of county efforts."

Government auditing standards outline the requirements for planning, conducting, and reporting of audit work. Auditors are required to complete at least 80 hours of relevant training every two years. In addition we are required to have a peer review every 3 years to ensure compliance with standards; The Multnomah County Auditors Office passed that review in 2011 and will need to complete it again in 2014.

By Charter the Auditor's Office also appoints a Salary Review Commission every two years and performs redistricting every ten years. A Salary Commission will be appointed for 2014.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,001,387	\$0	\$1,068,433	\$0
Contracts	\$151,500	\$0	\$150,000	\$0
Materials & Supplies	\$25,870	\$0	\$13,595	\$0
Internal Services	\$154,993	\$0	\$160,998	\$0
Total GF/non-GF:	\$1,333,750	\$0	\$1,393,026	\$0
Program Total:	\$1,333,750		\$1,393,026	
Program FTE	8.65	0.00	8.78	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This is a General Fund program.

Significant Program Changes

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

Lead Agency: Tax Supervising &

Program Contact: Tom Linhares

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:
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. As of the 2013-14 fiscal year, 13 districts have 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 27 local governments under its jurisdiction. The reviews are both procedural and substantive in nature. 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 continues to assert influence beyond Multnomah County. Commission staff played a critical role in securing passage of HB 2425 (2011 Session) which updated Oregon's local budget law for the first time since 1963 affecting nearly 1,500 taxing districts. In December 2011 the Commission published a Recent History of Oregon's Property Tax System. This report has been very well received by officials from all 36 counties as well as legislative leaders and private citizens.

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 the 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 transparent and accountable to the citizens we serve.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Output; Provide training and technical assistance for districts' budget staff.	13	15	11	15
Outcome	Outcome; Reduce the number of objections and recommendations in TSCC Certification Letters.	15	10	15	10
Output	Output; Conduct public hearings on approved budgets and property tax measures for taxing districts.	12	12	16	15

Performance Measure - Description

By reducing errors, 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 ask questions about the financial affairs of taxing districts.

Legal/Contractual Obligation

TSCC is mandated by ORS 294.605 to 294.705. Counties with a 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 appropriation of \$280,000 (ORS 294.630). This amount increases by three percent per year starting in 2011-12. For FY 2014 the maximum appropriation is \$305,963 (280,000 x 1.03 x 1.03 x 1.03).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$279,398	\$0	\$290,025	\$0
Contracts	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$9,900	\$0	\$8,050	\$0
Internal Services	\$4,706	\$0	\$4,613	\$0
Total GF/non-GF:	\$296,004	\$0	\$304,688	\$0
Program Total:	\$296,004		\$304,688	
Program FTE	2.40	0.00	2.40	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

There are no direct revenues. Expenditures of the Commission are included in the CAFFA Grant, bringing in an average of \$61,725 over the last four fiscal years. With the passage of HB 2074 (Chapter 596, Oregon Laws 2009), the County is reimbursed one-half of the net operating costs of the Commission from the districts under the Commission's jurisdiction. This change resulted in \$94,169 of new revenue for the County in 2009-10, \$97,393 in 2010-11, \$106,089 in 2011-12 and \$105,792 in 2012-13.

Significant Program Changes

Last year this program was: #10006, Tax Supervising & Conservation Commission

Lead Agency: Public Affairs Office

Program Contact: Dave Austin

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:
Executive Summary

The Communications Office is the central distribution voice to and point of information for taxpayers, the public and the news media, communicating what Multnomah County does and how employees work in the community to provide services. The office – using targeted communications strategies – works directly with the Chair’s Office, the Board, elected officials, and County staff to promote transparency and demonstrate how effectively local government officials use taxpayer dollars to support all residents. Also, the office works with the Chief Operating Officer to handle internal advisory communication for the Chair when it comes to critical information, including – but not limited to – county business, labor practices and negotiations, budget strategies and relevant political issues around labor practices, negotiations and other sensitive topics. Top goals include: providing taxpayers, the public and the media with stories and information about critical county programs; responding to public records requests; responding with urgency and immediacy to the public and media inquiries about the county; strongly carrying and promoting the values of the Board of Commissioners, both internally and externally; advising the Chair, the Board, elected officials, and County staff on the best approaches with taxpayers, the public and the media; creating materials that increase the county’s visibility; committing to and working with the highest standard of transparency for the sake of the public; and developing new ways to reach out to county residents by inviting them to participate in local government.

Program Description

This office will aggressively and consistently inform the public of stories and events that provide a high level of understanding of what the county does with taxpayer dollars and how local government makes a difference in people’s lives. The office will employ a wide range of media – television, newspapers, radio and digital media, as well as direct communications to the public, including appearances and community meetings – to reach a diverse audience and proactively increase the visibility of Multnomah County and the services it provides to all residents. The office will be the lead on ensuring the public that Multnomah County government is efficient, transparent and open to dialogue with its residents.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of news stories generated by Communications Office	100	250	150	300
Outcome	Number of multi-media videos/projects produced by office	0	25	15	50
Output	Increase over the prior year in the # of Twitter followers	48.0%	0.0%	30.0%	25.0%

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$627,863	\$0	\$711,543	\$0
Contracts	\$10,000	\$0	\$16,000	\$0
Materials & Supplies	\$10,747	\$0	\$8,550	\$0
Internal Services	\$85,195	\$0	\$104,903	\$0
Total GF/non-GF:	\$733,805	\$0	\$840,996	\$0
Program Total:	\$733,805		\$840,996	
Program FTE	6.00	0.00	6.46	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #10013, Communications Office

Lead Agency: County Attorney
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Jenny Morf

Executive Summary

The mission of the Office of County Attorney is to provide the highest quality and cost effective legal advice and representation. The Office reviews and advises on the legal aspects of County government operation, defends claims against the County and its employees, and assists with Federal, State, and County legal requirements. The County Attorney collaborates with risk management, provides legal training and strives to provide clients with appropriate advice before legal issues become legal problems.

Program Description

The Office of County Attorney prepares and reviews legal documents including contracts, Ordinances, Resolutions, Board Orders, Executive Rules, Administrative Procedures, and others. It provides legal advice and counsel to the Board of County Commissioners, the Chair, the Sheriff, the Auditor, the District Attorney, County Departments, Offices, Advisory Boards, Districts, Commissions and Committees. It prepares formal written opinions deemed necessary by the County Attorney regarding significant interpretations of federal and state laws, the Charter, County Code and other legal requirements. The Office controls and supervises all civil actions and legal proceedings where the County is a party or has a legal interest. The Office represents and defends any legal action, matter or proceeding in any court or tribunal and as requested by the Board.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Attorney Direct Service Hours	16,527	22,000	18,669	19,000
Outcome	Client Satisfaction- helping clients achieve their objectives	88.0%	90.0%	91.0%	91.0%
Efficiency	Percentage of attorney time dedicated to direct client services	88.0%	90.0%	91.0%	90.0%
Input	Number of tort claims received	150	150	138	140

Performance Measure - Description

The number of attorney direct service hours represents attorney time dedicated to litigation, legal consultation, legal document preparation and review, and client training. Direct service hours exclude time spent on professional development, administrative, clerical, or office related tasks. Office attorneys dedicate the vast majority of their time providing direct services.

A tort claim is a notice of intent to bring a lawsuit for damages against the County or its employees. A downward trend in the number of tort claim notices could be attributed to a number of factors, including consultation with attorneys on policies and practices to establish best practices and avoid unlawful conduct.

Legal/Contractual Obligation

Multnomah County Code Chapter 25 established the Office of County Attorney and charges the County Attorney to be the Chief Legal Officer of the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$3,256,698	\$0	\$3,413,100
Contracts	\$0	\$30,000	\$0	\$30,000
Materials & Supplies	\$0	\$119,500	\$0	\$119,500
Internal Services	\$0	\$499,179	\$0	\$530,135
Total GF/non-GF:	\$0	\$3,905,377	\$0	\$4,092,735
Program Total:	\$3,905,377		\$4,092,735	
Program FTE	0.00	23.00	0.00	23.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,905,377	\$0	\$4,092,735
Total Revenue:	\$0	\$3,905,377	\$0	\$4,092,735

Explanation of Revenues

Funding for the Office of County Attorney is generated through a portion of the liability insurance rate on County payroll expenses.

Significant Program Changes

Last year this program was: #10014, County Attorney's Office

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. Since 1995, LPSCC has convened leaders from local governments; public safety, social service and education agencies; private service providers and local communities throughout the County to collaborate on 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 directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system. It also oversees the operation of 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 District 3 Commissioner Judy Shiprack and City of Portland Mayor Charlie Hales.

LPSCC also directs the work of several subcommittees and smaller workgroups that focus on key issues within the public safety system, such as youth and gang violence prevention, coordination between the public safety and mental health systems, and juvenile justice. 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 and ensure data security through a Policy Committee.

In FY 2014, the Council will fund the following staff: a full-time Executive Director, who directs and coordinates inter-agency public safety policy discussions; a full-time Public Safety System Analyst, who examines cross-agency data and relevant policies to identify improvements to the public safety system; a full-time Executive Assistant, who provides organizational and communications support; and a part-time, temporary assistant, who provides research assistance on special projects.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of LPSCC Executive Committee Meetings	10	10	10	10
Outcome	% of Executive Committee Members satisfied with the results/outcomes of meeting	81	85	85	85

Performance Measure - Description

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 meeting attendance of its members, which reflect the value of these meetings, and members' satisfaction with the results of these meetings.

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	2013	2013	2014	2014
Personnel	\$0	\$345,236	\$0	\$394,220
Contracts	\$0	\$124,500	\$0	\$5,000
Materials & Supplies	\$0	\$21,115	\$0	\$17,568
Internal Services	\$516,140	\$175,036	\$531,315	\$140,687
Total GF/non-GF:	\$516,140	\$665,887	\$531,315	\$557,475
Program Total:	\$1,182,027		\$1,088,790	
Program FTE	0.00	2.60	0.00	3.20
Program Revenues				
Intergovernmental	\$0	\$425,171	\$0	\$557,475
Other / Miscellaneous	\$0	\$240,716	\$0	\$0
Total Revenue:	\$0	\$665,887	\$0	\$557,475

Explanation of Revenues

LPSCC is funded by the State Department of Corrections through SB 1145. The FY 2014 budget contains approximately \$128,000 one-time carryover funds that accumulated in LPSCC's budget over several years. LPSCC will apply the majority of these one-time funds towards DSS-J operations. LPSCC will also receive \$5,000 to provide research support for a grant administered by the District Attorney's Office.

Significant Program Changes

Last year this program was: #10015, Local Public Safety Coordinating Council
None.

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 Multnomah County governance. This offer provides the resources for the Citizen Involvement Committee (CIC), through its Office of Citizen Involvement (OCI), to energetically pursue this goal.

Program Description

The CIC maintains a publicly-accessible office providing a clearinghouse for information about and entry into a bevy of county citizen opportunities. The CIC provides ongoing independent assessment of citizen participation opportunities; identifies and works to remove barriers to participation through live forums, Departmental Reviews, and Diversity Outreach trainings; advocates in partnership with other governmental and non-governmental organizations for citizen involvement in policy and decision-making; coordinates independent Citizen Budget Advisory Committees (CBACs); implements the citizen-driven Dedicated Fund Review; and recognizes the dedication of county's volunteers by hosting the annual Volunteer Awards Ceremony for all county departments. The CIC and OCI provide direct citizen voice into program development and direction early in decision-making processes and convey citizen input to officials and departments through reports, recommendations, meetings. This maximizes the value of citizen input, giving citizens a greater sense of ownership in the process.

This offer supports county accountability strategies in multiple ways by: 1) Fostering and supporting actively engaged communities of citizens working with the county; 2) Enhancing the public's awareness of county operations and providing venues for citizen contribution to program development and direction, including live forums and online surveys; 3) Focusing efforts on seeking out and engaging underrepresented communities, including maintaining a Spanish-language version of the CIC website; 4) Providing citizens a single entry point for involvement information; 5) Regularly updating its websites, database & publications with current volunteer opportunities; and 6) Creating consistent protocol for citizen involvement activities. This offer ensures the resources necessary to: maintain a centralized and current database of volunteers and interested citizens; maintain an up-to-date bilingual website listing volunteer information and opportunities; create consistent expectations and processes for citizen involvement activities; expand training and support of county volunteers and staff; and increase community outreach, especially to underrepresented communities who do not normally participate in county government, through online and real-time opportunities

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	database of volunteers is current and available at all times	100.0%	100.0%	100.0%	100.0%
Outcome	percentage of participants in activities who felt time was well spent	96.0%	95.0%	98.0%	90.0%
Output	substantive response to citizen emails, calls, concerns within 3 working days	100.0%	95.0%	100.0%	95.0%
Output	new citizen involvement opportunities are publicized within 3 working days	95.0%	90.0%	95.0%	90.0%

Performance Measure - Description

The performance measures for this program offer essential measurements of efforts to notify and educate the public about the county and citizen involvement opportunities. OCI's enhanced use of our webpages, social media accounts, online volunteer database, and live recruitment in the community increases the public's knowledge of and likely participation with county citizen involvement opportunities.

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	2013	2013	2014	2014
Personnel	\$166,344	\$0	\$177,345	\$0
Materials & Supplies	\$11,888	\$0	\$10,851	\$0
Internal Services	\$40,575	\$0	\$41,785	\$0
Total GF/non-GF:	\$218,807	\$0	\$229,981	\$0
Program Total:	\$218,807		\$229,981	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This is a General Fund program.

Significant Program Changes

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

The CIC, through the Office of Citizen Involvement, 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. Activities such as live topical forums, online surveys, the Spanish website, Travelling Recruitment Campaign, a sub committee focused on outreach and diversity issues, and the development of additional resources for advisory committee staff have expanded CIC partnerships throughout the county community.

Lead Agency: Nondepartmental - All

Program Contact: Lynda Grow

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 and provide information on items brought before the Board and public.

Board Clerks act to maintain the integrity of all Multnomah County processes and procedures pertaining to the Board of County Commissioners. They uphold the Board of Commissioners' Vision and support its Mission in their work.

Program Description

The Office of the Board manages all Board meetings, agendas, records, indices and schedules. They disseminate information pertaining to 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. They perform responsible clerical and research work associated with the proceedings of the meetings, the Board's actions and records; provide information on upcoming board items, post public notices, provide information and referral to the public; and, schedule meetings space and equipment.

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.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Board Meetings Scheduled	90	110	95	104
Outcome	Number of Board Meetings Held	90	100	90	100
Output	Number of Board meeting documents processed and distributed	4,098	4,000	4,394	4,400

Performance Measure - Description

Regular board meetings are held on Thursdays throughout the year. The Board meetings in Board Briefings and Executive Sessions on Tuesdays. Public Hearings, Budget Work Sessions and Special Meetings are scheduled as needed. Each of these meetings is individually convened and adjourned.

Board Clerks are responsible for notifying internal and external customers of scheduled meetings and cancellations; processing, posting and distributing all agenda submissions and official documents that result from board action and directives of those documents and ensure ease of access for future internal and external inquiries. Board clerks provide members of the public with agendas, notices of public hearings, and access to public records. They provide custody of the records, books and documents of the Board and protect and preserve the official County records both electronically and on paper for perpetuity.

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, they serve as the governing body for Dunthorpe-Riverdale Sanitary and Service District No. 1; Mid-County Street Lighting Service District No. 14; sit as the County Budget Committee; The Hospital Facilities Authority; Public Contract Review Board; Multnomah County Board of Health and Multnomah County Library District Board.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$207,195	\$0	\$223,807	\$0
Contracts	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$224,116	\$0	\$241,359	\$0
Internal Services	\$427,023	\$0	\$417,973	\$0
Total GF/non-GF:	\$863,334	\$0	\$888,139	\$0
Program Total:	\$863,334		\$888,139	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This is a general fund program.

Significant Program Changes

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

Lead Agency: Nondepartmental - All

Program Contact: Joe Rizzi

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics: Climate Action Plan

Executive Summary

Emergency Management coordinates disaster preparedness activity in Multnomah County. This includes planning, training, exercise and equipment procurement for County staff and some departments as well as coordination with cities, special districts and non-governmental organizations. By developing relationships with community partners, Emergency Management bolsters citizen preparedness community resilience.

In an disaster, Emergency Management functions as the state-mandated conduit for obtaining state and federal resources to support local emergency response for the County, cities and districts, and coordinates emergency and disaster declarations.

After an emergency, Emergency Management coordinates with state and federal agencies that provide financial assistance to families effected by the incident and guides the community recovery process.

Program Description

This is the core Multnomah County Office of Emergency Management (MCEM) Program offer and the basis for the Emergency Management UASI Regional offer (10029) and the COOP Specialist Program Offer. Program focus includes: 1) County general and departmental preparedness; 2) Intergovernmental preparedness; and 3) Citizen and community preparedness and resilience. This work is done with strategic and policy guidance from the Operations Council. MCEM also receives input from local jurisdictions, districts and agencies engaged in emergency planning.

MCEM understands that a resilient community can potentially reduce the burden on limited emergency response capacity in a severe emergency. For that reason, MCEM works with businesses, non-governmental organizations, faith based groups, volunteer organizations and directly with community members to encourage disaster resilience and create a coordinated response to disasters.

MCEM contributes to Climate Action Plan Objectives 17-1 to assess climate-related vulnerabilities, strengths and resiliency; and 17-5 to collaborate with Metro and state agencies to update hazard mapping and inventories.

During an emergency, MCEM activates and manages the County Emergency Coordination Center (ECC) which is staffed by employees from various County departments to provide a single location where strategic direction, response coordination and resource support for incident response is carried out.

Overall program activity is informed by the Emergency Management Performance Grant work agreement, which includes staff training plans, a rigorous disaster exercise schedule, disaster plan management and coordination with volunteer, state and federal partners.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Annual exercise performance objectives successfully tested.	100.0%	100.0%	100.0%	100.0%
Outcome	Oregon Emergency Management requirements met for annual performance grant.	100.0%	100.0%	100.0%	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). Exercises are expected to reveal performance deficiencies and lead to focused improvements. Actual emergency activation may substitute for an exercise and a self-reported AAR is submitted to the State (as in FY09-10 H1N1 activation).

Outcome: There are 5 project areas, each with multiple activities, in the annual FY 11 Emergency Performance Grant (EMPG). This annual measurement covers required activities for a competent emergency management program. EMPG grant performance projects overlap County Fiscal Years.

Legal/Contractual Obligation

ORS 401 requires Multnomah County to develop and maintain an effective emergency management program and Multnomah County Ordinance 1138 establishes the County's Office of Emergency Management. ORS 401 requires resource requests and emergency/disaster declarations be submitted by the County Emergency Management Director to the Director of Oregon Emergency Management.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$375,351	\$252,382	\$335,707	\$298,006
Contracts	\$20,000	\$703,939	\$21,455	\$703,939
Materials & Supplies	\$61,505	\$79,127	\$61,504	\$71,105
Internal Services	\$300,805	\$0	\$471,413	\$0
Total GF/non-GF:	\$757,661	\$1,035,448	\$890,079	\$1,073,050
Program Total:	\$1,793,109		\$1,963,129	
Program FTE	2.50	2.50	2.50	2.50
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$1,035,448	\$0	\$1,073,050
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$1,035,448	\$0	\$1,073,050

Explanation of Revenues

In addition to General Fund, MCEM also receives Emergency Management Performance Grant monies which provide a 50% match to eligible program costs paid for by the County general fund up to approximately \$300,000 for FFY 13. MCEM also applies for and receives State Homeland Security Grant Program funds on behalf of the County and to pass through to other jurisdictions with the County. Additionally, MCEM applies for and receives FEMA Flood Hazard Mitigation Plan funding; and Urban Area Security Initiative funds, which are primarily for regional planning staff and related planning costs described in Program Offer 10029

Significant Program Changes

Last year this program was: #10028, Office of Emergency Management

Lead Agency: Nondepartmental - All
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics: Climate Action Plan

Program Contact: Joe Rizzi

Executive Summary

This FTE provides assistance in planning, training, response and coordination, as well as community outreach around disasters. Smaller cities within the county do not have emergency management programs but still have the need to coordinate their local first responders (police, fire, public works, volunteers, etc) in times of disasters. This assistance will allow our smaller cities to become more resilient to disasters and help protect our communities within our County. Planning and training at the local level will further enhance our preparedness to our communities and our citizens outside of the Metro area where resources are limited but risk to hazards are not.

Program Description

This scaled offer would provide assistance to our eastern and smaller cities that are currently being serviced by an FTE that Gresham funded with 50% of its funding from a federal grant, Emergency Management Performance Grant (EMPG). The other 50% match to the federal grant comes from local cities. The 50% local match was split up between the local cities receiving services from this position with contributions from (Fairview, Wood Village, Troutdale and Gresham).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	City Emergency Operations Plans, current and up to date	0	0	0	0
Outcome	Better coordination between Cities and County to become more resilient	0	0	0	0

Performance Measure - Description

Coordination of local jurisdiction with the county to prepare for, respond to, mitigate against, and recovery from disasters natural and/or manmade. FTE will ensure that Emergency Operation Plans for the Cities are current and compliant with standards as well as in sync with County plans and procedures, thus building safer and more resilient communities within the County.

Legal/Contractual Obligation

ORS 401 requires Multnomah County to develop and maintain an effective emergency management program and Multnomah County Ordinance 1138 establishes the County's Office of Emergency Management. ORS 401 requires resource requests and emergency/disaster declarations be submitted by the County Emergency Management Director to the Director of Oregon Emergency Management. Emergency Declarations move from Cities, to County, to State then Federal.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$50,061	\$50,062
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$5,000	\$5,000
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$0	\$55,061	\$55,062
Program Total:	\$0		\$110,123	
Program FTE	0.00	0.00	0.50	0.50
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$55,062
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$55,062

Explanation of Revenues

In addition to General Fund, MCEM also receives Emergency Management Performance Grant monies which provide a 50% match to eligible program costs paid for by the County general fund approximately \$300,000 for FFY 14. MCEM also applies for and receives State Homeland Security Grant Program funds on behalf of the County and to pass through to other jurisdictions with the County. Additionally, MCEM applies for and receives FEMA Flood Hazard Mitigation Plan funding; and Urban Area Security Initiative funds, which are primarily for regional planning staff and related planning costs described in Program Offer 10029

Significant Program Changes

Last year this program was:

Funded by EMPG 50% and local Jurisdictions 50% this FTE was managed by the City of Gresham. Do to changes in the funding distribution formula for the Emergency Management Grant; Gresham will not be eligible for this funding in the future.

Lead Agency: Nondepartmental - All

Program Contact: Joe Rizzi

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:

Executive Summary

This offer is built on the core Emergency Management program offer 10012. Multnomah County maintains active engagement in the Department of Homeland Security Portland Urban Area Security Initiative (UASI) region emergency policy, planning and preparedness efforts. UASI provides funds to jurisdictions and agencies within the region for regional planning staff, supplies, equipment, training and planning.

Program Description

The UASI region includes Clackamas, Columbia, Washington, Multnomah and Clark (WA) counties, and the City of Portland as the administrative agency. UASI grant funds are used regionally for a wide range of preparedness and response capacities in areas such as transportation, law enforcement, IT security and citizen preparedness. The County's Emergency Management Director and regional counterparts serve as the steering committee for this grant. This offer reflects MCEM's staffing positions for UASI support to a variety of inter-jurisdictional working groups and Committees.

While these staff are located in the Multnomah County Office of Emergency Management, their work is focused on regional projects with regional benefit.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Project expenditures and reports within administrative requirements.	100.0%	100.0%	100.0%	100.0%
Outcome	Assigned planning processes/products are on time or ahead of schedule.	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Output: UASI Regional Staff are responsible to monitor and report expenditures and project progress through project completion. Reports are submitted at least quarterly.

Outcome: Planning projects assigned to 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	2013	2013	2014	2014
Personnel	\$0	\$218,750	\$0	\$218,750
Contracts	\$0	\$307,222	\$0	\$307,222
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$525,972	\$0	\$525,972
Program Total:	\$525,972		\$525,972	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$525,972	\$0	\$525,972
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$525,972	\$0	\$525,972

Explanation of Revenues

Department of Homeland Security Urban Area Security Initiative (UASI) regional funding to Multnomah County through Intergovernmental Agreements with the City of Portland. These funds are expected to continue for at least into FY 13.

Significant Program Changes

Last year this program was:

Lead Agency: Nondepartmental - All

Program Contact: Joe Rizzi

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Continuity of Operations and Government (COOP/COG) planning is an effort within individual departments to ensure the continued performance of minimum essential functions during a wide range of disruptions. Essentially, it is the capability of maintaining the business of government under all eventualities. This offer also supports COOP orientation and training for the County's contracted human service providers.

Program Description

COOP plans guide the County when services are disrupted by a catastrophic event as well as when services are compromised by inclement weather, utility disruptions, water leaks, or severed communication links. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, redundant communications and vital records/databases.

This offer continues COOP planning based on a completed countywide Business Impact Analysis (BIA). The BIA has been completed for all Departments' essential functions in order to measure the impact of disrupted County services on public safety, health and welfare, ability to meet federal/state regulatory requirements, revenue and economic viability, and other criteria. Tier 1-5 priorities and their associated maximum tolerable downtimes have been identified for each department/office involved in the COOP planning process.

The BIA results are critical to development of mitigation strategies, IT Disaster Recovery plans, Facilities and Property Management Strategic Planning and development of a Records Emergency Action Plan (REAP). The COOP program is closely coordinated with DCA/IT Disaster Recovery planning staff during COOP plan development.

This offer supports the input of COOP plans into a web-based planning tool; update of plans across departments; identification of alternate facilities/personnel and essential records/databases; finalization of plan activation and maintenance agreements; and evaluation of the plan in an exercise. This offer also supports ongoing training of COOP Functional Staff and Leadership. Finally, a Continuity of Government Plan (COG) will be developed that captures how the essential functions of both the executive and legislative branches of the County will be sustained under any circumstances.

This offer also supports COOP orientation and training for the County's contracted human services providers using the model developed for County departments.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	COOP/COG Plans for departments and offices updated and loaded into Bold Tool.	0	0	2	2
Outcome	COOP/COG plans updated based on 2012 exercise.	0	0	2	2

Performance Measure - Description

Maintain the COOP Working Group to support the organization's COOP capability, including best practices for after-exercise improvement planning.

Complete a draft COG plan for Multnomah County.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$54,486	\$54,486	\$55,489	\$55,489
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$54,486	\$54,486	\$55,489	\$55,489
Program Total:	\$108,972		\$110,978	
Program FTE	0.00	0.00	0.50	0.50
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$54,486	\$0	\$55,489
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$54,486	\$0	\$55,489

Explanation of Revenues

This position is eligible for a 50% match from the Emergency Management Performance Grant.

Significant Program Changes

Last year this program was: #10037, Continuity of Operations Planning

Lead Agency: Nondepartmental - All
Program Offer Type: Innovative/New Program

Program Contact: Joe Rizzi

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer will build on a regional vulnerable populations emergency planning framework to integrate the needs of populations with physical, sensory, mental health, cognitive or developmental conditions into the County's disaster planning.

The project funded by this offer will tie vulnerable population needs into the County Emergency Operations Plan, and include building mapped information into Emergency Management's web-based mapping tool used for planning and response coordination.

Program Description

A Regional Vulnerable Populations Emergency Annex was developed in 2010 to assist counties in our region in understanding the functional needs of individuals in an emergency. This document provides a framework for integrating vulnerable populations into the County's disaster planning. These individuals can be challenged by rapid onset events, isolating events, power failure or large-scale and prolonged events. Issues such as appropriate alert and notification, transportation, evacuation, shelter requirements, durable medical needs and behavioral health issues in shelter populations will be addressed by this offer.

Using the framework document and subsequent analysis based on RAND Institute and National Council on Disability reports, this offer will fund a project to build vulnerable population needs into the current County Emergency Operations Plan (EOP). The project will work with departments including Department of County Human Services and Health as well as community stakeholders to integrate departmental planning with the EOP.

Additionally the project will work with IT/GIS to facilitate the use of geo-coded information including demographics, service sites, and transportation routes into planning and response tools. Requirements for a vulnerable populations registry that would more readily integrate with alert and notification systems and 911 call/data system will be identified.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Documented planning sessions with stakeholders	12	24	12	24
Outcome	Vulnerable Populations plans reviewed or enhanced	6	6	12	12

Performance Measure - Description

Output:
 Measure documents processes, data and agreements used to inform written planning annexes.

Outcome
 EOP annexes provide guidance to Departments, agencies and emergency coordinators who are activated in a disaster situation.

Legal/Contractual Obligation

The Older Americans Act requires emergency/disaster preparedness planning for older adults in Multnomah County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$42,318	\$0	\$100,122	\$0
Materials & Supplies	\$0	\$0	\$6,000	\$0
Total GF/non-GF:	\$42,318	\$0	\$106,122	\$0
Program Total:	\$42,318		\$106,122	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was: #10038, Disaster Preparedness for Vulnerable Populations
 This project was funded as a One-Time-Only request in FY 2013; funding provided for 1 FTE for 6 months.

Lead Agency: Nondepartmental - All

Program Contact: Nancy Bennett

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:

Executive Summary

The Office of Government Relations represents the Board of Commissioners and county departments before the United States Congress, the Oregon Legislature and local governing bodies to advance Multnomah County's annual legislative agenda. This function is vital in protecting and advancing the interests of Multnomah County.

Program Description

The Office of Government Relations is managed by two Co-Directors of Government Relations. They are responsible for managing the federal and state legislative agenda set by the Board of Commissioners. The Co-Directors serve as state lobbyists for the county, manage budget and compliance issues, manage the county's federal government relations contract, represent the county with coalitions and at stakeholder meetings, lead county government relations meetings, and provide regular updates to the Board of Commissioners. The office also two additional positions -- a Policy Manager who is responsible for tracking state and federal legislation and providing policy analysis on key issues and a Senior Grants Coordinator who is responsible for tracking grants across departments and providing technical assistance on applications.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Develop and pass comprehensive state and federal legislative agenda	0	1	1	1
Outcome	Produce an annual report on state and federal legislative outcomes	0	0	0	1

Performance Measure - Description

The Office of Government Relations will focus on the following performance measures: 1) produce a comprehensive state and federal legislative agenda that is consistent with the county's budget and policy priorities and produce an annual report on state and federal legislative outcomes; 2) Support state and federal legislation that protects local authority; and 3) Support and pass government transformation initiatives while ensuring local interests are protected.

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	2013	2013	2014	2014
Personnel	\$492,718	\$0	\$570,906	\$0
Contracts	\$100,000	\$0	\$100,000	\$0
Materials & Supplies	\$18,635	\$0	\$15,907	\$0
Internal Services	\$28,076	\$0	\$31,424	\$0
Total GF/non-GF:	\$639,429	\$0	\$718,237	\$0
Program Total:	\$639,429		\$718,237	
Program FTE	4.00	0.00	4.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded by County General Fund.

Significant Program Changes

Last year this program was: #10030, Government Relations Office

The Chair's executive budget provides an increase of \$41,000 to bring a County-wide grants coordination position to full-time status.

Lead Agency: Nondepartmental - All

Program Contact: Daryl Dixon

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:
Executive Summary

The Office of Diversity and Equity (ODE) is a hub for Multnomah County's diversity equity and inclusion (DEI) efforts and initiatives. ODE's mission is to hold Multnomah County accountable to ensure access, equity and inclusion in our services, policies, practices and procedures. ODE works within the County to improve workforce collaboration, communication and accountability. ODE collaborates with jurisdictions across the region to change the underlying systems that create social injustice and race-based disparities in our communities and to increase the economic success of all county residents.

Program Description

A focused needs assessment(including Arthatree Audit, 2012 employee survey, interviews with Equity Council, Employee Resource Group members, Board of County Commissioners, Department Directors and other County leadership) will shape the work of ODE in 2013-2014. Our strategic plan will be based on needs identified, actions we believe will address those needs and the metric we will use to determine whether the action or the initiative is successful. Activities (included in this program offer) will include a Leadership Scorecard; Continued expansion of the Summer Youth Leadership Development Program; Workforce educational efforts including website toolkits, speakers,and films; the annual Equity Inventory; activities to support a cultural shift toward Open Government and transformative innovation; and Several special-focus projects to improve policy, practice and accountability in recruitment,hiring and retention.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# Monitoring Reports	2	1	1	1
Outcome	Minority Employment Vs Labor Market	100.0%	100.0%	100.0%	100.0%
Output	# of County-Wide Policies and Plans	16	20	20	20
Output	County-Wide Diversity and Equity Inventory/Assessment and Strategic Plans	1	1	3	3

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$563,998	\$0	\$586,479	\$0
Contracts	\$0	\$0	\$2,000	\$0
Materials & Supplies	\$22,457	\$0	\$14,585	\$0
Internal Services	\$46,121	\$0	\$60,736	\$0
Total GF/non-GF:	\$632,576	\$0	\$663,800	\$0
Program Total:	\$632,576		\$663,800	
Program FTE	5.20	0.00	5.00	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: #10033, Office of Diversity & Equity

Lead Agency: Nondepartmental - All

Program Contact: Daryl Dixon

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:
Executive Summary

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Program Description

This offer funds 1 FTE Administrative Specialist; A one time only (\$2,400) investment in data visualization software; The County's contribution to the Public Employee Diversity Conference (15,000); The 7 County Employee Resource Groups; and a one time only investment in certification for the Affirmative Action/EEO Specialist(\$5,000). This offer will allow ODE/Multnomah County to: Continue fiscal and project oversight and support for 7 Employee Resource Groups and to start an 8th for Employees with Disabilities; Continue democratization of data through production of interactive, accessible and actionable data dashboards; Continue the Dignity and Respect Campaign; Pursue Model Employer for Persons with Disabilities activities and improvements; Continue staffing for the Equity Council; Participate in the 20th Annual Public Employee Diversity Conference; Provide AA/EEO Certification training for AA/EEO Specialist. The ODE Administrative Specialist provides scheduling and public relations interface for the Multnomah County Chief Diversity and Equity Officer, supports 10 staff, coordinates multiple recurring meetings, staffs the Equity Council and the ERG Leadership Meeting, manages ODE finance and travel, and oversees and supports 7 Employee Resource Groups.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Public Employee Diversity Conference sponsorship	1	1	1	1
Outcome	Model Employer for People with Disabilities	0	0	0	1
Output	Employee Resource Groups	6	7	7	8
Output	Interactive Data Dashboards: Affirmative Action, Recruitment, Hiring, Probation	0	1	3	15

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$69,188	\$0
Contracts	\$0	\$0	\$15,000	\$0
Materials & Supplies	\$0	\$0	\$28,000	\$0
Total GF/non-GF:	\$0	\$0	\$112,188	\$0
Program Total:	\$0		\$112,188	
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:

Lead Agency: Nondepartmental - All

Program Contact: Daryl Dixon

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 equity and inclusion (DEI) efforts and initiatives. ODE's mission is to hold Multnomah County accountable to ensure access, equity and inclusion in our services, policies, practices and procedures. ODE works within the County to improve workforce collaboration, communication and accountability. ODE collaborates with jurisdictions across the region to change the underlying systems that create social injustice and race-based disparities in our communities and to increase the economic success of all county residents. The Equity and Empowerment Lens is ODE's analysis, critical thinking and quality improvement tool.

Program Description

The Equity and Empowerment Lens with a Racial Justice Focus is a groundbreaking tool that is changing equity and social justice work nation-wide. This offer supports 1 FTE Program Specialist Senior and materials and printing costs for ongoing County-Wide training on the Lens. Chair Cogen, in the introduction to the Lens, articulates it's importance and function, "These are adverse and challenging times we live in. But while we are all struggling, we know that for some members of our community these adversities and challenges are disproportionate and glaring. Multnomah County faces enormous inequities that are well-documented. Communities of color, immigrants, and refugees are bearing the weight of disparity in poverty, educational attainment, chronic health conditions and mortality... The Equity and Empowerment Lens, which has a racial justice focus, embodies social responsibility policy, program or practice in regards to the fair and just distribution of resources and representation. We are learning great things as we begin the process of integrating and institutionalizing the Lens county-wide. The inequities in our community are unjust, systemic in nature, and avoidable. ..By holding a laser-like focus to our policies and operations with values like inclusion, social, and racial justice leading the way, we can change the way we do our business to promote more equitable conditions and opportunities for our employees and the entire community."

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Lens Intro Trainings	0	20	20	25
Outcome	Strengthened Organizational Capacity (technical assistance sessions)	0	3	0	5
Outcome	Improved Policy	0	0	0	5
Output	Strengthened Alliances (Intro to Lens Community sessions)	0	0	0	5

Performance Measure - Description

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$119,175	\$0
Contracts	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$0	\$0	\$7,500	\$0
Internal Services	\$0	\$0	\$8,630	\$0
Total GF/non-GF:	\$0	\$0	\$140,305	\$0
Program Total:	\$0		\$140,305	
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:

Lead Agency: Nondepartmental - All

Program Contact: Daryl Dixon

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 equity and inclusion (DEI) efforts and initiatives. ODE's mission is to hold Multnomah County accountable to ensure access, equity and inclusion in our services, policies, practices and procedures. ODE works within the County to improve workforce collaboration, communication and accountability. ODE collaborates with jurisdictions across the region to change the underlying systems that create social injustice and race-based disparities in our communities and to increase the economic success of all county residents. The Multnomah Youth Commission, the official youth policy body for Multnomah County is a group of 24 young people, ages 13-21, that strives to provide a voice for youth in the County's work. In addition to its advisory role within local government, the MYC works to improve the community through service projects. The work of MYC is guided by "Our Bill of Rights: Children + Youth," the nation's first Bill of Rights written by and for young people and adopted by a local government.

Program Description

This program offer supports the work of the Multnomah Youth Commission (MYC). The Multnomah Youth Commission serves the County in several important ways. The Elected Official Liaison Program: Each elected official at the County has a youth liaison to help inform the policy and program decisions of County elected officials with the views and insights of local youth. Youth commissioners and staff provide training and technical assistance for community organizations, government agencies, and businesses. The MYC advises and make recommendations on policies and programs to ensure that young people form relationships with caring adults, build skills, exercise leadership, and help their communities while obtaining the opportunities, necessary to become healthy, productive adults; and Assists in the coordination of policies and actions creating more youth friendly communities. The Multnomah Youth Commission is working with youth and adults throughout our community to change the way violence is viewed and dealt with. The Youth Against Violence Committee, formed in response to the growing violence directed towards young people in the forms of gang, anti-gay and gender-biased bullying and sexual violence. The Rob Ingram Youth Summit Against Violence, where youth caucus, build community and consider youth-driven policy recommendations is another important way the MYC works to address violence in our communities. The goals of the summit are: Provide resources for youth to deal with violence they have experienced or are currently experiencing in their lives; Inform policy makers about the experiences youth face regarding violence; Provide policy recommendations; Educate youth and adults about "Our Bill of Rights: Children + Youth" and the importance of its implementation into all decision making arenas in the community; Bring diverse youth from across the region together to share ideas and experiences regarding violence and build a youth movement for social change. This program offer includes 1 FTE Program Specialist Senior, \$15,000 for temporary administrative support and \$16,000 for two youth to work 12 hours/week each in program support roles.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# Youth Commission meetings and retreats	22	22	22	22
Outcome	Rob Ingram Youth Summit Against Violence	1	1	0	0
Outcome	Youth provided work experience as temp workers in program support role	2	2	2	2

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$98,020	\$131,264	\$0
Materials & Supplies	\$0	\$12,500	\$11,387	\$0
Internal Services	\$0	\$0	\$11,830	\$0
Total GF/non-GF:	\$0	\$110,520	\$154,481	\$0
Program Total:	\$110,520		\$154,481	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Intergovernmental	\$0	\$98,018	\$0	\$0
Other / Miscellaneous	\$0	\$12,500	\$0	\$0
Total Revenue:	\$0	\$110,518	\$0	\$0

Explanation of Revenues

Significant Program Changes

 **Significantly Changed**

Last year this program was: #10007, CCFC Administration

This program was part of both ~~10007-CCFC Administration~~ and 10007-CCFC Community Engagement and Plan Implementation

This program offer is for the Multnomah County portion of the current City-County Multnomah Youth Commission partnership. MYC was moved into the Office of Diversity and Equity in 2013.

Lead Agency: Nondepartmental - All

Program Contact: John Tydlaska

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:

Executive Summary

The Office of Sustainability seeks to support the safety, wellbeing, and prosperity of both current and future county residents by focusing on foreseeable, long-term trends that threaten Multnomah County's ability to support and empower all residents to strive for their maximum potential.

Program Description

As a result of years of addressing important long-term environmental threats such as climate change through efforts dating back to the turn of the century as captured in the 2001 Action Plan for Global Warming, Multnomah County is widely recognized as one of the greenest and most efficient local governments in the nation. The Office of Sustainability seeks to build on this legacy of excellence by institutionalizing a County-wide focus on securing the prosperity of future generations. To that end, the Office of Sustainability supports Multnomah County's continuing ability to provide critical services to residents by (1) creating an organizational culture that promotes and celebrates innovation in addressing trends that undermine the long-term prosperity of all community members, (2) supporting departments in developing and implementing strategies to address these trends through mitigation and adaptation efforts, (3) supporting operational efficiencies to reduce costs, and (4) developing shared metrics that allow for centralized tracking of progress towards mitigating foreseeable trends.

(CAP: 1-2, 1-3, 3-3, 9-1, 10-1, 11-4, 14-1, 14-2, 15-1, 15-2, 15-3, 15-4, 15-5, 15-6, 16-1, 16-2, 16-6, 17-1, 17-2, 17-3, 17-6, 17-7, 18-1, 18-2, 18-4, 18-7, 18-8, 18-9, 18-11 + overall CAP Coordination)

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Dollar value of fresh, healthy produce donated to emergency food organizations.	34,000	35,000	38,000	35,000
Outcome	Greenhouse gas emissions reduction from 2001 levels for County	22.0%	25.0%	25.0%	27.0%
Outcome	Recycling rate for County operations.	46.0%	50.0%	50.0%	53.0%
Output	Graduates of Beginning Urban Farmer Apprenticeship program.	15	15	20	18

Performance Measure - Description

Output: Dollar value of fresh, healthy produce that is grown by community volunteers and donated to emergency food organizations from county CROPS farm.

Outcome: The county's adopted climate goal is to reduce greenhouse gas emissions 80% below 1990 levels by 2050. This performance measure tracks the reduction in greenhouse gas emissions from Multnomah County's operations since 2001, when the county adopted its first climate action plan and began tracking data. A 27% reduction translates to over \$1.5M in avoided energy costs.

Outcomes: The County's recycling goal is 75% by the end of 2012.

Outcomes: The BUFA program is a partnership with OSU Extension to develop farmers who can grow food profitably on small plots of land in and around urban areas.

Legal/Contractual Obligation

Under the ODA Specialty Crop Grant, Multnomah County has agreed to work with institutional food purchasers to identify opportunities for increased purchasing from local food producers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$477,086	\$2,244	\$516,116	\$0
Contracts	\$28,000	\$30,000	\$15,000	\$15,000
Materials & Supplies	\$5,650	\$0	\$12,800	\$10,000
Internal Services	\$57,991	\$756	\$70,420	\$0
Total GF/non-GF:	\$568,727	\$33,000	\$614,336	\$25,000
Program Total:	\$601,727		\$639,336	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Intergovernmental	\$0	\$33,000	\$0	\$25,000
Total Revenue:	\$0	\$33,000	\$0	\$25,000

Explanation of Revenues

This program offer assumes State Video Lottery funding to support BUFA and urban farming entrepreneurs - \$40,000

Oregon Department of Agriculture Specialty Crop Grant - \$25,000

This program offer also anticipates approximately \$10,000 of in-kind donations for the County CROPS program for FY14.

In addition to General Fund support, a portion of this program is that receives various grants and donations.

Significant Program Changes

Last year this program was: #10034A, Office of Sustainability
None.

Lead Agency: Nondepartmental - All
Program Offer Type: Innovative/New Program

Program Contact: John Tydlaska

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The Beginning Urban Farmer Apprenticeship Program (BUFA) provides training and mentorship to enable individuals to break into the field of sustainable small-scale, urban farming, enabling residents to begin their own farming businesses or enter the farming workforce.

Program Description

Small farms have been gradually disappearing from Multnomah County since the 1970's, and the average age of the Oregon farmer is 57 years old. And that average age continues to climb. Because fewer people pursue farming as a career, there are scant opportunities for training and mentorship for farming of any variety, and especially for the specialty skills needed for small-scale urban farming.

Despite the lack of people pursuing farming as a career, demand for food, and especially for food that is grown locally using responsible methods continues to increase.

BUFA is an 8-month, growing season-long, training and mentoring program for aspiring urban farmers to supply them with the knowledge and skills they need to become a new generation of sustainable small-scale, urban farming. Participants receive training via the classroom and on-line as well as significant hands-on, in-the-field apprenticeship work throughout the growing season with experienced farmers.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of program graduates	15	15	20	18
Outcome	BUFA graduates who begin farming professionally	0	0	0	3

Performance Measure - Description

Output: Program graduates have had extensive training and development in growing food profitably on small plots of land in and around urban areas.

Outcome: Training and knowledge give people the skills to take up farming, and BUFA also seeks to connect program graduates with the resources to enable them to enter an incubator program or otherwise take steps to begin farming professionally.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$40,000
Total GF/non-GF:	\$0	\$0	\$0	\$40,000
Program Total:	\$0		\$40,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program uses \$40,000 of State Video Lottery funding revenues to help aspiring farmers move through training and pursue actual farming entrepreneurial opportunities.

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

Last year this program was a part of the Sustainability program.

Lead Agency: Nondepartmental - All

Program Contact: John Tydlaska

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:

Executive Summary

The Economic Development Program works with the Multnomah County Board of Commissioners to leverage existing county programs and policies to enhance the competitiveness of local businesses, increase the economic success of all county residents, and engage Multnomah County businesses as vital members of the community.

Program Description

The Economic Development Program seeks to reduce barriers for residents striving to improve their lives economically and to inspire residents to support all community members pursuing their maximum potential. The program identifies opportunities to increase the stability and quality of the workforce, decrease unemployment and underemployment for all county residents, bring more capital and technical assistance to small businesses, and foster an environment where business and the broader community participate respectfully in constructive dialogue. The program works with businesses, trade associations, labor groups, non-profit organizations, other County divisions, and the state, federal and other local governments to identify and pursue these opportunities.

The program also manages contracts with local micro lending institutions that increase the amount of financial and technical assistance available to small businesses, oversees and reports on Multnomah County's expenditures of State Lottery Funds, manages the County's engagement with a summer internship program for youth working in city and county government, and provides staff support to the Business Advisory Council.

The program is run by the Economic Development Director, who works with the Multnomah County Board of Commissioners, in consultation with the Business Advisory Council, to set and achieve economic development goals.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Multnomah County businesses visited	10	30	20	30
Outcome	Businesses that receive technical or financial assistance	0	10	17	25
Output	Compile annual report on State Lottery Fund expenditures	1	1	1	1
Output	Create Multnomah County Economic Development Strategy	0	1	0	1

Performance Measure - Description

Outreach efforts to businesses ensures that the County remains informed of the needs of local businesses and provides opportunities for the County to connect them with resources that may help address those needs. This outreach and assistance is a critical component to deepening a collaborative relationship with the business community. Reporting on the expenditures of State Lottery Funds increases transparency and accountability for the County's economic development efforts, and developing a comprehensive strategy intensifies the focus of the County's efforts and further increases accountability.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$135,104	\$0	\$144,745
Contracts	\$0	\$29,000	\$0	\$30,000
Materials & Supplies	\$0	\$35,158	\$0	\$32,063
Internal Services	\$0	\$14,059	\$0	\$14,802
Total GF/non-GF:	\$0	\$213,321	\$0	\$221,610
Program Total:	\$213,321		\$221,610	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded by State Video Lottery Dollars.

Significant Program Changes

Last year this program was: #10035A, Economic Development
None.

Lead Agency: Nondepartmental - All

Program Contact: John Tydlaska

Program Offer Type: Innovative/New Program

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer funds \$70,000 for outreach, financial education, training, and other support services for small businesses in Multnomah County that are eligible to receive financial assistance under Multnomah County's micro lending program.

Program Description

Many small businesses and new start-ups in our community lack adequate access to credit. While banks provide loan capital to the most credit worthy borrowers, many small and start-up businesses in our community cannot meet the necessary criteria to access traditional bank financing. In addition, county residents interested in starting or expanding small business ventures often lack specific business skills, necessitating that training & support be paired with the loan.

Micro lending organizations (which compete with credit cards, loans from family and friends, and even with disreputable 'loan sharks') fill this borrowing gap. In addition, the micro lending programs currently active in Multnomah County do not have resources to provide the technical assistance necessary to train and support a very small fraction of their potential clients adequately. Because most of the scarce technical assistance funding that is currently available can only be used after loans are made, there are even fewer resources available to help businesses get into the position where they can apply for and get a loan.

These funds will enable MercyCorps NW and Microenterprise Services of Oregon, the current providers of micro lending services under Multnomah County's micro lending program, increase outreach efforts and provide pre-loan assistance for prospective borrowers at some of the lowest income levels.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of borrowers who apply for Multnomah County micro loans.	0	0	0	30
Outcome	Number of borrowers < 50% MFI who receive loans.	0	0	0	15

Performance Measure - Description

The number of applicants who apply enables us to evaluate the effect of the increased outreach efforts. The number of borrowers who are below 50% MFI enables us to evaluate the effect of the increased technical assistance.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$70,000
Total GF/non-GF:	\$0	\$0	\$0	\$70,000
Program Total:	\$0		\$70,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded with one-time Video Lottery Fund resources.

Significant Program Changes

Last year this program was:

Lead Agency: Nondepartmental - 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 became an independent 501(c)(3) organization in 1995 in order to leverage support from other regional government partners and private donors, ultimately investing much more in arts and culture than the County alone can afford. These investments create vibrant neighborhoods, enhance our children's education, and fuel the creative economy with measurable economic benefits for Multnomah County. This request for \$163,733 reflects inflation of 2.25% followed by a standard county reduction of 1%.

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 generate more than \$253.5 million for the local economy, and \$21 million for state and local coffers, every year.

Proposed program allocations for FY14 County dollars include: Advocacy and Development, \$11,500 (no change from FY13); Grants, \$103,146 (an increase of \$187); Community Services, \$5,000 (no change); Arts Education, \$30,000 (no change), and Management/General, \$13,900 (an increase of \$1,798 to cover expanded outreach to communities of color and geographically underserved communities in FY14).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Grants to artists, arts organizations, & schools	3,100,000	3,200,000	3,200,000	4,700,000
Outcome	Multnomah County children engaged in creative learning of standard curricula	5,609	5,909	5,909	6,500
Input	Multnomah County dollars invested in arts & culture	160,206	161,748	161,748	163,733
Efficiency	Dollars leveraged by RACC from other public and private partners	7,500,000	9,000,000	9,000,000	9,200,000

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$161,748	\$0	\$163,733	\$0
Total GF/non-GF:	\$161,748	\$0	\$163,733	\$0
Program Total:	\$161,748		\$163,733	
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: #10032, Regional Arts & Culture Council
LAST YEAR'S RESULTS, AND EXPECTED RESULTS THIS YEAR

ADVOCACY AND DEVELOPMENT. County dollars help RACC build more support from both the public and private sectors. The county's contribution last year of \$10,000 to Work for Art's matching challenge fund leveraged more than \$475,000 through workplace giving and other contributions from the private sector – money that gets re-invested in a wide variety of arts organizations in our community. RACC expects to achieve similar results for a similar investment in FY14.

GRANTS. In FY13, support from the County was combined with City of Portland funds, Work for Art proceeds, and other sources to fund more than \$2.4 million in grants to Multnomah County artists, arts organizations and schools. In FY14, RACC expects to award fewer projects grants due to budget cuts within the City of Portland, but more general operating support thanks to the passage of ballot measure 26-146, which will provide an estimated \$2.2 million in revenues to RACC by March of 2014.

PUBLIC ART. 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.)

COMMUNITY SERVICES. 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.

ARTS EDUCATION. RACC has been working to reverse the trend of declining arts education in our public schools by pairing artists with teachers to integrate the arts into the standard curriculum for K-8 students. "The Right Brain Initiative" is helping arts-based learning become part of classroom instruction in math, science, language arts, social studies and other subjects, and students are learning more because of it. Multnomah County funding is a critical to the success of this public-private partnership, which also includes support from foundations, businesses and individuals.

MANAGEMENT AND GENERAL. RACC's management and general expenses are low at 8%.

Lead Agency: Nondepartmental - 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. It also accounts for debt service on the new East County Courthouse, for pass-through payments to the Multnomah Law Library, and for maintaining the never-opened Wapato Jail.

Program Description

ORS 1.185 requires that counties provide court space for the operation of the state circuit courts. Multnomah County operates courts at the downtown Courthouse, the Multnomah County Justice Center, the Donald E. Long Juvenile Justice Center, and at the new East County Courthouse, opened in FY 2013. County-provided courtroom space is a key resource in the County's criminal justice system. Multnomah County courts' central locations allow easy access to the court system, provide visibility to the community of the public safety system at work, and allow the justice system to hold offenders accountable.

The County's Facilities Division is responsible for operating and maintaining County courtrooms, and for maintaining the Wapato Jail facility. The Facilities Division provides services ranging from planning, construction, and building operations and maintenance to cleaning the buildings and maintaining the grounds for courtrooms located in Multnomah County's owned and leased facilities. Facilities maintains the grounds, interior, and exterior of the Wapato Jail, and incurs costs for this maintenance and for utilities in order to minimize deterioration of the building.

The 2011 Legislature passed several bills that changed the way court fees are allocated among local programs. One local program, the Multnomah Law Library, is a recipient of a new allocation of fees through Multnomah County to the Law Library. FY 2014 is the third year of this new pass-through payment of about \$995,000 annually.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	All customer service requests are begun within 10 days of receipt	0.0%	95.0%	95.0%	95.0%
Outcome	Customer Service satisfaction rating	0.0%	90.0%	92.0%	92.0%

Performance Measure - Description

These performance measures are the same as those used for the County's other building operations. Facilities customers are emailed a link for a Zoomerang customer service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

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 1.187. [Formerly 1.165]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$995,000	\$0	\$995,000	\$0
Materials & Supplies	\$237,104	\$0	\$296,560	\$0
Internal Services	\$4,077,676	\$712,888	\$3,965,730	\$392,088
Total GF/non-GF:	\$5,309,780	\$712,888	\$5,257,290	\$392,088
Program Total:	\$6,022,668		\$5,649,378	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$995,000	\$0	\$995,000	\$0
Other / Miscellaneous	\$320,800	\$0	\$41,923	\$0
Total Revenue:	\$1,315,800	\$0	\$1,036,923	\$0

Explanation of Revenues

Operating courtrooms is a General Fund obligation of the County. The Multnomah Law Library pass-through payment is fully supported by state-mandated court filing fees.

Debt service on the East County Courts is offset by a rebate received under the Build America Bonds program. Debt service costs are \$321,000 per year (net) from FY 2012 through FY 2020, and will be \$1.7 million per year from 2020 through 2030.

Significant Program Changes

Last year this program was: #10018, State Mandated Expenses

No significant changes.

Lead Agency: Nondepartmental - 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

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	2013	2013	2014	2014
Contracts	\$5,704,079	\$0	\$5,937,323	\$0
Total GF/non-GF:	\$5,704,079	\$0	\$5,937,323	\$0
Program Total:	\$5,704,079		\$5,937,323	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$357,334	\$0	\$319,612	\$0
Total Revenue:	\$357,334	\$0	\$319,612	\$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

Lead Agency: Nondepartmental - All

Program Contact: Julie Neburka

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:
Executive Summary

The Oregon Historical Society (OHS) is a private not-for-profit entity founded in 1898. Since 1899, it has received appropriations from (1) state government (except 2002-6) in recognition of its operation of the state history museum and a large Oregon history research library; and (2) Multnomah County (\$335k per year, 1999-2003) as a participant in the county library levy. Passage of special purpose levy 26-118 in November 2010 provides for levy support at the rate of \$0.05 per thousand of assessed value. Four east county historical societies (Fairview-Rockwood-Wilkes, Gresham, Troutdale and Crown Point Country) will together receive \$150,000 per year from the levy proceeds. The levy allocates the balance, estimated at \$1,594,253 in FY 2013, to the Oregon Historical Society for purposes described below.

Program Description

OHS operates the Oregon history museum, the Davies Family Research Library (Oregon and Oregon Territory), and educational programs for adults, families and school groups (also serves as the Multnomah County history repository). After nearly a decade of cuts in appropriations, programs, and service hours, the levy funding is providing basic operational support, as well as funding to underwrite the improved hours of service in the library, free admission to residents of Multnomah County and all school groups, improved collections development and care, and new and exciting programming. OHS is committed to serving the diverse communities of the region and the state, and reflects that commitment in its programs and collections.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Multnomah County citizens admitted free of charge	14,471	10,000	19,206	21,100
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	58	35	141	155
Quality	Care of Collections through additional curator/registrar	0	1	1	1

Performance Measure - Description

The levy has provided basic operational support and has certainly increased OHS's public services. The library has been open 32 hours a week since the levy funding went into effect in July 2011, and has served an additional 36% of patrons. Due to the levy funding, the increased public programs are reaching more Oregonians than ever and OHS has had the ability to enhance collections care and display more of Oregon's treasures. In June of 2012, OHS was able to open their new permanent exhibit "Oregon Voices" which has doubled their capacity for school groups. Overall, the last calendar year has seen an increase in Multnomah County residence visits by 33% and a total attendance increase of 26%.

Legal/Contractual Obligation

Measure 26-118 provides the Oregon Historical Society with a five-year property tax levy at the rate of \$0.05 per thousand dollars of assessed value. Four east county historical societies (Fairview-Rockwood-Wilkes, Gresham, Troutdale, and Crown Point Country) will together receive \$150,000 per year from the levy proceeds.

FY 2014 is the third year of the five-year local option levy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$1,837,418	\$0	\$1,744,253
Total GF/non-GF:	\$0	\$1,837,418	\$0	\$1,744,253
Program Total:	\$1,837,418		\$1,744,253	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$1,837,418	\$0	\$1,727,530
Other / Miscellaneous	\$0	\$0	\$0	\$16,723
Total Revenue:	\$0	\$1,837,418	\$0	\$1,744,253

Explanation of Revenues

This is a dedicated local option property tax levy collected by Multnomah County on behalf of the Oregon Historical Society (OHS). OHS receives no other County funding.

Significant Program Changes

Last year this program was: #10031, OHS Local Option Levy

Lead Agency: Nondepartmental - All

Program Contact: Mike Jaspin

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:

Executive Summary

This program offer distributes revenues received from property taxes associated with railroad cars to local school districts. This is a statutory responsibility of Oregon counties (ORS 308.505 to ORS 308.665) and these revenues are dedicated to a County School Fund.

Formerly, revenues dedicated to the County School Fund included revenues received from the sale of timber cut on federal forest land. Federal legislation governing these payments has sunset as of FY 2012. Congress passed a one-year extension of this program for FY 2013.

Program Description

Since 1908, all counties in Oregon had received payments from the US government from revenue generated by the sale of timber cut on federal forest lands. State law specified how the revenue was to be allocated.

The federal law authorizing federal timber payments to counties, PL 106-393, sunset as of September 30, 2006. It was reauthorized by Congress for one year in 2007, and was renewed in 2008 for a four-year period, during which time the amount received declined each year. FY 2012 was to have been the last year in this 4-year extension. Congress re-authorized this legislation for one year in FY 2013.

The County School Fund also receives a portion of the ad valorem tax that is assessed on the value of rail cars as outlined by state statute.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
Contracts	\$0	\$23,800	\$0	\$20,000
Total GF/non-GF:	\$0	\$23,800	\$0	\$20,000
Program Total:	\$23,800		\$20,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$20,000	\$0	\$20,000
Other / Miscellaneous	\$0	\$3,800	\$0	\$0
Total Revenue:	\$0	\$23,800	\$0	\$20,000

Explanation of Revenues

The County School Fund is credited with 25% of the revenue received from the statewide assessment of railroad cars apportioned to each County. Revenues have averaged \$15,000-\$20,000 over the past several years.

Significant Program Changes

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

Lead Agency: Nondepartmental - 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 fund the Oregon Convention Center and the Visitor's Development Initiative. This program operates under intergovernmental agreements (IGAs) between Multnomah County, the City of Portland, and METRO. The program accounts for proceeds of the Transient Lodging Tax and Motor Vehicle Rental Tax that are passed through to METRO for operation of the Oregon Convention Center and other tourism related entities.

Program 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 in April, 2000. This 2.5% increment is entirely dedicated to support of the activities noted above.

This program supports the Oregon Convention Center which hosts programs, conferences, and events that bring visitors and business groups to Portland. The tourism and travel industry is among the leading private sector employers in Oregon. Large conventions generate significant activity for local hotels, restaurants, and retail establishments. Travel Portland has estimated that a typical out-of-town convention delegate will spend between \$600-\$700 during a three-day stay in the region. A report prepared in 2011 by Crossroads Consulting Services documents the dollar impact of the visitors facilities managed by METRO. The report estimates the economic impact at just less than \$682 million per year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	\$ (In Millions) Impact of Convention Center Visitors to County Economy	450	450	470	470
Outcome	# of Employees in Travel/Tourism Industry (Est.)	4,260	4,650	4,400	4,500

Performance Measure - Description

The Oregon Convention Center (OCC) generates significant economic activity to metropolitan Portland and the State. Multnomah County accounts for 2/3rds of tourism related activity. Travel/tourism accounts for approximately 10% of metropolitan area employment.

Metro provides data analysis on total annual spending in millions of dollars (output) which is estimated to support the total number of people employed (outcome) in the travel/tourism industry.

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 per County Code and pursuant to terms specified in the IGAs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$23,689,500	\$0	\$27,329,500
Total GF/non-GF:	\$0	\$23,689,500	\$0	\$27,329,500
Program Total:	\$23,689,500		\$27,329,500	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$23,360,000	\$0	\$27,000,000
Other / Miscellaneous	\$0	\$329,500	\$0	\$329,500
Total Revenue:	\$0	\$23,689,500	\$0	\$27,329,500

Explanation of Revenues

The transient Lodging Tax was originally established in 1972. A supplemental Countywide tax of 3% was adopted in February 1986 and is dedicated primarily to operations of the Oregon Convention Center. The County adopted an additional tax of 2.5% that is dedicated to the Visitor's Development Initiative.

The Motor Vehicle Rental Tax was originally established in 1976. The tax was increased to 12.5% in April 2000, with the additional 2.5% dedicated to the Visitor's Development Initiative.

Significant Program Changes

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

Lead Agency: Nondepartmental - 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, and intergovernmental agreements that were entered into to finance various capital improvements or capital acquisitions.

Program Description

Multnomah County is currently making payments on the following obligations:

- Series 2004 Advance Refunding (\$54.2 million) - Full Faith & Credit
- Series 2003 Refunding (\$9.6 million) - Full Faith & Credit
- Series 2010A (\$9.8 million) - Full Faith & Credit
- Series 2010B (\$15 million) - Full Faith & Credit
- Oregon Investment Transportation Bank (OTIB)(\$3.2 million)
- Sellwood Library 2002 (\$1.1 million)
- Capital Lease Sheriff's Office Warehouse 2010 (\$815,000) - Capital Lease
- Series 2012 (\$128 million)- Full Faith & Credit

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include, among others, purchase of the Multnomah, McCoy, and Mead buildings, health clinic equipment and improvements, deferred capital maintenance, construction of the East County Courthouse, road improvements to 223rd street, Sellwood Bridge replacement project and various computer applications. All binding obligations were approved by the Board of County Commissioners. The facilities and equipment purchased with these bond issues support many of the County's direct service programs.

Careful management of debt obligations contributes to sound financial management practices. Debt payments are recovered from departments who benefit from specific projects via internal service reimbursements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Moody's Rating of Aa3 or Better	1	1	1	1
Outcome	Debt Service Payments Made as Scheduled	100.0%	100.0%	100.0%	100.0%

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 or Aa3 rating, (0)-represents a rating lower than Aa2 or Aa3.

All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Legal/Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$4,000	\$0	\$4,000
Debt Service	\$0	\$18,330,905	\$0	\$20,753,560
Cash Transfer	\$0	\$0	\$0	\$250,000
Unappropriated & Contingency	\$0	\$4,397,204	\$0	\$1,452,487
Total GF/non-GF:	\$0	\$22,732,109	\$0	\$22,460,047
Program Total:	\$22,732,109		\$22,460,047	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$14,733,542	\$0	\$17,305,722
Intergovernmental	\$0	\$0	\$0	\$320,800
Other / Miscellaneous	\$0	\$7,998,567	\$0	\$4,833,525
Total Revenue:	\$0	\$22,732,109	\$0	\$22,460,047

Explanation of Revenues

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

Significant Program Changes

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

Lead Agency: Nondepartmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:
Program Characteristics:
Executive Summary

The GO Bond Sinking Fund program accounts for the payment of General Obligation Bond principal and interest approved by the voters in May 1993 and May 1996. The 1993 GO Bond (issued in February 1994) to restore the historic Central Library and build the Midland Library. The 1996 GO Bond was issued in October, 1996 to remodel, construct, or purchase various Library and Public Safety facilities and equipment. Revenue to pay the debt is derived from property taxes and interest earned on the cash balances.

Program Description

Multnomah County's General Obligation debt was refinanced in FY 2010 to take advantage of historically low interest rates.

The 1994 and 1996 debt issues were rolled into one debt payment with the Series 2010 Refunding General Obligation Bonds. The savings to taxpayers as a result of this refinancing is estimated at \$5.2 million. Bond payments are made on time to maintain an investment grade rating on the bond issue. The careful management of debt has been noted as a key component in the County's most recent rating reviews.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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. Moody's recently upgraded the rating on the County's General Obligation debt to Aaa. This is the highest rating assigned to municipal debt issues.

(1)-indicates Moody's Aa1 rating, (0)-represents rating lower than Aa1.

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	2013	2013	2014	2014
Contracts	\$0	\$0	\$0	\$0
Debt Service	\$0	\$8,162,550	\$0	\$8,160,800
Unappropriated & Contingency	\$0	\$7,827,200	\$0	\$8,029,200
Total GF/non-GF:	\$0	\$15,989,750	\$0	\$16,190,000
Program Total:	\$15,989,750		\$16,190,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$8,000,000	\$0	\$7,975,000
Other / Miscellaneous	\$0	\$7,989,750	\$0	\$8,215,000
Total Revenue:	\$0	\$15,989,750	\$0	\$16,190,000

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, GO Bond Sinking Fund

Lead Agency: Nondepartmental - 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. Revenues that support debt payments 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 to finance the estimated unfunded accrued actuarial liability of the County to the Oregon Public Employees Retirement System. Senate Bill 198-B, effective October 23, 1999, authorized the County to pledge taxes that the County may levy within the limitations of sections 11 and 11b, Article XI of the Oregon Constitution not subject to annual appropriation. On December 1, 1999 the County issued \$184,548,160 in Pension Obligation Bonds to fund its PERS unfunded liability.

Debt service payments are supported by a surcharge against payroll. The surcharge rate has fluctuated, on average, between 6% and 7% of payroll. A reserve is being established to support future, escalating debt payments in order to maintain the surcharge at a constant level.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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 as authorized by state statute.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Contracts	\$0	\$50,000	\$0	\$25,000
Debt Service	\$0	\$17,041,600	\$0	\$18,036,600
Unappropriated & Contingency	\$0	\$58,335,900	\$0	\$60,108,400
Total GF/non-GF:	\$0	\$75,427,500	\$0	\$78,170,000
Program Total:	\$75,427,500		\$78,170,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$18,000,000	\$0	\$18,392,240
Other / Miscellaneous	\$0	\$57,427,500	\$0	\$59,777,760
Total Revenue:	\$0	\$75,427,500	\$0	\$78,170,000

Explanation of Revenues

Interest earnings on the fund balance and service charges assessed to departments as a percentage of payroll. In FY 2014, departments will pay 6.25% of payroll costs toward the retirement of the Pension Obligation Bonds.

Significant Program Changes

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

Lead Agency: Nondepartmental - All
Program Offer Type: Innovative/New Program

Program Contact: Loretta Smith

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

SummerWorks is the paid summer internship program that supports key interventions to prevent student dropouts by connecting youth to career pathways. It is the culminating experience in the Summer Youth Connect Continuum wherein students receive progressively more intensive academic support, and career and college experiences as they move toward graduation. The program is part of a regional workforce development program with partners including the City of Portland, Washington County, and several private sector sponsors.

Program Description

SummerWorks is part of the County's broader Economic Development Program that seeks to drive countywide economic development policy, expand relationships with Multnomah County businesses and promote job creation and a competitive workforce. This program will ensure that 50 youth gain valuable summer work experience at either County or external worksites. Under the program, youth ages 16-21 from diverse backgrounds participate in internships lasting between 6-10 weeks for a total of 180 hours. In addition to the internship experience, youth will receive work-readiness training and case management. County departments participating in the program and the County staff supervising the interns will receive a program orientation, planning assistance, and ongoing program support.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of participating youth	25	50	50	100
Outcome	Dollar value of funding and services leveraged from community partners	25,000	50,000	50,000	100,000
Outcome	Number of private and public partners	2	4	4	2

Performance Measure - Description

We are increasing the number of private and public partners that will both fund and secure placement opportunities for SummerWorks Internship Program.

Legal/Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$0	\$35,000
Contracts	\$0	\$100,000	\$0	\$200,000
Materials & Supplies	\$0	\$0	\$0	\$10,000
Total GF/non-GF:	\$0	\$100,000	\$0	\$245,000
Program Total:	\$100,000		\$245,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is paid for with Video Lottery Fund resources.

Significant Program Changes

Last year this program was: #10035B, Summer Youth Connect

Last year, this program was Program #10035B - Summer Youth Connect. Funding for this program was included in FY 2013 #10035B - Summer Youth Connect. In Fiscal Year 2012-13 the program doubled the number of slots funded from 50 to 100.

Lead Agency: County Human Services

Program Contact: Edward Jones

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

Program Description

This program offer is only for budgeting and accounting purposes.

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 of \$12 million dollars. This amount approximately represents 3 months of operating capital that would be needed to support a system of Multnomah County's size. This would cover any reasonable but unexpected cost increases within our system or the need to transition existing business to another entity.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
Unappropriated & Contingency	\$0	\$13,255,558	\$0	\$14,017,238
Total GF/non-GF:	\$0	\$13,255,558	\$0	\$14,017,238
Program Total:	\$13,255,558		\$14,017,238	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$13,255,558	\$0	\$14,017,238
Total Revenue:	\$0	\$13,255,558	\$0	\$14,017,238

Explanation of Revenues

\$13,951,218 Beginning Working Capital as of 7/1/13
 \$66,020 Estimate of interest earned during FY14

Significant Program Changes

Last year this program was: #25101, Mental Health Beginning Working Capital
 In FY13 program offer 25055B included \$2,062,583 of the total beginning working capital.

Lead Agency: Overall County

Program Contact: Mike Jaspin

Program Offer Type: Revenue/Fund

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

This offer includes the following cash transfers:

- General Fund to Capital Improvement Fund - \$8,861,646
- General Fund to Asset Replacement Revolving Fund - \$226,000
- General Fund to Information Technology Fund - \$1,500,000
- General Fund to Fleet Management Fund - \$1,203,958
- Federal State Fund to General Fund - \$1,029,600

The offer accounts for the General Fund Contingency, which is established at \$3,963,691. The General Fund Contingency also contains \$5,782,105 for a BIT reserve set at 10% of anticipated revenues.

The offer accounts for the 10% General Fund revenue reserve as described in the Financial and Budget Policies. The Library Fund contingency (\$5,598,059) and the Risk Fund contingency (\$14,695,328) and unappropriated balance are recorded here too.

Video Lottery revenues of \$5,229,915 and contingency of \$785,387 are recorded in this offer, while expenditures are reported in departmental program offers where they are spent.

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 a benchmark. The goal in developing the reserve policy was to shield the county from fluctuations in revenues available to fund ongoing programs. The policy articulates the conditions under which reserves will be used and outlines a process for replenishing them should they fall below the goal. The General Fund contingency cannot be accessed unless the 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 (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	10	10	10	10

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
Program Expenses	2013	2013	2014	2014
Cash Transfer	\$26,379,184	\$1,201,541	\$11,791,604	\$1,029,600
Unappropriated & Contingency	\$41,071,673	\$46,081,074	\$42,383,325	\$51,633,446
Total GF/non-GF:	\$67,450,857	\$47,282,615	\$54,174,929	\$52,663,046
Program Total:	\$114,733,472		\$106,837,975	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$5,223,488	\$0	\$5,229,915
Other / Miscellaneous	\$0	\$47,480,688	\$0	\$52,699,108
Total Revenue:	\$0	\$52,704,176	\$0	\$57,929,023

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 countywide, or 'corporate', revenues that make 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

For FY 2014, General Fund resources are estimated to be \$468.8 million, which includes \$56.0 of beginning working capital. The revenues budgeted in this program offer represent approximately 81.8% of the total General Fund. The primary ongoing revenue sources are property taxes, business income taxes (BIT), and motor vehicle rental taxes (MVRT). The remaining General Fund revenues are budgeted within departmental program offers.

Accurate revenue forecasting is crucial to the development of long range financial plans. It is the goal of the Budget Office to produce revenue estimates that fall within a range of (+/-) 2% of actual collections. The assumptions used to develop revenue forecasts should be clearly articulated to, and understood by, all decision makers in the budget process. The County's Financial & Budget Policies out the forecast process.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
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	2013	2013	2014	2014
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	\$6,408,561	\$0	\$6,479,373	\$0
Intergovernmental	\$4,014,476	\$0	\$4,417,704	\$0
Taxes	\$312,770,728	\$0	\$315,693,473	\$0
Other / Miscellaneous	\$56,728,702	\$0	\$56,892,451	\$0
Total Revenue:	\$379,922,467	\$0	\$383,483,001	\$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, and motor vehicle rental taxes. The property tax is the single largest revenue in the General Fund at approximately two-thirds of ongoing revenue. It is governed by state statute and its' growth is limited by two constitutional measures which have been approved by the Oregon electorate. An explanation of the limitations imposed by Measure 5 and Measure 47/50 can be found in the Summaries section of Volume 1 of the budget documents.

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

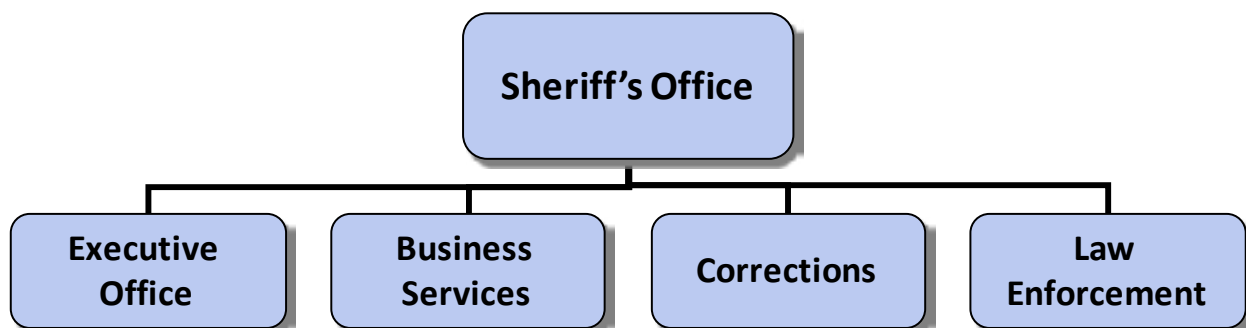
Significant Program Changes

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

Department Overview

The Sheriff's Office plays a unique, comprehensive role in the continuum of Public Safety Services here in Multnomah County. The Sheriff's reach is extensive, providing law enforcement services, search and rescue operations, civil process, civic emergency coordination and community policing to unincorporated areas in the Columbia River Gorge, east and west county communities, forested public watersheds and waterways both remote and urban. The Sheriff is also the first responder in providing social service contacts to these areas, coordinating Health Department, Human Services and other responses as needed. When police contact in any of these areas results in arrest, Sheriff's deputies transport arrestees to the Sheriff Office Booking Facility, located at the Multnomah County Detention Center in downtown Portland. There arrestees are searched, medically screened by Health Department staff and evaluated by court and corrections staff for release options or potential housing. If housed in one of the Sheriff's Office jail facilities, pretrial inmates and sentenced offenders are assessed for potential placement in programs offered in the jails – programs targeting mental health, addiction treatment and services, and post-release housing and job training to name a few. Through all these activities, arrest and booking, court transport to housing and, programming to release, Sheriff's staff are directly involved in the care, custody and control of these individuals, giving the Multnomah County Sheriff and staff a uniquely comprehensive role in county Public Safety.

All of these services are important elements to a "stream of offenders" approach to public safety services and serve to fulfill the priority of safety at home, work, school, or play.



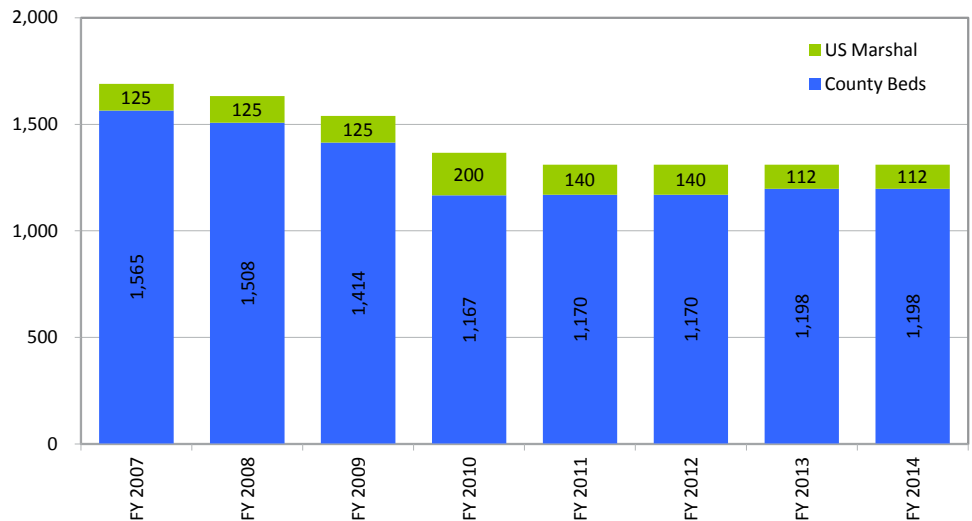
Budget Overview

The Sheriff's Office total budget for FY 2014 is \$124 million and 776.32 FTE. General Funds total \$109.6 million or 88% of the budget. A year over year comparison shows the General Fund increased by \$3.9 million or 3.7%. Most of this increase is due to higher personnel costs. The General Fund did backfill the Human Trafficking Task Force (60073) for \$132,923 which was previously a grant funded program.

Other funds account for \$14.5 million or 12%. Other funds stayed flat year over year.

The budget maintains the jail bed capacity of 1,310 beds, 112 which are contracted for by the US Marshals Services. The budget also retains all the patrol and support functions for the Sheriff's Office.

Sheriff's Office Jail Bed Capacity



Budget Trends*	FY 2012	FY 2013	FY 2013	FY 2014	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
	Staffing FTE	777.74	752.65	777.65	
Personnel Services	\$96,396,367	\$98,201,786	\$97,306,566	\$101,384,780	\$4,078,214
Contractual Services	1,069,592	886,262	978,106	901,274	(76,832)
Materials & Supplies	20,235,311	19,422,039	21,284,426	21,759,655	475,229
Capital Outlay	<u>314,090</u>	<u>505,915</u>	<u>505,915</u>	<u>97,994</u>	<u>(407,921)</u>
Total Costs	\$118,015,360	\$119,016,002	\$120,075,013	\$124,143,703	\$4,068,690

*Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

Successes

The Sheriff's Office has taken a leading role in Multnomah County's commitment to sustainability through the Sustainable Jail Project, diverting thousands of pounds of compostable materials away from local landfills and implementing system-wide sustainability practices in purchasing and operations; practices that both reduce jail operational costs and protect the environment.

We are pleased the Corrections Grand Jury recognized improvements in overall management made by our agency; Of note:

- The operations of the Multnomah County Sheriff's Office (MCSO) jail system generally continue to improve, relative to consistent budget constraints over the past decade.
- Sheriff Dan Staton has done exemplary work while struggling to provide a breadth of services to the inmate population given budget constraints.
- The Sheriff's Sustainability Initiative has reduced costs while providing an example for other county agencies to follow.

Challenges

Issues around Corrections Deputy staffing rise to the top of concerns for FY 2014. The Sheriff's Office has made significant progress in the hiring of Corrections Deputies since identifying and addressing the vacancy issue – hiring 24 deputies in FY 2012 and targeting resources in FY 2013 to improve upon that number. Of the Deputies hired to open MCIJ in 1988, many are becoming eligible to retire.

The expiration of several grants will impact quality services currently being delivered by the Sheriff's Office, In-Jail Gang Intelligence Deputy (60046), a Detective position and administrative staff support for in our Special Investigations Unit (60067B) and a cap on contract work with METRO. While these programs are valued by our agency and the citizens they serve, and speak to current serious issues on our county, they represent services auxiliary to our core mission and therefore subject to consideration for reduction absent a funding source.

Also at issue for the Sheriff's Office is the reduction in support resources during the last several budget years. While we have been able to maintain many popular programs by creating efficiencies and doing more with less, as we approach future constraint there is only a very limited ability to "thin the soup," and are forced to cut well executed, important programs to meet our constraint goal in order to protect services at the very core of our obligation to our citizens and Oregon statutory requirements.

Diversity and Equity

We serve Multnomah County by holding the Sheriff's Office management and staff accountable to ensure access, equity, and inclusion with its services, policies, practices, and procedures. The Sheriff's Office fully embraces county policy with specific regard to the prohibition of workplace harassment and discrimination, and conducts agency-wide training regarding these policies on an on-going basis.

We ensure our investments in the community build a more just and equitable Multnomah County. We have a culture of open collaboration, and respectful, courageous conversations about institutional barriers to equity. We unite around shared values of access, equity, inclusion and equity. Our workplaces are safe and our services are culturally responsive. Our workforce reflects community experience, needs and perceptions, and we actively participate in community events that value cultural diversity, equity, social justice and celebration of diverse lifestyles.

Specific steps to improve Diversity this year:

- Recruitment of minority and women deputies
- Promotion of women and minority Lieutenants and Captains
- Inclusion of non-sworn managers in the promotional selection panels for sergeants and lieutenants, adding greater diversity to the panels as well as introducing new administrative perspectives
- Training of both line and support staff regarding mental health issues which provides better support and understanding of the diverse inmate populations in our jails
- Participation in community events supporting diversity

Budget by Division

Division Name	FY 2014 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$3,917,916	\$0	\$3,917,916	22.00
Business Services	12,727,790	15,000	12,742,790	67.00
Corrections Division	72,679,907	10,298,036	82,977,943	526.82
Law Enforcement	<u>20,305,398</u>	<u>4,199,656</u>	<u>24,505,054</u>	<u>160.50</u>
Total Sheriff's Office	\$109,631,011	\$14,512,692	\$124,143,703	776.32

Executive Office

The MCSO Executive Office plays the critical role of providing oversight for the operations of the entire agency, a focus on staff well being through the agency Chaplain, a single point of contact for the Office of Sheriff through the Public Information Officer, and a commitment to standards and ethical conduct through Professional Standards.

The Executive Office acts as the first point of policy for Sheriff's Office operations and interests. The Executive Office sets the course for the agency to follow, and ensures operations are safe and on target through units within the Office. The Inspections Unit accounts for agency firearms and other critical equipment, and oversees Life Safety functions for all of MCSO. Human Resources coordinates member's health and family concerns, as well providing support for members day-to-day work needs. They also conduct extensive background investigative work on each Sheriff's Office member prior to hiring, to ensure the agency employs men and women with the highest level of integrity. The Public Information Officer relays information about agency operations to the public through public records requests, media inquiry and periodical publication. The Internal Affairs Unit assures a commitment to effective and ethical conduct, both through investigation of complaints against members and through oversight of agency high-risk practices.

Significant Changes

To meet constraint a 0.4 FTE Corrections Deputy position was reduced in the amount of \$52,443.

Business Services

Business Services is responsible for financial management, information technology, research and analysis, corrections records, staff training and other support. The programs operated by Business Services supports both the Corrections and Enforcement Divisions which directly contribute to public safety and citizens feeling safe at home, work, school and play. The Business Services Division support begins with the Fiscal Unit, which provides the necessary payroll, budget and accounting services to every unit in the Sheriff's Office. Analysis and reporting for all MCSO public safety activities happens at the Planning and Research Unit, where analysts provide data and reporting affecting budget, planning, and policy decisions at MCSO and throughout the public safety community. All operations, both uniform and civilian, rely heavily on information technology support provided by the Criminal Justice Information Systems Unit (CJIS). CJIS connects MCSO to the local community and the world through internet support, and keeps key information systems vital to investigation, booking and inmate data management up and running 24 hours a day, 7 days a week. The Training Unit assures members maintain both mandated certifications and perishable skills, as well as providing necessary training with regard to Life Safety issues, OSHA requirements, job skills and member career development.

Significant Changes

Business Services has no changes in staffing planned for FY 2014.

On January 1st of 2013 Senate Bill 1559 (enrolled) modified ORS 403.240(9) to instruct the Oregon Office of Emergency Management to make the State 9-1-1 Excise Tax distribution directly to the 9-1-1 jurisdiction that serves cities and unincorporated areas. This change removed the 9-1-1 Telephone Tax pass-through payments from the Sheriff's Office budget and makes the deposit directly to the Portland Bureau of Emergency Communication (BOEC), eliminating the future need to budget the pass-through of the State 9-1-1 Excise Tax in the Sheriff's Office budget.

Corrections Division

The MCSO Corrections Division's mission is to provide effective detention, rehabilitation and transitional services that together stabilize, protectively manage and positively impact arrestees, pretrial inmates and sentenced offenders, resulting in both cost-effective management of populations in jail and successful reentry into our communities upon release. Our core service is providing jail beds to the public safety system as the critical piece for providing offender accountability, and maintenance of these beds that provide a strong deterrent to criminal behavior.

As the sole provider of jail beds in a county serving a largely urban population, the Corrections Division encounters a variety of persons who often have a multitude of issues, from mental and physical illness, to addiction or a propensity for violence. The division meets this challenge by providing medical screening of all arrestees at booking, and skilled, evidence-based objective classification of pretrial inmates and sentenced offenders leading to safe and appropriate housing choices. Many housing areas are designed to address special needs, including mental and medical health concerns and treatment, protective housing for vulnerable persons and high security custody for the most dangerous offenders. The division focuses on stabilizing pretrial inmates and sentenced offenders, fulfilling court requirements, then moving offenders to in-jail programming and work opportunities to support successful reentry into our communities by providing job skills, addiction and transitional services and reduced sentences through inmate Work Crews.

Significant Changes

In FY 2013, 59 beds at the Inverness Jail were funded with one-time-only funds. As a result for FY 2014, Dorm 4 (60041H) was not included in the initial constraint calculation but was restored in the Chair's Budget. This maintains our jail system capacity at 1,310 available beds.

In order to meet the County constraint, the Gresham Temporary Hold (60033B) remains out of target; a Corrections Counselor and a Program Administrator have been reduced in Inmate Programs (60037). Also the grant for the In-Jail Gang Intelligence Deputy (60046) expired and the position has been reduced. The Chair's budget restored the Turn Self In program (60034D); and the In-Jail Human Trafficking Intelligence Sergeant (60050). A new Corrections Lieutenant position has been created from a management position reclassification which will act in the County Attorney Liaison/Jail Audit/ Corrections Grand Jury roles.

Further reductions for the Corrections Division to meet constraint were offset with additional revenue from the State for SB1145 funding and also an increase in Court Security funding based on the Governor's budget. In addition, it is anticipated that the Sheriff's Office will receive \$400,000 from the State Criminal Alien Assistance Program (SCAAP) from the US Department of Justice.

The total reductions are 3.30 FTE and \$383,753 dollars.

Law Enforcement

The MCSO Law Enforcement Division's mission is to provide exemplary public safety services to citizens and visitors to Multnomah County. Operating under statutory mandates, each unit accomplishes specific functions that supports Multnomah County's overall mission. This division protects citizens by providing 24/7 law enforcement and human service connections to those who reside in or visit unincorporated areas and the communities of Maywood Park, Wood Village and Corbett. Deputies respond to 911 emergency calls, investigate traffic accidents, arrest wanted subjects and engage in solving community safety problems present in schools, businesses and neighborhoods. Tourism and recreation create conditions where citizens need emergency rescue assistance on land and in waterways.

This division provides education, enforcement and prevention of emergencies which occur on waterways. River patrol resources provide safe commercial and recreational access and passage to the County's 100 miles of rivers which operate within the United States' fifth largest port. Deputies enforce boating laws and provide security protection for marine communities. Dangerous drug abuse and addiction account for most crime in our community and this division helps reduce impact by providing countywide narcotics enforcement. Division detectives help children by investigating and arresting persons who exploit children for sex, labor and use technology as a tool to lure children. Detectives help citizens by investigating and arresting persons who abuse elderly and domestic violence victims.

Significant Changes

In order to meet the County constraint, an Office Assistant 2 was reduced from the INTERCEPT program (60066) which reduces the administrative support for the detective who investigates state and federal laws relating to crimes against children, child pornography, child exploitation and the use of computers to promote these crimes. Grant funding ended in FY 2013 for a Detective in the Special Investigations Unit (60067), which places this position out of target. Expected increased fees in the Civil Process Program (60064A) will add a 1.00 FTE Program Coordinator position.

The Chair's Executive budget adds back the Human Trafficking Task Force Detective (60073) which had its grant funding ended in FY 2012. Also included in the Executive budget the general fund backfill for the Domestic Violence Enhanced Response Team (DVERT) Detective (60076).

Enforcement Division total reductions are 2.00 FTE and \$192,548 dollars.

Sheriff's Office

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

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60000	MCSO Executive Office	\$1,636,491	\$0	\$1,636,491	8.00
60003	MCSO Human Resources	1,163,724	0	1,163,724	8.00
60005	MCSO Professional Standards	1,117,701	0	1,117,701	6.00
Business Services					
60010	MCSO Business Services Administration	1,309,033	0	1,309,033	1.00
60012	MCSO Criminal Justice Information Systems	4,686,431	0	4,686,431	7.00
60013	MCSO Fiscal Unit	792,256	0	792,256	6.00
60014	MCSO Time & Attendance Unit	507,727	0	507,727	5.00
60015	MCSO Planning & Research Unit	708,038	0	708,038	5.00
60021	MCSO Corrections Support	3,593,718	0	3,593,718	37.00
60022	MCSO Training Unit	1,130,587	15,000	1,145,587	6.00
Corrections Division					
60030	MCSO Corrections Division Admin	981,121	400,000	1,381,121	3.00
60032	MCSO Transport	2,806,294	0	2,806,294	16.00
60033A	MCSO Booking & Release	8,396,749	0	8,396,749	58.24
60034A	MCSO Court Services - Courthouse	3,722,116	0	3,722,116	23.00
60034B	MCSO Court Services - Justice Center	1,024,703	0	1,024,703	7.00
60034C	MCSO Court Services - JJC	255,678	0	255,678	2.00
60034D	MCSO Turn Self In Program	262,217	0	262,217	2.00
60035A	MCSO Facility Security - Courts	1,125,717	510,109	1,635,826	16.60
60035B	MCSO Facility Security - Jails	1,958,377	0	1,958,377	21.50
60035C	MCSO Facility Security - Library	708,408	0	708,408	7.00
60035D	MCSO Facility Security - JJC	139,409	0	139,409	2.00
60035E	MCSO Domestic Violence Gateway One Stop	69,705	0	69,705	1.00
60036	MCSO Classification	3,223,521	0	3,223,521	21.00
60037A	MCSO Inmate Programs	2,297,011	0	2,297,011	19.00
60038	MCSO CERT/CNT	165,597	0	165,597	0.00
60039	MCSO Corrections Work Crews	1,271,406	875,364	2,146,770	12.00

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Corrections Division cont.					
60040A	MCSO MDCDC Core Jail & 4th Floor	12,887,633	0	12,887,633	64.80
60040B	MCSO MDCDC 5th Floor	3,882,521	0	3,882,521	25.48
60040C	MCSO MDCDC 6th Floor	2,187,287	0	2,187,287	14.56
60040D	MCSO MDCDC 7th Floor	3,081,967	0	3,081,967	23.66
60040E	MCSO MDCDC 8th Floor	1,921,179	0	1,921,179	18.20
60041A	MCSO MCIJ Dorms 10, 11 & 18	7,404,792	7,941,672	15,346,464	75.20
60041B	MCSO MCIJ Dorms 12 & 13	3,140,019	0	3,140,019	20.02
60041C	MCSO MCIJ Dorms 14 & 15	1,944,611	0	1,944,611	12.74
60041D	MCSO MCIJ Dorms 16 & 17	619,620	0	619,620	3.64
60041E	MCSO MCIJ Dorms 6 & 7	2,171,965	0	2,171,965	14.56
60041F	MCSO MCIJ Dorms 8 & 9	1,186,370	0	1,186,370	9.10
60041G	MCSO MCIJ Dorm 5	1,683,562	0	1,683,562	14.56
60041H	MCSO MCIJ Dorm 4	654,064	0	654,064	5.46
60043	MCSO Close Street	1,297,394	0	1,297,394	9.00
60044	MCSO Volunteers	47,734	0	47,734	0.50
60045	MCSO Inmate Welfare	0	570,891	570,891	3.00
60050	MCSO In-Jail Human Trafficking	161,160	0	161,160	1.00
Enforcement Division					
60060	MCSO Enforcement Division Admin	731,040	0	731,040	1.00
60061	MCSO Enforcement Division Support	2,192,267	0	2,192,267	24.00
60063	MCSO Patrol	6,158,668	294,640	6,453,308	37.00
60064A	MCSO Civil Process	1,601,303	0	1,601,303	12.00
60065	MCSO River Patrol	1,886,831	777,247	2,664,078	14.50
60066	MCSO Detectives, INTERCEPT, Elder Abuse	1,481,946	7,000	1,488,946	9.00
60067A	MCSO Special Investigations Unit	677,655	213,381	891,036	5.00
60068	MCSO Warrant Strike Team	770,762	0	770,762	5.00
60069	MCSO Alarm Program	0	210,000	210,000	1.50
60070	MCSO Concealed Handgun Permits	9,973	335,000	344,973	3.00
60071	MCSO TriMet Transit Police	0	845,605	845,605	6.00

Prog. #	Program Name	FY 2014 General Fund	Other Funds	Total Cost	FTE
Enforcement Division cont.					
60073	MCSO Human Trafficking Task Force	132,923	0	132,923	1.00
60074	MCSO Metro Services	0	427,137	427,137	3.00
60076	MCSO Domestic Violence Enhanced Response Team	76,562	51,041	127,603	1.00
60077	MCSO Corbett Community Resource Deputy	137,926	0	137,926	1.00
60078	MCSO Logistics Unit	1,145,067	0	1,145,067	4.00
60079	MCSO Procurement & Warehouse	993,925	0	993,925	7.77
60080	MCSO Property & Laundry	2,288,550	0	2,288,550	19.00
60081	MCSO Commissary	0	757,838	757,838	3.73
60084	MCSO Gang Enforcement Deputy	0	280,767	280,767	2.00
60085	MCSO Hornet Trail Rescue Team	20,000	<u>0</u>	<u>20,000</u>	<u>0.00</u>
Total Sheriff's Office		\$109,631,011	\$14,512,692	\$124,143,703	776.32

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Lead Agency: Sheriff

Program Contact: Sheriff Dan Staton

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

The Sheriff and executive staff engage the community in defining and prioritizing public safety needs. The Sheriff establishes agency direction and standards to consistently demonstrate responsible leadership. The Sheriff and executive staff ensure that citizens both trust and believe that they are receiving a quality level of law enforcement and corrections services.

Program Description

Executive staff work with other agencies and departments to ensure the public safety system is balanced, works effectively together, and meets the expectations of the community in a fair and equitable manner. The Sheriff frequently contacts business and community leaders to assess and define their needs and then applies that information to the priorities and strategies of the agency. The Sheriff is a member of the Oregon State Sheriff's Association which guides industry standards and policies. The Sheriff maintains regular communications with employee, union, community, and government leaders. The Sheriff swears in sworn employees, conveying a personal commitment between the employee and Sheriff personally. Through the Public Information Officer, the community is informed and educated about important issues relating to the Sheriff's Office. An independent review of revenues and expenditures are routinely performed by staff for efficient use of taxpayer's dollars. This program supports the public trust and confidence by identifying and understanding the citizen's need to communicate between themselves and their elected officials. Public interaction through meetings, media events, public web site, and electronic mail create frequent, genuine-feeling interactions with their elected Sheriff. ORS 206.010 describes the Sheriff as "the chief executive officer and conservator of the peace of the county." Elected countywide, the Sheriff is accountable to the public for delivery of law enforcement and corrections services to ensure all citizens are protected in a fair and equitable manner.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Public Engagements by Executive Staff	181	52	160	160
Outcome	Number of divisions that achieve the majority of their performance measures	4	4	4	4
Outcome	Percent of performance measures met agency wide	91.0%	90.0%	87.0%	90.0%

Performance Measure - Description

Measures represent a summation of total agency performance measures. MCSO has four divisions/sections: exec office including professional standards, business services, corrections and enforcement.

"Public Engagements of Executive Staff" was a new measure in FY13.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,140,593	\$0	\$1,191,153	\$0
Contracts	\$33,773	\$0	\$34,533	\$0
Materials & Supplies	\$131,013	\$0	\$133,962	\$0
Internal Services	\$267,050	\$0	\$276,843	\$0
Total GF/non-GF:	\$1,572,429	\$0	\$1,636,491	\$0
Program Total:	\$1,572,429		\$1,636,491	
Program FTE	8.00	0.00	8.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was: #60000, MCSO Executive Office

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Jennifer Ott

Executive Summary

The Sheriff's Office Human Resources perform the staffing and personnel functions for its approximately 800 positions and employees.

Program Description

This program conducts staffing-related functions including: recruitment, position tracking, promotional assessment centers, interviews, fingerprinting, documentation, arrangements for psychological testing, hiring, photography and preparation of identification cards, records maintenance (including compliance with HIPAA rules regarding medical files), termination activities, conduct of labor-management interaction, affirmative action, leave administration including the Family Medical Leave Act, the Oregon Family Leave Act, military leave, Workers Compensation and administrative leave. This program is essential to support the Sheriff's Office's staffing functions. The Sheriff's Office has three unions, is a 24/7 workplace, requires thorough and in depth backgrounds of all employees and maintains a high level of staff security. These conditions require HR to function in a highly specialized environment.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military)processed	416	411	420	420
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

HR strives to ensure that the increased number of applications is processed in a timely manner as well as ensuring employees' appropriate and applicable state and federally-protected coverage is applied. This comes in an environment of increased FMLA/OFLA usage and where we also continue to address inappropriate sick time usage.

Data are from SAP.

Legal/Contractual Obligation

Support for Sheriff's Mandates, including ORS Chapters 206 and 169.

Family Medical Leave Act (FMLA) of 1994.

Health Insurance Portability and Accountability Act (HIPAA) of 1996.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$963,174	\$0	\$1,043,072	\$0
Contracts	\$11,177	\$0	\$11,428	\$0
Materials & Supplies	\$22,906	\$0	\$23,422	\$0
Internal Services	\$78,058	\$0	\$85,802	\$0
Total GF/non-GF:	\$1,075,315	\$0	\$1,163,724	\$0
Program Total:	\$1,075,315		\$1,163,724	
Program FTE	8.00	0.00	8.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60003, MCSO Human Resources

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Harry Smith

Executive Summary

Professional Standards consists of the Inspections Unit and the Internal Affairs Unit (IAU). Inspections ensures the agency's operations and staff conform to established policies, procedures, existing laws, and ethical standards through scheduled and unscheduled inspections and audits. IAU investigates allegations of employee misconduct to ensure accountability of MCSO public employees. Professional Standards is headed by an Inspector who reports directly to the elected Sheriff.

Program Description

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit develops policies and procedures based on public safety industry best practices. The unit inspects and audits MCSO operations and correctional facilities, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety education and training. The Inspections Unit conducts performance audits of specific operations to discover and correct policy deficiencies. The Internal Affairs Unit conducts independent investigations of allegations of employee misconduct to ensure the integrity of and confidence in MCSO employees. Each complaint is initially evaluated by a Pre-Investigative Assessment. IAU investigations are conducted in accordance with established due process requirements to ensure accountability of not only employees but the IAU process itself.

MCSO is an agency whose sworn members are authorized by law to arrest and confine citizens against their will. Its sworn members are authorized under justifiable circumstances to take human life. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties lawfully, efficiently, and in the most cost-effective manner possible. Professional Standards, operating independent of the chain-of-command and reporting directly to the elected official in charge of the agency, ensures that accountability.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total audits of Agency properties and assets and total inquiries	82	80	132	120
Outcome	Number of processed complaints that required a full IAU investigation	17	12	30	35
Output	Number of complaints processed via Pre-Investigative Assessment	148	0	140	140
Outcome	Number of cases initiated to investigate leave abuse	5	2	7	5

Performance Measure - Description

 **Measure Changed**

- "Total internal audits of agency properties, processes, assets and total inquiries" includes: individual narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits (county owned/seized), safety inspections, and quality control audits. The "total inquiries" includes investigation of and response to security threats to Multnomah Building occupants and County employees. Data counted from audit files.
- "Number of processed complaints that required a full IAU investigation" indicates the number of complaints that rise to a level of seriousness that may result in formal discipline. Data is taken from IAU databases.
- "Number of complaints processed via Pre-Investigative Assessment" is a new measure. This measure indicates the overall number of complaints received by IAU. All complaints receive serious attention and a preliminary inquiry is conducted to determine the need for a full administrative investigation. Data is taken from IAU databases.
- "Number of cases initiated to investigate leave abuse" indicates the effects of efforts to combat issues surrounding patterns of sick leave abuse in order to ensure attendance accountability as identified in previous audits and inquiries. Data taken from IAU databases.

Audits and processed complaints have increased due to the addition of security threat assessments and inquiries regarding problem people at County facilities as a function. Also, the Sheriff and Professional Standards lieutenant are focusing on increasing the agency's level of accountability through audits and the processing of complaints.

Legal/Contractual Obligation

Labor contracts: Deputy Sheriff's Assn.: Article 19 Local 88: Article 17 Mult. Cty. Corr. Deputies Assn: Article 18

MCSO Agency manual

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$928,886	\$0	\$930,277	\$0
Contracts	\$69,872	\$0	\$71,444	\$0
Materials & Supplies	\$26,505	\$0	\$27,102	\$0
Internal Services	\$77,760	\$0	\$88,878	\$0
Total GF/non-GF:	\$1,103,023	\$0	\$1,117,701	\$0
Program Total:	\$1,103,023		\$1,117,701	
Program FTE	6.40	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

 **Significantly Changed**

Last year this program was: #60005, MCSO Professional Standards

The .40 FTE Corrections Deputy position, along with the 1.0 FTE MCSO Program Administrator position in Program Offer 60037, have been cut to fund a Corrections Lieutenant's position that will be assigned to Corrections Administration.

Lead Agency: Sheriff

Program Contact: Drew Brosh

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Division administration provides administrative leadership and strategic direction to the Sheriff's Office Business Services Division. The Division administration turns Sheriff's policies and directives into the Program offerings that serve citizens in Multnomah County and supports the functions within the Corrections and Law Enforcement Divisions.

Program Description

Business Services is responsible for financial management, information technology (CJIS), planning and research analysis, corrections support, and training. The programs operated by Business Services support both the Corrections and Law Enforcement Divisions which directly contribute to citizens feeling safe at home, work, school and recreation – primarily the public safety system, social conditions and communities. Programs offered hold offenders accountable for their actions. The Business Services Chief Deputy is responsible for policy development, assignment of resources, and oversight for all Division functions. The Business Services Chief Deputy ensures that programs are assessed for cost effectiveness, are culturally competent, and structured to complement each other within the Sheriff's Office and Multnomah County government.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Performance Measures Met within Division	100.0%	90.0%	90.0%	90.0%
Outcome	Corrections Deputy Vacancies Filled	0	20	24	25

Performance Measure - Description

The growing number of vacancies in the Corrections Deputy job classification, combined with the growing number of anticipated retirements, has made management of Corrections Deputy vacancies a major focus of MCSO budget management over the next 5 years. The Corrections Division makes up 67% of the MCSO budget overall, with nearly 80% of that cost directly related to personnel.

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Business Services Admin.

"Corrections Deputy Vacancies Filled" from Business Services Memorandum January 2012, "OTO Hiring Proposal"

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$368,225	\$0	\$389,258	\$0
Contracts	\$12,200	\$0	\$12,475	\$0
Materials & Supplies	\$876,439	\$0	\$892,644	\$0
Internal Services	\$16,645	\$0	\$14,656	\$0
Total GF/non-GF:	\$1,273,509	\$0	\$1,309,033	\$0
Program Total:	\$1,273,509		\$1,309,033	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Fees, Permits & Charges	\$803,002	\$0	\$750,215	\$0
Other / Miscellaneous	\$5,000	\$0	\$5,000	\$0
Total Revenue:	\$808,002	\$0	\$755,215	\$0

Explanation of Revenues

\$5000 - Faces of Meth/Drugs to Mugs CD/DVD Sales
 \$5000 - Faces of Meth/Drugs to Mugs Donations
 \$745,215 - Revenue from Departmental Indirect (FY 14's Departmental rate is 5.61%)

Significant Program Changes

Last year this program was: #60010, MCSO Business Services Admin

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Andrew Potter

Executive Summary

The Criminal Justice Information Systems (CJIS) Unit's goal is to provide the highest quality, most cost effective IT services to MCSO users, so that they can provide exemplary service for a safe livable community. The CJIS Unit strives to provide the right information to the right people in a timely manner to make informed decisions.

Program Description

The MCSO CJIS Unit supports all aspects of IT for the Sheriff's Office, including but not limited to PCs, laptops, servers, printers, directory services (including email, authentication and security), mobile computer systems in the MCSO fleet and a number of CJIS and non-CJIS applications. MCSO currently supports upwards of 3000 users, between our internal users and partner agency users, which all need access to SWIS, IWS (Mugshot system) and other MCSO supported shared applications. The CJIS Unit works closely with Justice Partner agencies to provide their users access to MCSO applications. MCSO CJIS also supports external partners' access and authentication to MCSO CJIS applications as well as public access to MCSO data via our web site at www.mcso.us. MCSO CJIS is a partner with Multnomah County District Attorney IT, Portland Police IT and Multnomah County IT in collaborative work to benefit our agencies and our customers.

MCSO CJIS supports over 500 desktop PCs, 100 mobile data connections, 150 network printers, 100 servers and over 3000 users between MCSO staff, volunteers and External Partners needing access to MCSO CJIS Applications and IT Systems.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of work orders completed	3,914	3,500	4,350	4,200
Outcome	Average time to complete work orders (hours)	112	120	135	125

Performance Measure - Description

Note: some work orders take several days or weeks to complete, while others are completed within a few minutes.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$998,828	\$0	\$1,061,297	\$0
Contracts	\$20,000	\$0	\$20,450	\$0
Materials & Supplies	\$337,742	\$0	\$345,341	\$0
Internal Services	\$2,977,349	\$0	\$3,259,343	\$0
Total GF/non-GF:	\$4,333,919	\$0	\$4,686,431	\$0
Program Total:	\$4,333,919		\$4,686,431	
Program FTE	7.00	0.00	7.00	0.00
Program Revenues				
Intergovernmental	\$2,700	\$0	\$2,700	\$0
Total Revenue:	\$2,700	\$0	\$2,700	\$0

Explanation of Revenues

\$2,700 - Crime Capture reports for GPD/FBI/PPB.

Significant Program Changes

Last year this program was: #60012, MCSO Criminal Justice Information Systems

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Wanda Yantis

Executive Summary

The MCSO Fiscal Unit program provides comprehensive financial services to the Multnomah County Sheriff's Office in support of the agency's public safety operations. The Sheriff's Office annual budget is over \$120 million dollars and is funded from a variety of sources including County general fund; State and Federal grants, fees and contracts; as well as through intergovernmental agreements with local jurisdictions.

Program Description

The Fiscal Unit gathers financial data, enters and processes transactions through the County financial system (SAP), conducts analysis, and reports financial information to Command Staff so that strategic operational decisions can be made. The Fiscal Unit makes certain that funds are available for running the agency's operating programs and documents their use by performing: budget development, modification and monitoring; fiscal projections; accounts receivable and payable; inmate welfare fund accounting and deposits; contract development and monitoring; grant accounting; travel and training processing; as well as monitoring County internal service reimbursements.

The Fiscal Unit provides monthly financial reports to management and information for the County's annual audit. Oregon budget law, County financial policies, County administrative procedures and internal controls are implemented and upheld by the Fiscal Unit. The Fiscal Unit works with the Planning & Research Unit and the Executive Office in providing information to the public.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of payments over 60 days	3.5%	5.0%	3.5%	5.0%
Outcome	Number of accounts payable payments made	4,880	5,000	4,300	5,000

Performance Measure - Description

County policy is to have payments made within 30 days of invoice, the data is from SAP on actual payment date vs. invoice date. The Outcome measure of payments made reflects the volume of checks processed by the unit with the outcome of vendors paid.

Legal/Contractual Obligation

Assist in the contract development and procurement process as well as provide accounting and time information reports on contracts, grants and IGA's for the Sheriff's Office.

ORS Chapter 294 — County and Municipal Financial Administration

ORS 206.020 Keeping records of and disposition of fees.

ORS 294.085 Examining books and papers of county officers.

ORS 297.515 County audits include judicial and law enforcement agencies and officers

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$678,498	\$0	\$711,063	\$0
Contracts	\$888	\$0	\$908	\$0
Materials & Supplies	\$12,972	\$0	\$13,264	\$0
Internal Services	\$62,254	\$0	\$67,021	\$0
Total GF/non-GF:	\$754,612	\$0	\$792,256	\$0
Program Total:	\$754,612		\$792,256	
Program FTE	6.00	0.00	6.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60013, MCSO Fiscal Unit

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Wanda Yantis

Executive Summary

The Time and Attendance Unit's role is to provide time entry, audit, and reporting to management ensuring that agency staff are accurately paid as well as policies, contract language, and work rules are being consistently followed. The Unit works with employees and management to resolve any overpayment/underpayment issues that occur.

Program Description

The Time & Attendance Unit's responsibility is to enter and report working and non-working time accurately and in a timely manner for the approximately 800 Sheriff's Office employees. The Sheriff's Office is a 24 hour, 365 days per year operation with many different employee schedules. The Unit performs time audits before the payroll cycle is run to ensure that employees are accurately paid and issues are found before they become paycheck problems.

The management of time is an important element to the efficient use of public money and is a common issue in 24/7 public safety operations across the nation. The Time & Attendance Unit is a major component of the Sheriff's Office time management and accountability initiative which includes appropriate levels of staffing; use of overtime; use of planned time off such as vacation, personal holidays, and comp time; and the use of sick leave.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent of special checks issued due to time entry	18.0%	0.0%	11.0%	15.0%
Outcome	Total time entry hours approved per year	1,781,545	1,840,000	1,804,441	1,850,000

Performance Measure - Description

✔ Measure Changed

The measure of "special checks issued" was changed to "percent of special checks issued due to time entry." This is the number of special checks issued due to a time entry error (from the Payroll Supervisor) divided by the total number of special checks issued (from SAP).

The total time entry hours approved is a measure of the outcome of the time entry process which is then processed by County Central Payroll resulting in paychecks issued.

Legal/Contractual Obligation

Local 88 Contract; Multnomah County Deputy Sheriff's Contract; Multnomah County Corrections Deputy Association Contract; Multnomah County Personnel Rules; Federal Fair Labor Standards Act; Oregon BOLI laws

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$419,447	\$0	\$440,193	\$0
Materials & Supplies	\$13,244	\$0	\$13,543	\$0
Internal Services	\$52,811	\$0	\$53,991	\$0
Total GF/non-GF:	\$485,502	\$0	\$507,727	\$0
Program Total:	\$485,502		\$507,727	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was: #60014, MCSO Time & Attendance Unit

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Shea Marshman

Executive Summary

The Planning and Research Unit provides research and analysis services along with technological solutions to the Sheriff's Office to support policy decisions, budget development, and operational effectiveness. Data analysis, reports, and web-based business application tools from this unit meaningfully inform the Sheriff's Office, local public safety partners, and the public as well as supporting the daily operations of the agency.

Program Description

The Planning and Research Unit supports the needs of the Sheriff's Office through data analysis and web-based development.

Data analysis functions include producing information for policy decisions, budget development, and program support. Specific projects include activity-based costing, budget performance measures, and jail population monitoring. With access to multiple data systems and an effective knowledge of analysis tools, this unit works on issues ranging from examining complex public safety systems to specialized data requests. Specific, ongoing projects include daily reporting of emergency population release data and monthly statistics for jail population, bookings, and the average length of stay for arrestees, pretrial inmates, and sentenced offenders. The unit also engages in cost benefit analysis studies to find and explain appropriate staffing levels. These studies include analyses on compensatory time, overtime, sick time and overall leave. Data analysis and reporting for Sheriff's office program activities is essential to effective budgeting, sound policy, and public accountability.

Web-based development and functions include the support and creation of the technological applications necessary to agency operations. The Planning and Research Development Analyst supports the functions of Telestaff, MCSO's scheduling and staff tracking tool. This facilitates the effective management of 24/7 operations and staffing for a wide range of posts. Web-based corrections population management tools like CIMS and EZ Writer, developed by the unit's development analyst, are maintained and continue to be enhanced to ensure the safe management of the jail facilities through seamless electronic communication of inmate status. Additional projects include applications that facilitate firearms tracking, database creation tools for human trafficking investigations, and web-based community engagement platforms designed to keep the public informed about the work of the Sheriff's Office.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of quantitative analytics	1,166	1,850	1,512	1,500
Outcome	Number of qualitative analytics	758	800	572	600
Output	Number of work requests for CIMS, EZ Writer, and Telestaff	318	0	300	300

Performance Measure - Description

Quantitative analytics refers to numeric documents, datasets, spreadsheets produced and/or analyzed. Qualitative analytics refers to narrative documents produced and/or analyzed. Data do not include Visio charts, PowerPoint presentations, Access databases and other files not produced in Excel or Word.

Data source: Excel and Word files modified between 7/1/2011 and 6/30/2012 and between 7/1/2012 to 12/31/2012 found in U:\P&R\ and U:\RAU\.

The P&R Development Analyst creates application tools for the agency. Number of work requests for CIMS, EZ Writer, and Telestaff only include requests that rose to the level of effort to be entered into the "Track It" system. Numerous other requests are managed, but not logged into the system.

Reductions in current year numbers demonstrate a shift in workload to more effectively use analyst time for higher level, longer duration analyses. In addition, a quality assurance step was added to the workload. This assures improved product quality, but reduces the number of reports produced somewhat.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$626,604	\$0	\$663,615	\$0
Contracts	\$3,883	\$0	\$3,970	\$0
Materials & Supplies	\$1,444	\$0	\$1,476	\$0
Internal Services	\$38,110	\$0	\$38,977	\$0
Total GF/non-GF:	\$670,041	\$0	\$708,038	\$0
Program Total:	\$670,041		\$708,038	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60015, MCSO Planning & Research Unit

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Joyce Griffin

Executive Summary

The Corrections Support Unit maintains records and data concerning every arrestee, pretrial inmate and sentenced offender in MCSO custody. Corrections Support processes inmate bookings, transports, release dates, court orders, release information, and monitors Federal prisoners. CSU has most recently assumed the task of processing Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. Corrections Support is currently staffed 24 hours per day, 365 days per year.

Program Description

Corrections Support creates and maintains computerized bookings and releases, captures all inmate mug shots, processes all inmate court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for inmates and case manages all Federal inmates, Parole and Probation inmates and Fugitive inmates. Corrections Support provides receptionist duties for the MCDCC, processes and releases Forced Releases when a Population Emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility to ensure all arrestee information is entered into multiple criminal justice information systems correctly, quickly and efficiently. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, Corrections Support must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. Corrections Support must be diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Corrections Support work extremely closely and cooperatively with other agencies such as the United States Marshal's Service, US Immigration and Customs Enforcement, the State of Oregon Court system, the District Attorney's office, and the Department of Community Justice of Multnomah County.

Corrections Support processes and performs the duties associated with Forced Population Releases which occur during a jail population emergency. This ensures the "least dangerous" offenders are released to the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of computer bookings	37,166	37,000	37,500	37,500
Outcome	Number of sentence release date calculations	14,677	14,500	14,500	14,500

Performance Measure - Description

Computer bookings include Standard, In Transit, and Turn Self In bookings.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$3,382,148	\$0	\$3,498,299	\$0
Contracts	\$4,090	\$0	\$4,182	\$0
Materials & Supplies	\$68,441	\$0	\$69,983	\$0
Internal Services	\$44,489	\$0	\$21,254	\$0
Total GF/non-GF:	\$3,499,168	\$0	\$3,593,718	\$0
Program Total:	\$3,499,168		\$3,593,718	
Program FTE	37.00	0.00	37.00	0.00
Program Revenues				
Fees, Permits & Charges	\$10,000	\$0	\$1,000	\$0
Intergovernmental	\$100,000	\$0	\$120,000	\$0
Total Revenue:	\$110,000	\$0	\$121,000	\$0

Explanation of Revenues

\$120,000 - Social Security Incentive Pay
 \$1,000 - Report Requests

Significant Program Changes

Last year this program was: #60021, MCSO Corrections Support

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Mark Matsushima

Executive Summary

The Training Unit provides the coordination of courses and instruction to meet training requirements for law enforcement, corrections and civilian members. The Training Unit ensures compliance with federal and state laws, MCSO policy, work rules, safety considerations and professional standards, as well as addressing the needs and direction of agency leadership.

Program Description

The Training Unit delivers the training required by law and administrative rule, and training necessary for certification maintenance, to manage risk, and to support major policy focuses for each year. The Training Unit delivers this through annual in-service training, firearms/defensive tool (see bullet point below for details) training and certification, recruit and new supervisor field training programs, individual unit training support and records maintenance. The Training Unit ensures each member is equipped to perform the necessary duties to support his or her operational task. The Training Unit maintains requirements for all uniform presence in the community, including schools, waterways, patrol districts, courts and jails to ensure reliable and responsible public interaction and protection. The Training Unit ensures state requirements are met regarding newly hired enforcement and corrections deputies field training programs and basic certifications. Additionally, all sworn members attend mandated occupational health training. MCSO Firearms/Defensive tools consist of Pistol, Rifle, TASER, OC, Baton, Shotgun (lethal), Shotgun (less- Lethal), 40 MM (less- Lethal), Pepper Ball Gun (less- Lethal), FN 303 (less- Lethal).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Training sessions held	689	525	585	585
Outcome	Students receiving training	8,803	5,500	5,800	5,800
Output	Firearm and defensive tool training	189	250	275	275
Outcome	Qualifications, certifications and re-certs to carry firearms/defensive tools	3,625	1,900	2,647	2,600

Performance Measure - Description

“Training sessions held” includes in-service training sessions, special classes offered to MCSO members, firearms qualification sessions, ORPAT sessions, and classes hosted by MCSO. “Number of students receiving training” is the number of students served (i.e. a member may receive one training session while another will receive six training sessions for a total of “7” student services). “Number of firearm and defensive tool training sessions held” is the number of training sessions offered in training, qualification, certification, and re-certification in firearms, OC, TASER, baton, and other weapons. “Number of qualifications, certifications, and re-certifications to carry a firearm or defensive tool” reflects each member's certifications each year, which require multiple training sessions. With the implementation of on-line re-certification courses in OC and TASER, the number of re-certs will go up while keeping number of training sessions somewhat flat or reduced year to year.

Data from our internal training database, Skills Manager. At every training or range session that MCSO Training Unit provides, we have the students sign an F-6 (DPSST document to log a student's attendance at a particular class) and an MCSO payroll roster. The data from the F-6 and payroll roster are checked by a OA Sr. to ensure that the roster is correct, and the data for each student in each class is entered into Skills Manager.

Legal/Contractual Obligation

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025
(1)(a) Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (3) Certification requirements for enforcement and corrections middle managers - OAR 259-008-0025 (4) Law Enforcement members must additionally maintain a certain number and type of training hours under maintenance standards for police - OAR 259-008-0065 (2) (a,b) The Training Unit command officer is designated by the agency to report and track all convictions of sworn members to DPSST, a requirement under OAR 259-008-0010 (5)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$816,047	\$7,465	\$853,945	\$7,624
Materials & Supplies	\$154,530	\$6,376	\$158,007	\$6,294
Internal Services	\$127,406	\$1,159	\$118,635	\$1,082
Total GF/non-GF:	\$1,097,983	\$15,000	\$1,130,587	\$15,000
Program Total:	\$1,112,983		\$1,145,587	
Program FTE	6.00	0.00	6.00	0.00
Program Revenues				
Indirect for dep't Admin	\$871	\$0	\$781	\$0
Intergovernmental	\$0	\$15,000	\$0	\$15,000
Total Revenue:	\$871	\$15,000	\$781	\$15,000

Explanation of Revenues

\$15,000 - Reimbursement for Training Facility Usage by Outside Entities

Significant Program Changes

Last year this program was: #60022, MCSO Training Unit

Lead Agency: Sheriff

Program Contact: Michael Shults

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Corrections Division administration provides administrative leadership and strategic direction to the Sheriff's Office Corrections Division. The Division administration turns Sheriff's policies and directives into the Correction's program offerings that support the citizens of Multnomah County by providing expeditious processing of arrestees and direct supervision of pretrial inmates and sentenced offenders.

Program Description

The Corrections Division provides correctional supervision and services within the Sheriff's Office. The Division's priorities are to enhance public safety by ensuring that sufficient and properly supervised jail space is available and to collaborate with the Department of Community Justice and other criminal justice partners to create an effective corrections continuum.

The programs operated by the Corrections Division support key factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide opportunities for treatment, provide rehabilitation resources and pro-social cognitive training.

Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination and management to the Divisions, working with the operational managers and the Executive Office to ensure cost-effective and culturally competent programs for Multnomah County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent performance measurements met in Division	86.0%	90.0%	90.0%	90.0%
Outcome	Number of voluntary resignations in Division	8	20	24	20

Performance Measure - Description

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin.

"Number of voluntary resignations" come from Human Resources.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$366,514	\$0	\$548,669	\$371,161
Contracts	\$301,094	\$0	\$307,869	\$0
Materials & Supplies	\$74,655	\$0	\$76,335	\$0
Internal Services	\$54,343	\$0	\$48,248	\$28,839
Total GF/non-GF:	\$796,606	\$0	\$981,121	\$400,000
Program Total:	\$796,606		\$1,381,121	
Program FTE	2.00	0.00	3.00	0.00
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$20,822	\$0
Fees, Permits & Charges	\$42,000	\$0	\$2,000	\$0
Intergovernmental	\$0	\$0	\$0	\$400,000
Total Revenue:	\$42,000	\$0	\$22,822	\$400,000

Explanation of Revenues

General Fund:
\$2000 - Restitution to Jail and Marriage Fees

Fed/State Fund:
\$400,000 - SCAAP Grant Funding

Significant Program Changes

 **Significantly Changed**

Last year this program was: #60030, MCSO Corrections Division Admin
Converted 1.0 FTE MCSO Program Administrator position from Program Offer 60037 and .40 FTE Corrections Deputy position from Program Offer 60005 into 1.0 FTE Corrections Lieutenant position assigned to Corrections Administration.

Addition of SCAAP Grant funding within the budget.

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Raimond Adgers

Executive Summary

The Transport Unit is responsible for moving pretrial inmates and sentenced offenders to courts, Multnomah County Corrections facilities, State Corrections Institutions, and to act as one of the Hub locations for the multi-state cooperative transport system. The transport Unit also provides transportation assistance to the Court Services Unit for the transports of high risk inmates to and from the corrections facilities and the courts to include transports of adult offenders appearing in Juvenile courts.

Program Description

The Transport Unit interfaces with all MCSO Corrections facilities and the court system. In addition to transporting inmates among the jail facilities and to court, the unit transports inmates released by the courts, transferred to State Prisons, the State Hospital and at times to medical appointments outside of corrections facilities. The Transport Unit also is a main component of the Multi-state Cooperative Transport System, which shares resources to move inmates among different jurisdictions in various sized buses and vans. The Transport Unit moves inmates to Eastern Oregon once a week and to Salem twice a week as part of the coordinated multi-state shuttle system.

The Transport Unit contributes to Public Safety by supporting offender accountability as part of the Multnomah County jail system. The function also enhances Government Accountability with taxpayer savings as a result of the Multi-state Cooperative Transport System that cost-effectively moves prisoners among jurisdictions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of inmates moved	72,716	60,000	60,000	60,000
Outcome	Number of major incidents	7	12	6	10
Outcome	Number of miles traveled	182,205	180,000	190,205	190,000

Performance Measure - Description

Data taken from Transport Unit daily stats placed in excel program.

Legal/Contractual Obligation

ORS 206.010 Duties of Sheriff (3) ORS 169.320 Control of Prisoners ORS. 169.076 (14) Legal materials/access

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,451,490	\$0	\$2,551,066	\$0
Materials & Supplies	\$31,818	\$0	\$32,533	\$0
Internal Services	\$166,927	\$0	\$217,271	\$0
Capital Outlay	\$5,305	\$0	\$5,424	\$0
Total GF/non-GF:	\$2,655,540	\$0	\$2,806,294	\$0
Program Total:	\$2,655,540		\$2,806,294	
Program FTE	16.00	0.00	16.00	0.00
Program Revenues				
Intergovernmental	\$32,000	\$0	\$50,000	\$0
Total Revenue:	\$32,000	\$0	\$50,000	\$0

Explanation of Revenues

\$50,000 - Interstate Fugitive Shuttle and Transfer of State Wards

Significant Program Changes

Last year this program was: #60032, MCSO Transport

Lead Agency: Sheriff

Program Contact: Mary Lindstrand

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies.

When persons are arrested and brought to jail, a registered nurse from corrections health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community.

The Booking Facility has 18 beds that are included in the jail system bed count.

Program Description

Booking is located in the basement of the Multnomah County Detention Center. Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained staff process these people to safely admit them to the criminal justice system. The booking process includes thorough checks for identity and for possible additional warrants.

Booking works collaboratively with Corrections Health who provide medical screening and care to those arrested. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and inmate who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the "Enter" and "Exit" doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Corrections Health is the only health care available inside the jail.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of standard and in transit bookings processed	35,505	34,500	36,706	36,700
Outcome	Number of releases processed to MCDC	35,293	34,500	36,812	36,800

Performance Measure - Description

The number of bookings processed and the number of releases processed to MCDC are distinct measures. Per Captain Lindstrand, booking is a program that processes arrestees into the corrections system. The booking process includes search, identification, corrections health and state recog as well as property storage. Booking is a process and not a program per se. Release is a function that supports booking as well as the entire system. Programs may be associated with release as to placement and transition back into the community.

Booking data per Mobius report 703. Release data per Mobius report 695.

Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under those same laws, local detention facility managers are mandated to operate safe and humane facilities. The right to health care in jail is legally mandated under Federal and state law. When an individual is arrested and incarcerated, the obligation for health care falls upon the government as a matter of constitutional law, enforceable under the U.S. Constitution's 8th Amendment and the 14th Amendment's due process clause.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$7,608,123	\$0	\$8,124,983	\$0
Materials & Supplies	\$265,787	\$0	\$271,766	\$0
Total GF/non-GF:	\$7,873,910	\$0	\$8,396,749	\$0
Program Total:	\$7,873,910		\$8,396,749	
Program FTE	58.24	0.00	58.24	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60033A, MCSO Booking & Release

Lead Agency: Sheriff

Program Contact: Raimond Adgers

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Multnomah County Sheriff's Office Court Services Unit provides for the protection of the courts, judicial staff and the public and provides for a safe courtroom environment. Additional duties include escorting inmates determined high risk from corrections facilities to and from court proceedings, taking persons into custody when ordered by the court, providing public service within the court building, and maintaining safe and secure Court Holding areas for inmates. Deputies while on duty are on-call for emergency response to all locations throughout the Courthouse.

Program Description

The Court Services Unit (CSU) provides security for and interacts with the State Courts at the Multnomah County Courthouse, and is on-call to provide security to the Arraignment Court at the Justice Center. CSU is responsible for the supervision of inmates in court, which includes operation of Court Holding areas. Deputies also provide security escorts to and from vehicle transport and supplement security in the lobby and courthouse building. Depending on the behavior, charges and classification of the inmate, it may require more than one deputy be present in the courtroom. CSU supervises an average of 60-80 court matters a day. These proceedings may take 30 minutes, or up to a 8-10 hour day(s) if the matter is a jury trial. The Court Security Deputies conduct intra-system transports to and from the juvenile detention and the courthouse. These transports become more detailed in safety as need for separation of juvenile defendants from adult defendants.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of individuals taken into custody	1,608	2,345	2,025	2,200
Outcome	Number of court proceedings requiring a staff member	11,076	10,376	9,925	10,100

Performance Measure - Description

"Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Courthouse Facility stats which are recorded daily.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$3,207,857	\$0	\$3,361,790	\$0
Contracts	\$2,870	\$0	\$2,935	\$0
Materials & Supplies	\$98,202	\$0	\$101,142	\$0
Internal Services	\$243,519	\$0	\$256,249	\$0
Total GF/non-GF:	\$3,552,448	\$0	\$3,722,116	\$0
Program Total:	\$3,552,448		\$3,722,116	
Program FTE	23.00	0.00	23.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60034A, MCSO Court Services - Courthouse

Lead Agency: Sheriff

Program Contact: Raimond Adgers

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Sheriff's Office Court Security Unit includes provisions for court security and safety at the Multnomah County Justice Arraignment courts, escorting inmates from jails to court proceedings and taking persons into custody when ordered by the court. Court security is an integrated approach to the judicial process that ensures the integrity and safety of the court system and its participants, by effectively evaluating, planning and pro-actively managing threats and potential threats directed to the court system while providing a safe court environment for the judiciary and all attending from the public.

Program Description

The Court Services Unit provides security for the four Arraignment Courts located at the Justice Center. These are extremely busy with community courts, felony and misdemeanor arraignments and hearings, with both in custody and numerous defendants from the public, creating the need for a safe courtroom environment.

The Sheriff is mandated to provide security for the Courts and to provide safe and secure access to the court(s) for inmates, a direct link to Offender Accountability. Arraignment is the first step of the court process for a defendant and critical to the court process. Lack of court security would create severe delays, due to increased security concerns.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of court proceedings requiring a staff member	480	230	535	550
Outcome	Number of major incidents	5	8	6	8

Performance Measure - Description

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. Data retrieved from Justice Center Court tracking sheets.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$954,478	\$0	\$1,019,678	\$0
Materials & Supplies	\$5,110	\$0	\$4,495	\$0
Internal Services	\$0	\$0	\$530	\$0
Total GF/non-GF:	\$959,588	\$0	\$1,024,703	\$0
Program Total:	\$959,588		\$1,024,703	
Program FTE	7.00	0.00	7.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60034B, MCSO Court Services - Justice Center

Lead Agency: Sheriff

Program Contact: Raimond Adgers

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer provides for Law Enforcement Deputy Sheriff services to the court(s) of the Juvenile Justice Complex. Deputies assigned to the Juvenile Justice Complex are part of an integrated approach to the juvenile judicial process which ensures the integrity and safety of the juvenile courts, its participants and the facility by effectively evaluating, planning and pro-actively managing safety and potential threats toward the court system. Deputies also deliver juvenile defendants to and from court matters as required by state statute.

Program Description

Deputy Sheriff Services are necessary to both the delivery of defendants and security of the court facility and operation. Deputy Sheriff presence allows for response to incidents within the court rooms and facility as a whole. Deputies assigned assist with coordination of internal movement of juveniles with detention staff and counselors to court proceedings and attorney visitation. The Deputy's presence in the courtroom is essential for safety to the judiciary, staff and public as many of the proceedings convene as family dependency cases, related domestic cases and Measure 11 youth. In addition to court system responsibilities, deputies conduct transports of juveniles to and from Oregon Youth Authority facilities, at times assisting in transporting juveniles to court proceedings arranged at the courthouse in downtown Portland. The Sheriff is mandated to provide security for the Courts and to provide access to the court for juvenile defendants, a direct link to Offender Accountability. Delays can result in criminal justice complications, which may lead to legal action or other proceedings by the Courts. Delays also contribute to slow courts.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of persons taken into custody	113	170	125	150
Outcome	Calls for assistance	398	360	259	325

Performance Measure - Description

Number of persons taken into custody represents the number of "book and keeps" and warrants.

"Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc.

Data from JJC Court Facility stats.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$266,872	\$0	\$255,420	\$0
Internal Services	\$0	\$0	\$258	\$0
Total GF/non-GF:	\$266,872	\$0	\$255,678	\$0
Program Total:	\$266,872		\$255,678	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60034C, MCSO Court Services - JJC

Lead Agency: Sheriff
Program Offer Type: Existing Operating

Program Contact: Raimond Adgers

Related Programs:

Program Characteristics:

Executive Summary

The (TSI) "Turn Self In" program provides a formal sentencing alternative by which the courts can impose a sentence to incarceration over a period of weekend days. This program allows for an offender to maintain their employment and/or other family and life obligations within the community. Two Corrections Deputy FTE are associated with this program.

Program Description

The weekend TSI program operated at the Courthouse Jail Holding area creates budget efficiencies for the County by allowing offenders to serve sentences without needing to utilize all services provided for custody at the County Correctional Facilities. The TSI program minimizes the cost of services to include, medical, overnight stay costs, and minimal need for staffing as associated with jail beds. The TSI program averages 40 to 50 offenders each weekend day.

Offenders serve their weekend time at the Courthouse so as not to interfere with the mainstream jail system and operational processes. For those who are employed or have community obligations acceptable to the court, the TSI sentencing program provides opportunities to maintain employment, support successful reentry into the community while ensuring judgments of the courts are fulfilled. Without the TSI program, judges would have to sentence offenders to probation or jail. With the level of offender normally sentenced to TSI, probation will be the likely option, reducing judicial options supporting Offender Accountability.

In conjunction with the Corrections Volunteer program, offenders sentenced to the weekend TSI program are afforded the opportunity to participate in AA and/or NA meetings. This is a volunteer program and the offender is not required to attend.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Weekend TSIs scheduled	2,174	3,100	2,300	2,500
Outcome	Percent of Weekend TSIs who show as scheduled	0.0%	99.0%	98.0%	99.0%

Performance Measure - Description

One individual may serve multiple weekend TSI sentences.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$250,391	\$0	\$262,217	\$0
Total GF/non-GF:	\$250,391	\$0	\$262,217	\$0
Program Total:	\$250,391		\$262,217	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was: #60034D, MCSO Turn Self In Program

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Elizabeth Daily

Executive Summary

The Facility Security Unit (FSU) is the first level of defense and security for public safety and emergency preparedness in the Multnomah County courts. Facility Security Officers (FSO's) deter the introduction of weapons into the courts by screening entrants via x- ray and magnetometer equipment. The security screening process and the presence of FSO's deter disruptions to court operations.

Program Description

The FSU provides external and internal security to the downtown Courthouse, the Justice Center courts, and the Gresham Court through electronic security screening, uniformed presence, and security patrols. The FSOs provide citizens and employees with a safe and secure environment in which to conduct their business by security screening of all persons entering the court facilities. The FSOs, working in collaboration with other agencies and the State Court prevent disruption of services to the public so court business may be conducted in a safe environment. Persons entering the courts may be emotionally distraught, under the influence of intoxicants, or involved in situations of domestic abuse. The FSO's are the first, positive contact point for all of these persons; whether it is for information, referral, or public safety.

The core functions of the FSU are public safety, security, assistance and referral. The presence of uniformed FSO's helps to deter disturbances and criminal activity in the courts; when court operations are interrupted it costs the taxpayers money. The effectiveness of FSO's is seen in the low ratio of exclusions to the number of persons screened.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of persons screened for entry	578,550	645,000	500,000	550,000
Outcome	Number of exclusions	12	10	8	10

Performance Measure - Description

Courts include Courthouse, Juvenile Justice, Gresham Ct, and MCDC.

Data from the FSO statistics database.

Legal/Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract
 ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,128,114	\$392,488	\$1,105,071	\$472,674
Contracts	\$221	\$0	\$226	\$0
Materials & Supplies	\$19,971	\$657	\$20,420	\$657
Internal Services	\$0	\$32,906	\$0	\$36,778
Total GF/non-GF:	\$1,148,306	\$426,051	\$1,125,717	\$510,109
Program Total:	\$1,574,357		\$1,635,826	
Program FTE	11.60	5.00	11.60	5.00
Program Revenues				
Indirect for dep't Admin	\$24,729	\$0	\$26,554	\$0
Fees, Permits & Charges	\$11,312	\$426,051	\$11,784	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$510,109
Total Revenue:	\$36,041	\$426,051	\$38,338	\$510,109

Explanation of Revenues

Public Safety Fund:
 \$510,109 - Circuit Court \$30,244.42 X 12 = \$362,933 and HB 2712 Facility Security 36,794.12 (qtrly) X 4 = \$147,176
 General Fund:
 \$11,784 - Parenting Class Security for 315 hours at \$37.41 avg.

Significant Program Changes

Last year this program was: #60035A, MCSO Facility Security - Courts

Lead Agency: Sheriff
Program Offer Type: Existing Operating

Program Contact: Elizabeth Daily

Related Programs:

Program Characteristics:

Executive Summary

The Facility Security Officers (FSOs) are the first line of security at the jail facilities. The FSOs who work the Jail Public Desks are often the only contact available to the public and professional persons requiring assistance with inmate business such as bail, visiting, inmate money and inmate property transactions. The FSO's also provide facility security and safety by controlling and monitoring foot and vehicular access to the lower levels of the Multnomah County Detention Center. FSO's provide public safety by their uniformed presence, facility patrols and the security screening of entrants into the jail areas. The core functions of the Facility Security Unit are public safety, assistance, security, and referral.

Program Description

FSOs provide the public contact point for persons, both the public and professionals (i.e. attorneys), who need to conduct inmate business such as visiting, bail, and inmate property and money transactions. FSOs help ensure public safety by acting as a uniformed deterrent to disruptions within the facility, and prevent the introduction of weapons or contraband into jail facilities through visitor screening. The FSU conducts records checks for Facility Property Management, Corrections Health, Programs, Food Service, and others who need access to the jail. The Facility Security Unit (FSU) works closely with other agencies and MCSO units to facilitate inmate business transactions. People are often discouraged when trying to navigate through the criminal justice system, and FSOs provide person to person assistance to the public. The FSOs ensure continuity of jail operations by providing a safe environment for the public to transact their business. The effectiveness of our presence is seen in the low of persons excluded from visitor areas against the high number of service requests forms processed.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number into MCDC and MCIJ	143,614	165,000	140,000	145,000
Outcome	Number of service requests from jail	67,609	75,000	65,000	70,000
Outcome	Number of exclusions from MCDC and MCIJ	8	10	10	15

Performance Measure - Description

Data from the FSO statistics database.

Legal/Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,894,436	\$0	\$1,907,901	\$0
Contracts	\$363	\$0	\$370	\$0
Materials & Supplies	\$32,585	\$0	\$33,319	\$0
Internal Services	\$15,197	\$0	\$16,787	\$0
Total GF/non-GF:	\$1,942,581	\$0	\$1,958,377	\$0
Program Total:	\$1,942,581		\$1,958,377	
Program FTE	21.50	0.00	21.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60035B, MCSO Facility Security - Jails

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Elizabeth Daily

Executive Summary

The Facility Security Unit (FSU) is the front line of defense and the first visible resource for people requiring public safety assistance within the Multnomah County Library system. Part of the core functions of the FSU is to provide assistance in the area of public safety coupled with facility security. The presence of uniformed MCSO employees acts as a deterrent to disruptions and criminal activity within library facilities.

Program Description

The FSU is an integral part of the popular Multnomah County Public Library system. The FSU provides a resource for persons needing public safety assistance or information and referral to other public entities. The FSU provides both external and internal security for the Central Library, Midland, N. Portland, Holgate, Hollywood, Rockwood and Gresham branch libraries. The presence of uniformed FSOs creates a sense of well being and safety for the citizens who use the libraries and the County employees working in the libraries. The libraries often experience problems with persons under the influence of drugs or alcohol, persons who are being disruptive, a transient population using the library as a safe haven, and persons who may pose a danger to the public and employees. The FSOs maintain security and provide a calm, secure atmosphere by handling all of these persons and situations in a professional and reasonable manner. The presence of uniformed FSOs enables the library patrons to enjoy the libraries and conduct their business in a safe and inviting atmosphere. The FSOs are a deterrent to disruptions and criminal activity in the libraries. The effectiveness of our work is seen in the low number of exclusions of person from the libraries to persons served.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of library patrons	2,974,407	2,800,000	2,630,000	2,700,000
Outcome	FSO calls for enforcement back up	94	75	100	110

Performance Measure - Description

Number of patrons is from the Central Library and the Gresham, Holgate, N. Portland, Hollywood, Midland branches. Estimates are based on estimates from current entries.

Data from the FSO statistics database and library statistics.

Legal/Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$624,642	\$0	\$708,015	\$0
Internal Services	\$527	\$0	\$393	\$0
Total GF/non-GF:	\$625,169	\$0	\$708,408	\$0
Program Total:	\$625,169		\$708,408	
Program FTE	7.00	0.00	7.00	0.00
Program Revenues				
Fees, Permits & Charges	\$625,169	\$0	\$708,408	\$0
Total Revenue:	\$625,169	\$0	\$708,408	\$0

Explanation of Revenues

\$215,846 - Security for Central Branch
 \$89,258 - Security for Midland Branch
 \$114,574 - Security for North Portland Branch
 \$50,769 - Security for Gresham Branch
 \$63,562 - Security for Holgate Branch
 \$40,615 - Security for Hollywood Branch
 \$82,329 - Security for Rockwood Branch
 \$51,456 - Security for Gregory Heights Branch
 Total is \$708,408

Significant Program Changes

Last year this program was: #60035C, MCSO Facility Security - Library

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Elizabeth Daily

Executive Summary

The Facility Security Unit (FSU) is the front line security for the JJC. FSOs are the first contact point for the public and for professional persons, such as attorneys and counselors, entering the Juvenile Justice Center (JJC). The core functions of the FSU include public safety and assistance, security, and referral. These functions are accomplished through one on one contact with the public, entry security screening, and knowledge of the criminal justice system. The presence of uniformed Facility Security Officers (FSOs) helps to deter both disruptions to court operations and criminal activity in the facility.

Program Description

The Facility Security Officers who work at the JJC are primarily responsible for creating a safe environment for the public, staff, and others who work or visit the JJC. This is done by security screening of all entrants into the facility via x-ray and magnetometer, the presence of uniformed FSOs, area patrols, and one on one contact with the public. Persons entering the JJC may be under the influence of drugs, alcohol, facing the loss of their children, or suffering some other life altering situations, such as time in jail. The FSO's provide a positive presence to assist these persons in successfully transacting their business at the JJC while keeping disruptions minimal. Disruptions and criminal activity interfere with facility and court operations, which also create difficulties for the families, staff and professional persons conducting court business. All of this can result in higher costs to the tax payer if court and facility functions are disrupted and need to be delayed or postponed. The effectiveness of our work is seen in the low ratio of exclusions from the JJC to the number of persons screened for entry.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of persons screened	47,729	49,500	40,000	45,000
Outcome	Number of exclusions	1	4	2	5

Performance Measure - Description

Data from the FSO statistics database.

Legal/Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$132,024	\$0	\$139,409	\$0
Total GF/non-GF:	\$132,024	\$0	\$139,409	\$0
Program Total:	\$132,024		\$139,409	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60035D, MCSO Facility Security - JJC

Lead Agency: Sheriff

Program Contact: Elizabeth Daily

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the front line of defense for persons accessing the Gateway Center for Domestic Violence. The FSOs are the first, visible resource providing professional assistance to persons entering the "one-stop" Gateway Center for Domestic Violence Services. The core functions of the FSU are public assistance, security, and entry screening. The presence of uniformed MCSO employees acts as a deterrent to disruptions and criminal acts within the Gateway Center facility.

Program Description

The FSU provides security and public information for both the public and professionals transacting business at the Gateway Center facility. This is done by uniformed presence and facility patrols. The FSU works closely with all of the various partners at the domestic violence "one-stop" center to facilitate the needs of the citizens and staff entering the facility. Persons entering this facility may be under the influence of drugs or alcohol, facing the loss of their children, or other life altering situations. The FSU is often the first contact for citizens and professionals accessing the facility. The FSU provides security within the domestic violence "one-stop" facility so that people can safely transact business. The FSU, as an MCSO uniformed presence, is a deterrent to disruptions and criminal activities. The effectiveness of the FSU is seen in the low ratio of exclusions to the number of person screened. Disruptions and criminal activity interfere with the facility and domestic violence services and create difficulties for professionals and families who need to conduct transactions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of service visits to the Gateway Center	4,415	8,566	6,478	6,500
Outcome	Number of incidents reported	2	100	4	4

Performance Measure - Description

Data from the FSO statistics database and the DV center Director Martha Strawn Morris.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$66,012	\$0	\$69,705	\$0
Total GF/non-GF:	\$66,012	\$0	\$69,705	\$0
Program Total:	\$66,012		\$69,705	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60035E, MCSO Domestic Violence Gateway One Stop

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Jose Martinez

Executive Summary

The Corrections Division Classification Unit interviews every pretrial arrestee and sentenced offender coming into custody to determine appropriate housing based upon criminal charge, institutional behavior, risk, and programmatic needs.

Program Description

The Classification Unit is responsible for maintaining a classification system that provides housing configurations used to create safe separations for pretrial inmates and sentenced offenders of different risk and needs levels. Considering factors when determining appropriate housing for an inmate include the inmate's criminal charge, institutional behavior, risk, and programmatic needs. The Unit's primary goal is to operate an objective classification system that provides for separations between violent and non-violent offenders. This is a critical element to ensure that the jail meets a reasonable standard of care required by the United States Constitution. The objective classification process is structured such that inmates who require special housing or have special needs are housed in an environment with inmates of like needs. Inmates who create the potential for compromising safety and security are housed in more restrictive environments with enhanced security as appropriate. The objective classification process is also designed to identify inmate's programmatic needs and provide adequate services and programs meant to aid the inmate in building positive life-skills with the ultimate goal of successful re-entry into the community. The Classification Unit is also responsible to provide an inmate disciplinary process to maintain proper order in the jails, to promote human values, individual dignity, and socially desirable changes in attitude and behavior. Holding inmates accountable while under the Sheriff's supervision is critical to maintain order within the jail system. It also creates incentives for inmates to cooperate while in custody and maintains a safe work environment for employees and inmates.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of (rule violation) assaults on inmates agency wide	54	43	75	75
Outcome	Number of (rule violation) assaults on staff agency wide	61	44	60	60
Output	Classification interviews in Reception	23,422	19,500	23,528	23,450
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	106	90	90	90

Performance Measure - Description

Data based on number of assaults in MDCD and MCIJ and are from the Excel spreadsheet maintained by the Hearings Officers.

Legal/Contractual Obligation

The Sheriff is mandated by statute to maintain the local detention facility(s) within his jurisdiction. Local Detention Classification mechanisms are mandated to maintain safe and humane detention facilities by Statute and a multitude of case law.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$3,081,208	\$0	\$3,182,592	\$0
Materials & Supplies	\$30,654	\$0	\$31,344	\$0
Internal Services	\$17,931	\$0	\$9,585	\$0
Total GF/non-GF:	\$3,129,793	\$0	\$3,223,521	\$0
Program Total:	\$3,129,793		\$3,223,521	
Program FTE	21.00	0.00	21.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60036, MCSO Classification

Lead Agency: Sheriff

Program Contact: Byron Moore

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

MCSO Corrections Counselors provide services to pretrial inmates and sentenced offenders to enhance a safe and secure environment in the jails and to ensure compliance with statutory mandates. Counselor services include, but are not limited to assessment, case management, transition services, individual counseling, group programming, education, mental health, and re-entry services (through linkage with alcohol/drug, mental health, housing, employment and other providers in the community).

Due to Fiscal Year 2014 budget constraints, 1.0 FTE Corrections Counselor has been placed Out of Target in Program Offer 60037B.

Program Description

Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial inmates and sentenced offenders. These services satisfy constitutional and statutory requirements, as well as assist inmates with their progression through the jail (most secure to least secure bed) and successful re-entry into the community.

Counselors assess needs and risk, placing those appropriate into work crews or community beds that address alcohol/drug, housing, mental health and other chronic needs. Counselors provide group programming, resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services to assist them in addressing their needs and issues. Counselors serve as liaisons between the inmates and jail staff (i.e. security, medical, records, auxiliary services, etc.) and outside individuals such as family, employers, attorneys, probation/parole officers, the court, and various social service providers. Counselors engage in individual counseling with inmates to reduce level of anxiety typical to those confined and to equip them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related issues.

Corrections Counselors provide services not only enhance opportunity for successful re-entry, they assist in providing a safe and humane housing environment for those confined and maximize the efficient and effective use of jail beds.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of orientations, intakes and assessments	3,425	3,000	2,500	2,700
Outcome	Number of offenders placed into community beds thus freeing up jail beds	240	250	225	211
Outcome	Offenders participating in group programming that decreases offender bookings	8,640	7,500	9,000	8,100
Output	Number of requests (written) for counseling services	36,940	37,500	33,500	30,800

Performance Measure - Description

"Number of orientations, intakes, and assessments" from Excel spreadsheet with daily data entered by staff following completion of work. "Number of offenders place into community beds thus freeing up jail beds" data from Access database containing inmate referral and wait list information. "Offenders participating in group programming that decreases offender bookings" data from inmate group sign-up and participation records and subsequent staff data entry on statistics report forms. "Number of requests (written) for counseling services" data from count of documents (Service Request Forms) submitted by inmates and subsequent staff data entry on statistics report forms.

Changes from previous year in some data can be attributed to the decline in sentenced population. Next Year Offers lower due to the reduction of one Corrections Counselor.

Legal/Contractual Obligation

ORS 169.170 - Assignment of county prisoners to public works; ORS 343.035 - Educational requirements of incarcerated; ORS 336.187 - Educational reporting requirements for incarcerated. Legal Library access Johnson vs. Avery, 1969; Wolff vs. McDonnell, 1974; Bounds vs. Smith, 1977. Court Mandated Sentencing Orders - Requirement from Circuit Court to evaluate and refer to treatment or community placement programs.

Oregon Jail Standards: C02.04.03 - Mental health screening; G01.02.01 - Access to the courts, assisting; G01.02.02 - Access to the courts, communications; G01.02.03 - Access to the courts, while in segregation; G01.04.01 - Access to legal materials, written materials; G01.04.02 - Access to legal materials, law libraries; J03.01.01 - General education programs; J03.02.01 - Passive educational programs; J03.02.02 - Involving the Educational Service District (ESD); J03.03.01 - Staffing for educational programs; J03.03.03 - Utilizing community resources for educational programs; J04.02.01 - Rehabilitation treatment programs; J04.03.01 - Rehabilitation treatment programs, staffing; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates. *Oregon Jail Standards offer consistent policy to keep the corrections facilities/County from becoming more open to litigation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,254,077	\$0	\$2,137,981	\$0
Contracts	\$47,677	\$0	\$48,750	\$0
Materials & Supplies	\$87,004	\$0	\$88,962	\$0
Internal Services	\$24,123	\$0	\$21,318	\$0
Total GF/non-GF:	\$2,412,881	\$0	\$2,297,011	\$0
Program Total:	\$2,412,881		\$2,297,011	
Program FTE	21.00	0.00	19.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #60037, MCSO Inmate Programs

The 1.0 MCSO Program Administrator position, along with the .4 Corrections Deputy position in Program Offer 60005, are being converted to 1.0 Correction Lieutenant to be assigned to Corrections Administration.

Due to Fiscal Year 2014 budget constraints, 1.0 FTE Corrections Counselor has been placed Out of Target in Program Offer 30037B.

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Jeffery Wheeler

Executive Summary

The MCSO Corrections Emergency Response Team (CERT) and Crisis Negotiations Team (CNT) respond to emergency situations that represent a potential hazard to a facility, loss of life, serious injury to staff, inmates or the public or when significant property loss is imminent.

The mission of CERT/CNT is to deal with high risk, high liability situations in a safe and secure manner. Members receive specialized training to handle a large variety of emergencies in the safest way possible for both inmates and staff. When called upon, CERT/CNT will always strive to accomplish the stated objective through negotiations or tactical operations using only the most minimal amount of force necessary. CERT/CNT will always attempt to resolve all situations with no injuries to staff or inmates.

Protecting and preserving human life is the top priority for the MCSO CERT/CNT.

Program Description

The MCSO CERT/CNT consists of 1 CERT/CNT Commander, 2 CERT Team Leaders, 2 CERT Assistant Team Leaders, 10 CERT members, 1 CNT Team Leader and 4 CNT members.

CERT is divided into 2 teams of 7 members each. CNT is divided into 2 teams of 2 members each. All members of CERT/CNT are full time MCSO employees and are on call 24/7 (on a rotational basis) to respond to emergent situations. All CERT/CNT members only serve on an "On-Call" status; there are no full time CERT/CNT members. Program funding supports supplies, equipment and training exclusively.

CERT/CNT is used primarily to respond to incidents in an MCSO Corrections Facility, but may be called upon to respond to other County Facilities, such as Juvenile Detention Home, or to respond as mutual aid to another jurisdiction if requested.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of CERT/CNT call outs	12	8	9	10
Outcome	Number of training sessions completed for CERT members	13	12	15	12
Outcome	Number of training session completed for CNT members	12	12	12	12

Performance Measure - Description

Data from TeleStaff Reports/AAR (After-Action Reports)/Outlook Calendar Notations.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$107,167	\$0	\$109,442	\$0
Materials & Supplies	\$45,747	\$0	\$46,776	\$0
Internal Services	\$7,728	\$0	\$9,379	\$0
Total GF/non-GF:	\$160,642	\$0	\$165,597	\$0
Program Total:	\$160,642		\$165,597	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60038, MCSO CERT/CNT

Lead Agency: Sheriff

Program Contact: Shawn Skeels

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Sheriff's Office Inmate Work Crew provides opportunities for sentenced offenders to learn general labor and social responsibility while fostering a work ethic that aids in their reintegration into the community. Sentenced offenders who successfully complete this program receive a sense of self-worth. This is accomplished while meeting the public's needs at a reduced cost to the taxpayers by freeing up jail beds in the form of reduced sentences for participating offenders.

Program Description

Each crew is typically composed of eight offenders supervised by a Corrections Deputy. Offenders are expected to be ready to work each morning, take directions, and work as part of a team. This program provides instruction on the proper use and maintenance of general landscaping tools and what type of personal protective equipment is necessary to safely complete the job. Offenders who successfully complete this program can be released early if it is part of the court order at time of sentencing. The early release of these minimum custody offenders gives the Sheriff another tool to effectively manage jail populations ensuring pretrial inmates who are dangerous offenders are not released prematurely into the community due to overcrowding.

Community service work is generally project-oriented. Most of these services are performed for agencies and non-profits that serve the homeless and other at-risk groups within the community. Crews have participated in community events such as Friends of the Library, Sand in the City, March of Dimes March for Babies and Race for the Cure to name a few. Work Crews help in the set up and removal of tents, chairs and activity areas used during these events. The donated time and labor of work crews supply an invaluable resource to ensure these events are successful. In addition, work crews offer an emergency labor force during natural or man-made disasters (i.e., sandbagging, removal of downed trees).

The majority of contracts are with Multnomah County, Oregon Department of Transportation, City of Portland and Metro Regional Government. Other agencies include the cities of Gresham, Maywood Park, Troutdale, Fairview and Wood Village. Public contracted work normally consists of roadside, bridgehead and park maintenance, landscaping and a concentrated effort on cleaning up illegal dumpsites and graffiti removal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Inmate escapes	0	0	0	0
Outcome	Number of contract hours	126,100	130,000	133,800	137,814
Output	Number of community service hours	6,984	7,200	7,416	7,638
Output	Percent of inmates who were recaptured (100% is no escapes)	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Data from the monthly work crew log.

Legal/Contractual Obligation

Work Crews contract with METRO, Multnomah County and other governments.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$922,843	\$703,277	\$992,862	\$736,123
Contracts	\$9,967	\$5,120	\$10,191	\$5,120
Materials & Supplies	\$142,959	\$61,730	\$146,176	\$61,730
Internal Services	\$113,393	\$64,459	\$122,177	\$62,391
Capital Outlay	\$0	\$10,000	\$0	\$10,000
Total GF/non-GF:	\$1,189,162	\$844,586	\$1,271,406	\$875,364
Program Total:	\$2,033,748		\$2,146,770	
Program FTE	6.50	5.50	6.50	5.50
Program Revenues				
Indirect for dep't Admin	\$48,440	\$0	\$45,047	\$0
Fees, Permits & Charges	\$0	\$219,150	\$0	\$297,362
Intergovernmental	\$0	\$613,916	\$0	\$566,482
Other / Miscellaneous	\$0	\$11,520	\$0	\$11,520
Total Revenue:	\$48,440	\$844,586	\$45,047	\$875,364

Explanation of Revenues

\$9000 - Misc Work Crew Service Charges

\$566,482:

- \$116,716 Various Service Contracts with Governmental Agencies
- \$336,288 Svc Contracts for ODOT
- \$113,478 Svc Contract for City of Portland

\$11,520 - Earned Interest Revenue

\$288,362 - \$136,681 for Reimb. From Road Fund (4 Days/Wk X 52 Wks/Yr X \$657.12 (new FY14 Daily Rate)). \$15,000 for Bridge Maint. \$136,681 for Facilities Mgmt W/C Svcs (4 Days/Wk X 52 Wks/Yr X \$657.12 (new FY14 Daily Rate)).

Significant Program Changes

Last year this program was: #60039, MCSO Corrections Work Crews

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Mary Lindstrand

Executive Summary

This offer is for the operation of jail beds at the Multnomah County Detention Center. This includes beds for pretrial inmates and sentenced offenders requiring maximum security, as well as those with medical and psychological needs. MCDC, the only maximum-security facility operated by MCSO, supports local public safety and offender treatment systems. Option A opens 46 beds on the 4th floor and 18 beds in reception as well as establishing the necessary infrastructure for MCDC.

Medical, mental health and dental services at MCDC are provided for 46 male and female pretrial inmates and sentenced offenders in 6 housing areas on the 4th floor of MCDC including the Medical Infirmary, Mental Health Infirmary, Administrative Segregation, and Disciplinary housing and 24 hour emergency response, evaluation and treatment.

Program Description

The 448 maximum-security detention beds at MCDC are offered to support public safety and offender treatment systems by providing safe and humane pretrial or sentenced offender space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 18 beds are used in reception and 10 beds are for disciplinary use. This offer captures functions needed to open the jail.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCDC total	420	400	425	425
Outcome	Inmate and staff assaults MCDC	72	60	82	82

Performance Measure - Description

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCDC total" from DSSJ cubes.

"Inmate and staff assaults MCDC" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$9,129,227	\$0	\$9,137,619	\$0
Contracts	\$7,536	\$0	\$7,707	\$0
Materials & Supplies	\$637,863	\$0	\$652,221	\$0
Internal Services	\$2,940,040	\$0	\$3,090,086	\$0
Total GF/non-GF:	\$12,714,666	\$0	\$12,887,633	\$0
Program Total:	\$12,714,666		\$12,887,633	
Program FTE	64.80	0.00	64.80	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #60040A, MCSO MCDC Core Jail & 4th Floor
 \$185,581 reduction in Overtime and associated Salary-Related and Insurance to meet constraint. Like amount has been budgeted in SCAAP Grant funding in Program Offer 60030.

Lead Agency: Sheriff

Program Contact: Mary Lindstrand

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 5th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Description

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules have 32 individual cells each while the 5B and 5C modules have 16 each. The total floor capacity for the 5th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the inmate population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally, the safety of those incarcerated is paramount to staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 5th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCDC total	420	400	425	425
Outcome	Inmate and staff assaults	72	60	82	82

Performance Measure - Description

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCDC total" from DSSJ cubes.

"Inmate and staff assaults MCDC" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$3,299,437	\$0	\$3,492,103	\$0
Contracts	\$3,769	\$0	\$3,854	\$0
Materials & Supplies	\$318,935	\$0	\$326,111	\$0
Internal Services	\$71,338	\$0	\$60,453	\$0
Total GF/non-GF:	\$3,693,479	\$0	\$3,882,521	\$0
Program Total:	\$3,693,479		\$3,882,521	
Program FTE	25.48	0.00	25.48	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60040B, MCSO MCDC 5th Floor

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Mary Lindstrand

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 6th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Description

The 6th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 6A and 6D modules have 32 individual cells each while the 6B and 6C modules have 16 each. The total floor capacity for the 6th floor is 96 cells.

Working with our partners in Programs, Corrections Health and Mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 6th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCDC total	420	400	425	425
Outcome	Inmate and staff assaults MCDC	72	60	82	82

Performance Measure - Description

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCDC total" from DSSJ cubes.

"Inmate and staff assaults MCDC" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,652,494	\$0	\$1,992,078	\$0
Contracts	\$1,885	\$0	\$1,928	\$0
Materials & Supplies	\$159,469	\$0	\$163,054	\$0
Internal Services	\$35,670	\$0	\$30,227	\$0
Total GF/non-GF:	\$1,849,518	\$0	\$2,187,287	\$0
Program Total:	\$1,849,518		\$2,187,287	
Program FTE	12.74	0.00	14.56	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60040C, MCSO MCDC 6th Floor

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Mary Lindstrand

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 7th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Description

The 7th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 7A and 7D modules have 32 individual cells each while the 7B and 7C modules have 16 each. The total floor capacity for the 7th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 7th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCDC total	420	400	425	425
Outcome	Inmate and staff assaults MCDC	72	60	82	82

Performance Measure - Description

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCDC total" from DSSJ cubes.

"Inmate and staff assaults MCDC" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$3,054,039	\$0	\$2,886,759	\$0
Contracts	\$1,885	\$0	\$1,927	\$0
Materials & Supplies	\$159,469	\$0	\$163,054	\$0
Internal Services	\$35,670	\$0	\$30,227	\$0
Total GF/non-GF:	\$3,251,063	\$0	\$3,081,967	\$0
Program Total:	\$3,251,063		\$3,081,967	
Program FTE	23.66	0.00	23.66	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60040D, MCSO MCDC 7th Floor

Lead Agency: Sheriff

Program Contact: Mary Lindstrand

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 8th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Description

The 8th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 8A and 8D modules have 32 individual cells each while the 8B and 8C modules have 16 each. The total floor capacity for the 8th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 8th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCDC total	420	400	425	425
Outcome	Inmate and staff assaults MCDC	72	60	82	82

Performance Measure - Description

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCDC total" from DSSJ cubes.

"Inmate and staff assaults MCDC" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,934,441	\$0	\$1,921,179	\$0
Total GF/non-GF:	\$1,934,441	\$0	\$1,921,179	\$0
Program Total:	\$1,934,441		\$1,921,179	
Program FTE	18.20	0.00	18.20	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60040E, MCSO MCDC 8th Floor

Lead Agency: Sheriff

Program Contact: Linda Yankee

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer is for the operation of 166 beds at MCIJ. This is the first offer of 11 scalable levels (design capacity for MCIJ is 1037 beds). The MCIJ dorms are used to appropriately place inmates in the corrections system to ensure a safe, efficient operation of our jail network. Open dorm housing is structured to fit the needs of inmates who do not require special conditions for confinement, while maintaining safe and appropriate separations. MCIJ housing is based on a sound objective classification system.

Offer A is the base offer and includes 166 beds. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. This offer includes a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

Program Description

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

Offer A opens 166 beds, with 156 general housing beds and 10 medical beds. Operations, Administration, Support and Jail Services, such as clinic, kitchen, and transport, are included in Offer A. Corrections deputies from MCIJ also supervise pretrial inmates and sentenced offenders under medical care at hospitals.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Number of inmate and staff assaults MCIJ	30	20	46	46

Performance Measure - Description

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$3,384,632	\$6,860,826	\$3,062,209	\$7,359,195
Contracts	\$3,171	\$3,500	\$4,797	\$3,500
Materials & Supplies	\$1,028,052	\$17,428	\$1,051,843	\$17,428
Internal Services	\$3,132,932	\$577,888	\$3,274,059	\$561,549
Capital Outlay	\$40,962	\$0	\$11,884	\$0
Total GF/non-GF:	\$7,589,749	\$7,459,642	\$7,404,792	\$7,941,672
Program Total:	\$15,049,391		\$15,346,464	
Program FTE	22.20	53.00	20.20	55.00
Program Revenues				
Indirect for dep't Admin	\$424,448	\$0	\$405,443	\$0
Intergovernmental	\$5,473,678	\$7,459,642	\$5,473,678	\$7,941,672
Total Revenue:	\$5,898,126	\$7,459,642	\$5,879,121	\$7,941,672

Explanation of Revenues

General Fund:

\$5,243,678 - US Marshal for 112 Beds X \$128.27 X 365 Days.

\$30,000 - Bureau of Prisons

\$200,000 - M73 Inmate Beds

State/Federal Fund:

\$7,364,793 - SB1145 State Funding based on the Governor's budget for the FY13-15 Biennium.

\$152,991 - CJC M57 Inmate Grant

\$423,888 - DOC M57 Inmate State Funding

Significant Program Changes

Last year this program was: #60041A, MCSO MCIJ Dorms 10, 11 & 18

Lead Agency: Sheriff

Program Contact: Linda Yankee

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation of 150 beds at MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing, including a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

Program Description

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Average daily inmate population MCIJ total	30	20	46	46

Performance Measure - Description

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

In accordance with state statute the Sheriff is required to maintain local detention facility(s). Oregon statutes mandate the operations of safe and humane detention facilities, which require sufficient staff to perform functions involving security, control, custody and supervision of all confined. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,848,474	\$0	\$2,992,401	\$0
Contracts	\$5,569	\$0	\$5,277	\$0
Materials & Supplies	\$108,045	\$0	\$104,619	\$0
Internal Services	\$56,033	\$0	\$37,722	\$0
Total GF/non-GF:	\$3,018,121	\$0	\$3,140,019	\$0
Program Total:	\$3,018,121		\$3,140,019	
Program FTE	20.02	0.00	20.02	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60041B, MCSO MCIJ Dorms 12 & 13

Lead Agency: Sheriff

Program Contact: Linda Yankee

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation 138 beds at the MCIJ.

These single cell dorms house inmates who create the potential for compromising safety and security. These dorm are more restrictive environments with enhanced security, as part of the objective classification system.

Program Description

This offer operates two dorms: one dorm is for 73 single cells and a second dorm for 65 beds. The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Number of inmate and staff assaults MCIJ	30	20	46	46

Performance Measure - Description

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,722,415	\$0	\$1,816,194	\$0
Contracts	\$3,543	\$0	\$3,358	\$0
Materials & Supplies	\$101,243	\$0	\$101,054	\$0
Internal Services	\$30,610	\$0	\$24,005	\$0
Total GF/non-GF:	\$1,857,811	\$0	\$1,944,611	\$0
Program Total:	\$1,857,811		\$1,944,611	
Program FTE	12.74	0.00	12.74	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60041C, MCSO MCIJ Dorms 14 & 15

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Linda Yankee

Executive Summary

This offer is for the operation of 54 beds at MCIJ.

This offer provides for two single cell disciplinary dorms at MCIJ, one for male and one for female housing. Disciplinary housing options are essential to the maintaining facility order, population management and re-engineering behavior for pretrial inmates and sentenced offenders at MCIJ.

Program Description

This offer funds two disciplinary dorms at Inverness. The male disciplinary dorm houses 31 offenders and the female disciplinary dorm houses 23 offenders.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Number of inmate and staff assaults MCIJ	30	20	46	46

Performance Measure - Description

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$492,119	\$0	\$515,208	\$0
Contracts	\$1,013	\$0	\$959	\$0
Materials & Supplies	\$96,536	\$0	\$96,594	\$0
Internal Services	\$8,746	\$0	\$6,859	\$0
Total GF/non-GF:	\$598,414	\$0	\$619,620	\$0
Program Total:	\$598,414		\$619,620	
Program FTE	3.64	0.00	3.64	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60041D, MCSO MCIJ Dorms 16 & 17

Lead Agency: Sheriff

Program Contact: Linda Yankee

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation of 118 beds at MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

Program Description

This offer funds two additional dorms at Inverness jail. All 118 beds are general housing. Also funded in this offer are additional jail administration, support, and operations staff.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Number of inmate and staff assaults MCIJ	30	20	46	46

Performance Measure - Description

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,910,162	\$0	\$2,038,748	\$0
Contracts	\$4,050	\$0	\$3,838	\$0
Materials & Supplies	\$102,184	\$0	\$101,944	\$0
Internal Services	\$34,983	\$0	\$27,435	\$0
Total GF/non-GF:	\$2,051,379	\$0	\$2,171,965	\$0
Program Total:	\$2,051,379		\$2,171,965	
Program FTE	14.56	0.00	14.56	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #60041E, MCSO MCIJ Dorms 6 & 7

\$33,198 reduction in OT and associated Salary-Related and Insurance in order to meet Fiscal Year 2014 budgeted constraint. Like amount has been budgeted in SCAAP Grant funding in Program Offer 60030.

Lead Agency: Sheriff

Program Contact: Linda Yankee

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation of 118 beds at MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

Program Description

This offer funds two additional dorms at Inverness jail. All 118 beds are general housing.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Number of inmate and staff assaults MCIJ	30	20	46	46

Performance Measure - Description

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,015,165	\$0	\$1,067,557	\$0
Contracts	\$2,532	\$0	\$2,399	\$0
Materials & Supplies	\$99,360	\$0	\$99,268	\$0
Internal Services	\$21,864	\$0	\$17,146	\$0
Total GF/non-GF:	\$1,138,921	\$0	\$1,186,370	\$0
Program Total:	\$1,138,921		\$1,186,370	
Program FTE	9.10	0.00	9.10	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #60041F, MCSO MCIJ Dorms 8 & 9

\$58,609 reduction in OT and associated Salary-Related and Insurance in order to meet Fiscal Year 2014 budgeted constraint. Like amount has been budgeted in SCAAP Grant funding in Program Offer 60030.

Lead Agency: Sheriff

Program Contact: Linda Yankee

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation of 59 beds at the MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

Program Description

This offer provides for the operation of an open dorm at MCIJ, housing the facility internal work crews.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Number of inmate and staff assaults MCIJ	30	20	46	46

Performance Measure - Description

The 59 beds represented in this Program Offer, not only support the support unit's Output and Outcome performance measures shown above, but better ensures that future inmate population matrixing will not occur.

Data includes benchmarks for operating a County jail in accordance with federal, state and local standards.

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,551,035	\$0	\$1,581,948	\$0
Contracts	\$4,050	\$0	\$3,838	\$0
Materials & Supplies	\$54,856	\$0	\$70,341	\$0
Internal Services	\$29,289	\$0	\$27,435	\$0
Total GF/non-GF:	\$1,639,230	\$0	\$1,683,562	\$0
Program Total:	\$1,639,230		\$1,683,562	
Program FTE	14.56	0.00	14.56	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #60041G, MCSO MCIJ Dorm 5

\$93,775 reduction in OT and associated Salary-Related and Insurance in order to meet Fiscal Year 2014 budgeted constraint. Like amount has been budgeted in SCAAP Grant funding in Program Offer 60030.

Lead Agency: Sheriff

Program Contact: Linda Yankee

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation of 59 beds at the MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

Program Description

This offer provides for the operation of a open dorm at MCIJ.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average daily inmate population MCIJ total	817	795	845	845
Outcome	Number of inmate and staff assaults MCIJ	30	20	46	46

Performance Measure - Description

The 59 beds represented in this Program Offer, not only support the support unit's Output and Outcome performance measures shown above, but better ensures that future inmate population matrixing will not occur.

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

"Average daily inmate population MCIJ total" from DSSJ cubes.

"Inmate and staff assaults MCIJ" from monthly reports provided by Hearings Officers.

Legal/Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$581,635	\$0	\$601,235	\$0
Contracts	\$1,519	\$0	\$1,553	\$0
Materials & Supplies	\$50,148	\$0	\$51,276	\$0
Total GF/non-GF:	\$633,302	\$0	\$654,064	\$0
Program Total:	\$633,302		\$654,064	
Program FTE	5.46	0.00	5.46	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60041H, MCSO MCIJ Dorm 4

Lead Agency: Sheriff

Program Contact: Jose Martinez

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Close Street is an intensive custody and supervision program that provides pre-trial services to arrestees of Measure 11 crimes, Domestic Violence cases, and a select group of clients with mental health disorders. Deputies interview defendants and conduct investigations to present the Court with accurate, timely, and impartial information which assists the Judge in making an informed release decision. This program supports both offender accountability and reentry of the offender into the community while increasing available jail beds.

Program Description

This intensive custody and supervision program supports offender accountability while transitioning pretrial and sentenced offenders out of scarce jail beds. At the direction of the court, Close Street Supervision provides intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for pretrial release. This program supports and enhances community safety by assessing a broader number of the in-custody population for program suitability, expanding case management and supervision, subsidizing participation when indicated, and providing immediate consequences for program failures.

Compared to other pretrial supervision programs, the program's success rates rank among the highest in the nation. A recent audit demonstrated that, of the almost 1,200 defendants supervised in 2010, more than 96% were successful; appearing for all scheduled court dates and committing no new crimes, while under supervision. More than 99% of Close Street supervised arrestees successfully complete the program with no new offenses. Close Street participants also appeared for all scheduled court dates 98% of the time. The national average for both of these measures is 80%**.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Average number of supervised people per month***	145	150	151	150
Outcome	Percent of population appearing for all court dates during supervision	97.0%	97.0%	97.0%	97.0%
Outcome	Percent of population arrested for new crimes during supervision	2.0%	1.0%	2.0%	2.0%

Performance Measure - Description

*Audit of Multnomah County Pretrial Services conducted by the Multnomah County Auditor's Office (2011).

**Data compiled from Pretrial Justice in America: A Survey of County Pretrial Release Policies, Practices, and Outcomes. Published by the Pretrial Justice Institute, 2010.

***Average caseload size 25:1

Performance measure data from the Caseload Explorer database.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,144,152	\$0	\$1,194,184	\$0
Contracts	\$37,761	\$0	\$38,611	\$0
Materials & Supplies	\$30,184	\$0	\$30,862	\$0
Internal Services	\$31,984	\$0	\$33,737	\$0
Total GF/non-GF:	\$1,244,081	\$0	\$1,297,394	\$0
Program Total:	\$1,244,081		\$1,297,394	
Program FTE	9.00	0.00	9.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60043, MCSO Close Street

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Jose Martinez

Executive Summary

The Volunteer Services program enables the Multnomah County Sheriff's Office to achieve its organizational mission with the assistance of nearly 250 volunteers, interns, and community partners overseen by this unit. [Note: Search and Rescue, Reserve Deputies, and Jail Chaplain Volunteers are not part of this Program.] Through their involvement, volunteers support and enhance the MCSO operations in all three agency Divisions (Law Enforcement, Corrections and Business Services) and become involved citizens gaining an in-depth understanding of the criminal justice system and its unique challenges. Additionally, the development and support of placements benefits agency recruiting and hiring efforts for future employment needs.

Program Description

The Volunteer Services program provides for the recruitment, interviews, backgrounds, training, placement, and recognition to sustain a core base of nearly 250 volunteers, interns, and community partners supporting MCSO operations. Due to the nature of the duties involved in most placements, it is necessary to conduct an in-depth background review process prior to assignment, as well as ongoing review to ensure compliance with agency and county policies and procedures and to ensure the safety and security of operations. By monitoring the agency's needs, Volunteer Services works to find professionals willing to share their time and expertise. Placement opportunities include involvement in jail programs such as education services, domestic violence prevention and safety planning, employment resources and transition services, alcohol/drug prevention and education, and 12-step meetings, which assist with transition services and the reduction of tensions within a facility/housing area. Other agency placements include assignments with River Patrol, the Cold Case Team, Citizen Patrol in the Gorge, Human Trafficking, Enforcement Records and other support services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	# of service hours contributed by MCSO volunteers, interns & community partners	7,430	8,000	7,500	7,500
Outcome	Dollar value savings resulting from contributions of volunteer time	154,915	299,350	156,375	156,375
Output	Number of applicant inquiries and pre-screening reviews	265	400	120	125
Outcome	Number of MCSO work units supported by volunteers, interns, community partners	15	15	15	15

Performance Measure - Description

•The Independent Sector hourly valuation of volunteer time is \$20.85 based on 2009 figures.(In conjunction with the Points of Light Foundation, the Independent Sector bases the value of volunteer time on the average hourly earnings of all production and nonsupervisory workers on private nonfarm payrolls, as determined by Bureau of Labor Statistics. This figure is increased by 12% to estimate for fringe benefits).

Changes from previous year in data can be attributed to as follows:

- 1.#Volunteer Hours has remain essentially unchanged as the program is essentially in caretaker mode in which recruitment of new volunteers is minimal and attention to maintaining current volunteers has reduced drastic loss.
- 2.\$ Value is being calculated at the previous rate because the Depressed/Recessed economic market most likely hasn't resulted in any substantial change in the previous figure.
- 3.#Applicants/Inquiries has reduced because of not actively recruiting new volunteers due to no permanent hire of the coordinator position.
- 4.#Work Units supported remains unchanged as there is no system expansion or retraction.

Also, the figures reported do not include those associated with the Chaplains Unit.

Legal/Contractual Obligation

Compliance monitoring of PREA (Prison Rape Elimination Act) and Harassment and Discrimination policies

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$41,972	\$0	\$43,539	\$0
Materials & Supplies	\$4,103	\$0	\$4,195	\$0
Total GF/non-GF:	\$46,075	\$0	\$47,734	\$0
Program Total:	\$46,075		\$47,734	
Program FTE	0.50	0.00	0.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**Last year this program was: #60044, MCSO Volunteers

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Michael Shults

Executive Summary

The Inmate Welfare Fund (IWF), overseen by Sheriff's Command Staff and civilian members, provides services to arrestees, pretrial inmates and sentenced offenders including banking, law library, chaplain services and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates.

Program Description

The IWF trust fund provides an in-house banking system that enables inmates to safely deposit funds and utilize these funds for numerous purposes, including the purchase of commissary items. The revenues from commissary and phones provide additional services including chaplains, recreational items, tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at low pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of offenders participating in Law Library	5,875	4,750	7,100	7,100
Outcome	Number of hours of Law Library access provided to the participants	7,320	6,450	8,000	8,000
Output	Number of Inmate Calls	200,563	190,000	183,072	180,000
Outcome	Amount of Phone Revenue	520,980	480,000	475,490	475,000

Performance Measure - Description

"Number of offenders participating in Law Library" data from daily Law Library Move Lists returned by Corrections Deputies documenting attendance or reason for non-attendance and subsequently entered by Law Library Counselor in an Excel spreadsheet.

"Number of hours of Law Library access provided to the participants" data from facility Law Library Schedules and daily Law Library Move Lists (Total possible sessions minus sessions not conducted) with result multiplied by 2 (each session = 2 hours) then entered by Law Library Counselor on an Excel spreadsheet.

The FY13-14 numbers are the same as Current FY Estimate for these reasons:

1. We are not going to increase system capacity population wise, so there is no reason to project further increase in participants. The rise in the # of participants from the past is solely due to the conversion of the library to electronic format.
2. A rise in participation translates to a rise in the # of sessions (and therefore hours) because past empty sessions are now being utilized. We are at the point that we are only 10-15% short of having every possible session conducted. It is reasonable to believe this % won't change much as for a variety of reasons not every possible session could ever be conducted.

The law library went into an electronic format.

Legal/Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$278,710	\$0	\$292,511
Contracts	\$0	\$42,464	\$0	\$37,730
Materials & Supplies	\$0	\$93,979	\$0	\$153,047
Internal Services	\$0	\$102,847	\$0	\$87,603
Total GF/non-GF:	\$0	\$518,000	\$0	\$570,891
Program Total:	\$518,000		\$570,891	
Program FTE	0.00	3.00	0.00	3.00
Program Revenues				
Indirect for dep't Admin	\$30,066	\$0	\$29,718	\$0
Fees, Permits & Charges	\$0	\$498,000	\$0	\$500,891
Other / Miscellaneous	\$0	\$20,000	\$0	\$70,000
Total Revenue:	\$30,066	\$518,000	\$29,718	\$570,891

Explanation of Revenues

\$50,000 - Carry-over from Previous Fiscal Year
 \$14,000 - Revenue includes Hygiene Kits, Copies, Records Req, Hearings Fees, Disc. Fines, Statement Requests, Grievance Fees, Food Handlers Cert Fee
 \$486,891 - Commission from Inmate Phone Calls
 \$10,000 - Interest Earned
 \$10,000 - Disciplinary fines

Significant Program Changes

Last year this program was: #60045, MCSO Inmate Welfare

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Jose Martinez

Executive Summary

This offer purchases continued funding of a Corrections Sergeant to establish intelligence-gathering and intervention methodology regarding human trafficking as it is proliferated among jail inmates, to include the establishment of a screening instrument to identify at-risk pretrial inmates and sentenced offenders. This Sergeant collaborates with the Oregon Human Trafficking Task Force to both aid in prosecution of Human Trafficking crimes and intervene with victims while in custody.

Program Description

A trend has been identified among the jail population whereby at-risk inmates are being used as a commodity by being identified and passed once out of custody to persons involved in crime types including coercion, prostitution, promoting prostitution, sex abuse and contributing to the delinquency of a minor. This offer would continue funding of a Corrections Sergeant to develop intelligence collection, organization and dissemination operations targeting human trafficking activities inside the jails. The Corrections Sergeant shares names and information with the Oregon Human Trafficking Task Force regarding intelligence gathered on potential perpetrators, maintains a data-base module for tracking and information dissemination and uses a screening instrument to quickly identify at-risk inmates and connect those inmates with in-jail programs and intervention/ transition services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	In Custody Victims Identified	69	50	75	50
Outcome	Juvenile Victims Identified	13	10	10	10
Outcome	Involved Cases Prosecuted	25	12	14	12
Outcome	Involved Cases Pending Prosecution	14	25	30	25

Performance Measure - Description

In Jail Human Trafficking has seen a huge increase in involved cases. There are more units finding Human Trafficking in their cases, domestic violence cases, gang cases, drug cases and a large amount of P/V sanctions. MCSO has been involved with training other law enforcement and criminal justice agencies on how to identify Human Trafficking in jail and how this information can help them with their case.

The MCSO Sergeant is involved in all human sex trafficking cases with in Multnomah County from identifying human trafficking victims and pimps who are in jail, and also by partnering with local police agencies, the DA's office and the US attorney's office the sergeant conducts follow up on inmates in these cases and testifies in court.

Currently, data compiled in an Excel database. MCSO has moved forward on the development of a database which should be on line soon. This should greatly improve information tracking.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$154,601	\$0	\$161,160	\$0
Total GF/non-GF:	\$154,601	\$0	\$161,160	\$0
Program Total:	\$154,601		\$161,160	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60050, MCSO In-Jail Human Trafficking

Lead Agency: Sheriff

Program Contact: Jason Gates

Program Offer Type: Administration

Related Programs:

Program Characteristics:

Executive Summary

Enforcement Division administration provides administrative leadership and strategic direction to the Sheriff's Office Enforcement Division. The Division administration develops Sheriff's policies and directives into the Enforcement program offerings that serve the public here in Multnomah County.

Program Description

The Enforcement Division is responsible for the protection of life and property and for enforcement of the Oregon Criminal Code and County Ordinances. Enforcement Division provides police and marine patrol, investigative services, civil process services, and participates in multi-agency task forces. The Enforcement Division also collaborates with County Emergency Management to plan and staff emergency operations. The programs operated by these divisions address all the major factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide for treatment and rehabilitation resources, education and leverage collaboration with other community safety system providers. Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination, and management to the Divisions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Percent performance measurements met in Division	95.0%	90.0%	90.0%	90.0%
Outcome	Number of voluntary resignations	3	10	4	10

Performance Measure - Description

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin.

"Number of voluntary resignations" come from Human Resources.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$234,577	\$0	\$247,797	\$0
Contracts	\$79,174	\$0	\$80,956	\$0
Materials & Supplies	\$112,680	\$0	\$115,214	\$0
Internal Services	\$245,156	\$0	\$287,073	\$0
Total GF/non-GF:	\$671,587	\$0	\$731,040	\$0
Program Total:	\$671,587		\$731,040	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

 **Significantly Changed**

Last year this program was: #60060, MCSO Enforcement Division Admin
 911 Teletax Revenue no longer comes to Multnomah County Sheriff's Office. Instead it will now go to the City of Portland.
 The Sheriff's Office will also see a credit on BOEC billings in a corresponding amount each quarter which was previously paid for by this fund source.

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Becky Child

Executive Summary

The Enforcement Support Unit is partially composed of Enforcement Records, Civil Support, and Word Processing. The Concealed Handgun Unit and Alarm Ordinance Unit are also part of the Enforcement Support Unit however have separate budgets. The main functions of these units are to provide clerical support for all the Units that comprise the Enforcement Division of the Sheriff's Office.

Program Description

The Records Unit operates 24 hours a day, 7 days a week, 365 days a year. The Records Unit receives processes and maintains law enforcement, warrant, and protective order records for Multnomah County. Accurate and timely processing of information and records is critical to the overall operations of the Multnomah County Sheriff's Office and has a direct effect on timely arrests, detention of prisoners and police officer safety. The Records Unit is often the first point of contact with the Sheriff's office for the public, other agencies, and other law enforcement personnel and therefore are fielding questions and making appropriate referrals if needed. The Civil Support Unit provides clerical support for the Civil Unit duties of serving court papers and enforcing court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers. The Civil Support Unit also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork. The Word Processing Unit is responsible for providing clerical support to the Enforcement Command staff as well as the Specialized Units such as Detectives.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of warrants received and entered	16,330	15,000	18,003	18,000
Outcome	Number of protective orders received and entered	2,211	2,500	1,954	2,500
Output	Number of law enforcement records entered	7,296	8,500	10,214	10,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	17,110	23,000	16,343	18,000

Performance Measure - Description

Performance measures for the Enforcement Support Unit are generated from monthly reports which are compiled from daily tally sheets. The Warrants entered performance measure is verified by a SWIS report. The report numbers issued performance measure is generated out of PPDS.

Per the MCSO Records Coordinator, warrants have increased due to an increase in misdemeanor warrants. This may be due to a previous reduction in DA staffing which led to some misdemeanor warrants not being issued.

Legal/Contractual Obligation

ORS 206.010 General duties of sheriff. (3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law. (4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$2,001,040	\$0	\$2,098,424	\$0
Contracts	\$12,896	\$0	\$13,186	\$0
Materials & Supplies	\$50,354	\$0	\$51,487	\$0
Internal Services	\$28,163	\$0	\$29,170	\$0
Total GF/non-GF:	\$2,092,453	\$0	\$2,192,267	\$0
Program Total:	\$2,092,453		\$2,192,267	
Program FTE	24.00	0.00	24.00	0.00
Program Revenues				
Fees, Permits & Charges	\$40,000	\$0	\$40,000	\$0
Total Revenue:	\$40,000	\$0	\$40,000	\$0

Explanation of Revenues

\$30,000 - Tow Fees
 \$9,000 - Report Requests
 \$1,000 - Report Here Requests

Significant Program Changes

Last year this program was: #60061, MCSO Enforcement Division Support

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Monte Reiser

Executive Summary

The Patrol Unit protects citizens residing and/or recreating in unincorporated Multnomah County by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education throughout the communities. Patrol provides emergency preparedness, assistance and intervention as part of the treatment service continuum. Patrol deputies and sergeants develop and implement community policing projects utilizing community based policing principles and frontline human services while providing safety to citizens.

Program Description

Patrol provides 24/7 protection of life and property for visitors and residents living in the unincorporated areas of Multnomah County. They provide protection services by responding to service calls through the 911 system, non-emergency dispatch or self-initiated field activities. Deputies are the first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and use problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health and mental health services. Traffic safety through education and intervention provides safe streets and highways to access commerce and recreation opportunities for the community. A visible public safety system is critical for citizens in feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety. The Patrol Unit works actively with citizen groups and neighborhood associations to develop agreed upon response plans for identified problems. The Patrol Unit provides the introduction of county wide social service programs to the community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Calls for service	50,063	50,100	49,090	50,000
Outcome	Number of arrests generated from calls for service	2,838	2,800	2,800	2,800
Outcome	Average response time (minutes)	15	15	15	15

Performance Measure - Description

Calls for service includes self-initiated and dispatched incidents. Response time is for dispatched calls only. Data from BOEC.

Arrest data from DSSJ cubes.

Legal/Contractual Obligation

ORS 206.010, General duties of sheriff ORS 204.635, Deputies of sheriff; special appointment, authority of; liability of ORS 206.210, Authority of sheriff over organization of office ORS 206.345, Contracts with cities, authority under contract ORS 401.560, Search and Rescue, responsibilities of sheriff.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$5,181,809	\$281,747	\$5,499,721	\$236,949
Contracts	\$2,251	\$0	\$2,302	\$0
Materials & Supplies	\$100,282	\$64,841	\$102,539	\$41,496
Internal Services	\$605,056	\$27,336	\$554,106	\$16,195
Total GF/non-GF:	\$5,889,398	\$373,924	\$6,158,668	\$294,640
Program Total:	\$6,263,322		\$6,453,308	
Program FTE	36.70	0.30	36.70	0.30
Program Revenues				
Indirect for dep't Admin	\$20,542	\$0	\$11,693	\$0
Intergovernmental	\$407,851	\$313,924	\$407,851	\$239,640
Other / Miscellaneous	\$0	\$60,000	\$0	\$55,000
Total Revenue:	\$428,393	\$373,924	\$419,544	\$294,640

Explanation of Revenues

General Fund:

\$32,537 - Maywood Pk (2% COLA increase from Prev. Year)
 \$375,314 - Wood Village (2% COLA increase from Prev. Year)

Public Safety Fund:

\$7000 - Reimbursement for past hazardous materials activities from the Oregon Fire Marshal

Federal/State Fund:

\$32,640 - Summer Patrol Services for the US Forest Service
 \$20,000 - Patrol Services for Oregon State Parks
 \$25,000 - OSSA Seat Belt Grant
 \$25,000 - OSSA DUII Grant
 \$60,000 - Patrol Services for ODOT Construction Zones
 \$100,000 - Truck Inspections for ODOT
 \$5000 - Carry-over funding from LETPP Grant from previous year
 \$20,000 - Bullet-proof Vest Grant

Significant Program Changes

Last year this program was: #60063, MCSO Patrol

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Monte Reiser

Executive Summary

The Civil Unit is the enforcement arm of the civil and probate court system. Notice and enforcement actions originate through the civil, probate, and family courts and are processed through the delivery and services made by this unit. Civil enforcement actions are statutorily mandated to the Sheriff.

Program Description

The Civil Unit is the ministerial arm of the Circuit Court. All court actions are initiated through a written notification to parties of a pending action and these documents are delivered by the Civil Unit. Through the Civil Unit, court orders to seize and sell property, satisfy landlord/tenant actions, and enforce child custody disputes are enforced in an objective, fair, and equitable manner in compliance with Oregon statutes and rules on civil procedure. Through probate court, families, police officers and other interested parties seek involuntary commitment for allegedly mentally ill persons suffering from episodes so debilitating that they are a danger to themselves or others. The Civil Unit deputy locates, transports, and provides security for the person and the court. When domestic violence threatens the family unit, deputies in the Civil Unit serve domestic violence restraining orders to protect family members from violence and aggressive behavior.

Civil Unit deputies experience incidents of physical resistance when performing their duties. In particular, evictions may involve subjects who barricade themselves requiring a substantial dedication of resources and time. Often times, these incidents require the skill of the Multnomah County Special Weapons and Tactics Team to perform a measured response tactical entry into the residence to execute the eviction while providing safety for nearby citizens. Persons subject to the court's orders have threatened to kill uniformed staff, displayed firearms, discharged firearms, and fortified apartments and homes to prevent the court action. It is routine for persons to hide within dwellings to avoid being contacted by civil deputies. A balanced public safety system provides citizens the ability and right to address their grievances in a safe, fair and equitable manner.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of individuals served through civil process	12,116	14,400	13,500	13,500
Outcome	Percent successfully served documents	80.0%	80.0%	80.0%	80.0%
Outcome	Percent protective orders served	78.0%	80.0%	79.0%	80.0%
Output	Number of evictions	766	800	823	800

Performance Measure - Description

Data from the "Civil Process" data base.

Legal/Contractual Obligation

ORS 107.720-730, 206.010-070 and 180, 433.355, 93.530 and Chapter 23. Oregon Rules on Civil Procedure Rule 7

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,330,115	\$0	\$1,466,814	\$0
Contracts	\$1,125	\$0	\$1,150	\$0
Materials & Supplies	\$38,800	\$0	\$39,674	\$0
Internal Services	\$86,587	\$0	\$93,665	\$0
Total GF/non-GF:	\$1,456,627	\$0	\$1,601,303	\$0
Program Total:	\$1,456,627		\$1,601,303	
Program FTE	11.00	0.00	12.00	0.00
Program Revenues				
Fees, Permits & Charges	\$150,000	\$0	\$237,076	\$0
Intergovernmental	\$196,500	\$0	\$196,500	\$0
Total Revenue:	\$346,500	\$0	\$433,576	\$0

Explanation of Revenues

\$150,000 - Civil Process Fees
 \$191,500 - Circuit Court Revenue
 \$5000 - State Extraditions Reimbursement
 \$87,076 - Civil Forfeiture Fees

Significant Program Changes

 **Significantly Changed**

Last year this program was: #60064, MCSO Civil Process

This program offer is adding 1.0 FTE Program Coordinator for additional administrative support due to excessive workload. This position is funded by newly anticipated fees from the additional workload.

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Travis Gullberg

Executive Summary

The Sheriff's River Patrol Unit partners with the Oregon State Marine Board, the Port of Portland, U.S. Coast Guard to provide safe commercial and recreational access and passage to the county's 110 miles of waterways along the Columbia River, Willamette River, Sandy River and Multnomah Channel. The River Patrol Unit provides law enforcement and search and rescue services to all river, lake, shoreline and island locations in Multnomah County.

Program Description

The River Patrol Unit provides protection and intervention for the numerous county moorages, marinas, and houseboat communities. The country's fifth largest port requires unobstructed ingress and egress of commercial ship movement into the region. Marine deputies respond to all life threatening marine calls for service such as boat collisions, drowning, missing persons, and environmental hazards. Deputies provide boater safety, education, and intervention through classroom, boat inspection and enforcement activities. It is crucial for the local economy that cargo vessels, carrying consumer products, efficiently transport these goods in a timely and efficient manner. In FY 2011, the Port of Portland moved 12,310,919 short tons of cargo through its facilities and there were 510 calls to port terminals by ocean-going vessels. Community livability contributes to a thriving economy and access to work, cultural, and recreational activity is an important element of a thriving economy. River Patrol participates in regional multi-agency marine security drills to promote efficient coordination of first responder resources. This unit provides critical infrastructure security protection along Multnomah County waterways. The Oregon State Marine Board contributes approximately one third of the funding needs for the Sheriff's Office River Patrol. River patrol is key to emergency preparedness on/near the regional waterways; they participate in numerous agency collaborations and are a significant function to a visible public safety system.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Hours of community water safety education	269	125	213	215
Outcome	Number of citizens issued boater examination reports, warning, and citations	3,547	3,555	3,000	3,200

Performance Measure - Description

Data from Oregon State Marine Board website "Number of citizens issued boater examination reports, warning, and citations" includes the following boater contact types: HIN Insp, Pass MTR, Fail w/warn MTR, Fail w/cite MTR, Pass NM, Fail w/warn NM, and Fail w/cite NM.

Legal/Contractual Obligation

Patrol operates under ORS Chapter 830 and contracts with the Oregon State Marine Board.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,440,385	\$698,881	\$1,493,512	\$689,812
Contracts	\$17,611	\$0	\$18,007	\$0
Materials & Supplies	\$123,942	\$40,481	\$126,733	\$31,396
Internal Services	\$197,024	\$63,480	\$214,783	\$56,039
Capital Outlay	\$33,053	\$380,517	\$33,796	\$0
Total GF/non-GF:	\$1,812,015	\$1,183,359	\$1,886,831	\$777,247
Program Total:	\$2,995,374		\$2,664,078	
Program FTE	9.00	6.00	9.00	5.50
Program Revenues				
Indirect for dep't Admin	\$46,598	\$0	\$40,460	\$0
Fees, Permits & Charges	\$0	\$10,000	\$0	\$20,000
Intergovernmental	\$0	\$1,034,842	\$0	\$757,247
Other / Miscellaneous	\$1,400	\$138,517	\$1,400	\$0
Total Revenue:	\$47,998	\$1,183,359	\$41,860	\$777,247

Explanation of Revenues

General Fund:
\$1400 - State Fuel Tax Rebate

Public Safety Fund:
\$20,000 - Reimbursement for Fuel Charges from other Jurisdictions

Federal/State Fund:
\$16,000 - Government Island Contract for River Patrol Services
\$741,247 - Oregon Marine Board Contract for River Patrol Services

Significant Program Changes

Last year this program was: #60065, MCSO River Patrol

Lead Agency: Sheriff

Program Contact: Ned Walls

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program provides for investigation of all crimes, including those involving homicide, sexual assault, burglary, fraud and theft to citizens and business, crimes against children, the elderly and property crimes.

County-wide services provided by the Sheriff's Office includes investigations of crimes committed against children by use of technology (INTERCEPT).

Program Description

Detectives investigate all crimes that are not concluded by patrol deputies. The Detective Unit is responsible for responding to the scenes of crimes, conducting preliminary and follow-up investigations, preparing the required investigative reports, preparing an analysis of the report, apprehending the suspect, preparing the case for a successful prosecution, and testifying in court. The MCSO Detectives are part of the East County Major Crimes Team. The Countywide Investigation program funds the Sheriff's Office participation in several inter-agency teams. These teams are able to pool resources and leverage personnel for more effective results.

The INTERCEPT detective works in a Multi-Sheriff Office and Department of Justice team in the tri-county jurisdiction. This detective investigates state and federal laws relating to crimes against children, child pornography, child exploitation and the use of computers to promote these crimes.

The Elder Abuse detective also works in a multidisciplinary team that works together to help keep seniors safe and investigates crimes against the elderly. The primary purpose of the Elder Abuse Detective is to help victims – current victims, future victims, potential victims. When elders are financially abused the best way to help them is to give them a sense of justice through effective investigation and prosecution which can result in restitution as part of the judgment. This detective works directly and is housed with Multnomah County Adult Protective Services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total cases investigated	1,574	1,200	1,600	1,200
Outcome	Total cases cleared	742	500	550	500
Output	Person crime cases investigated	231	150	150	150
Outcome	Person crime cases cleared	181	100	100	100

Performance Measure - Description

Data from Law Enforcement Associates Data Technologies caseload database.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,340,877	\$8,236	\$1,364,888	\$0
Contracts	\$7,283	\$11,757	\$7,447	\$6,496
Materials & Supplies	\$26,706	\$2,500	\$27,307	\$0
Internal Services	\$95,393	\$1,881	\$82,304	\$504
Total GF/non-GF:	\$1,470,259	\$24,374	\$1,481,946	\$7,000
Program Total:	\$1,494,633		\$1,488,946	
Program FTE	10.00	0.00	9.00	0.00
Program Revenues				
Indirect for dep't Admin	\$1,414	\$0	\$364	\$0
Intergovernmental	\$0	\$17,374	\$0	\$0
Other / Miscellaneous	\$0	\$7,000	\$0	\$7,000
Total Revenue:	\$1,414	\$24,374	\$364	\$7,000

Explanation of Revenues

\$2000 - Donations to our Cold Case Unit
 \$5000 - Donations to the Kyron Horman Fund

Significant Program Changes

✔ Significantly Changed

Last year this program was: #60066A, MCSO Detectives, INTERCEPT, Elder Abuse
 Cut 1.0 Office Assistant II position that performed administrative duties for the INTERCEPT program in order to get to constraint.

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Ned Walls

Executive Summary

This program provides for the investigation of crimes involving the sale, distribution, and manufacturing of dangerous drugs. The Special Investigations Unit is charged with the responsibility for enforcing state narcotics laws, prostitution activities, and assist with advanced surveillance of major criminal cases. The magnitude of each of these investigative areas requires that priorities be established to determine allocation of resources. Enforcement of narcotics laws is so important that first priority within the Special Investigations Unit will be narcotics investigations. Emphasis is placed on narcotics distributors who are suppliers to street level dealers, as well as suppliers to other distributors which are referred to as mid to upper mid level narcotics traffickers. Drug investigations will center on the drugs which are most abused in the Multnomah County. SIU is a local law enforcement resource for investigating and apprehending suspects involved in domestic and/or foreign Human Trafficking of children.

Program Description

The purpose of the Special Investigations Unit (SIU) is to investigate illegal drug activities in the Metro area, and other criminal activity as directed by the Sheriff. The unit conducts criminal investigations of street level illicit drug activity, up to and including the prosecution of federal narcotics crimes. Investigations often lead to Drug Trafficking Organizations (DTO's) that transport and eventually sell dangerous drugs for a profit. SIU investigations take them into areas considered hazardous to health and public safety. Investigations conducted by the SIU detectives have resulted in indictments and prosecutions in numerous meth lab cases. SIU coordinates clean up of drug labs. With the changing needs and priorities of our communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting our neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in our community. The SIU program is partially funded through grants, revenues received from forfeitures and federal case funding.

SIU has the responsibility to proactively identify, investigate, prepare the required investigative reports, apprehend the suspect(s), prepare the case for a successful prosecution and testify in court in all cases dealing with illegal drugs and vice activities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	SIU drug cases	190	182	125	120
Outcome	Percent of SIU drug cases that are methamphetamine	41.0%	50.0%	60.0%	50.0%
Output	Number of searches	93	75	65	60
Outcome	Percent of searches resulting in an arrest	86.0%	99.0%	100.0%	99.0%

Performance Measure - Description

Data are compiled from an Excel database reported monthly.

The numbers of drug cases conducted are tied solely to the unit's manpower.

The number of searches are down because of: limited manpower, larger upper level dealer cases (less street level cases). Next Year Offers lower due to the reduction of a detective due to a grant running out.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$605,747	\$126,626	\$639,068	\$178,718
Contracts	\$0	\$8,431	\$0	\$10,000
Materials & Supplies	\$3,676	\$10,242	\$3,759	\$9,279
Internal Services	\$42,354	\$12,161	\$34,828	\$15,384
Total GF/non-GF:	\$651,777	\$157,460	\$677,655	\$213,381
Program Total:	\$809,237		\$891,036	
Program FTE	5.00	0.25	5.00	0.00
Program Revenues				
Indirect for dep't Admin	\$9,138	\$0	\$11,108	\$0
Fees, Permits & Charges	\$0	\$10,000	\$0	\$20,000
Intergovernmental	\$0	\$97,460	\$0	\$113,381
Other / Miscellaneous	\$0	\$50,000	\$0	\$80,000
Total Revenue:	\$9,138	\$157,460	\$11,108	\$213,381

Explanation of Revenues

Public Safety Fund:
 \$40,000 - ROCN Reimbursement for Overtime
 \$20,000 - Auto Auction Sales
 \$80,000 - Civil Forfeitures
 \$10,000 - Other Federal Forfeitures

Federal/State Fund:
 \$30,000 - Federal Equitable Sharing Forfeitures
 \$25,381 - JAG Meth Grant
 \$8,000 - Marijuana Eradication Grant

Significant Program Changes

Last year this program was: #60067A, MCSO Special Investigations Unit

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Ned Walls

Executive Summary

Since their inception in October 2007, the Multnomah County Sheriff's Office very successful Warrant Strike Team has served 2,438 warrants (as of February 2013). Excessive un-served warrants are a problem Multnomah County shares with many other jurisdictions and the primary cause of this problem is the lack of resources to arrest warrant subjects. Warrant backlogs keep wanted persons from being held accountable for their actions and threaten public safety. Four full-time deputies are currently assigned to the Warrant Strike Team. This program was originally purchased with a General Fund Contingency. This program is necessary to serve misdemeanor and felony warrants which benefits citizens by removing wanted subjects from our neighborhoods, preventing crime and associated costs to future victims and potential prosecutorial cost savings.

Program Description

The purpose of this program is to reduce the number of felony and misdemeanor warrant offenders that currently reside in Multnomah County. The Warrant Strike Team is responsible for arresting persons with felony and misdemeanor warrants issued by the courts to include warrants for Measure 11 offenses. In May of 2007, Multnomah County Commissioner Lisa Naito produced a "3 step action plan to address the excessive number of outstanding warrants in Multnomah County". This plan included funding for the addition of two deputies to the Multnomah County Sheriff's Office Law Enforcement Division in the creation of this program. Members of MCSO met with local police agencies and the Multnomah County District Attorney's Office to establish initial operating protocols to include the prioritization of warrants to be served by strike team deputies. After the initial implementation period, strike team members identified two areas necessitating a request for two additional deputies. The two areas identified were safety/inmate transport and the need to address the large number of individuals residing/visiting with "out of area" warrants. MCSO, the Board of Commissioners and District Attorney's Office sponsored an effort to fund two additional deputy sheriffs to the Warrant Strike Team.

The Multnomah County Sheriff's Office Warrant Strike Team is charged by the Multnomah County Board of Commissioners and the State of Oregon (ORS 206.010) to serve felony and misdemeanor warrants issued in Multnomah County, Oregon. The Warrant Strike Team operates in partnership with the Multnomah County District Attorney's office where the team's primary office is located. The Warrant Strike Team works closely with DA's office members to prioritize and manage the execution of specific warrants. This program has had a positive impact on the number of wanted persons arrested and number of attempt service of warrants which assists the DA's office in addressing "speedy trial" issues. The Warrant Strike Team is also helping to tackle the increasing number of out of compliance sex offenders in Multnomah County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total warrant service attempts	1,248	1,150	1,160	1,200
Outcome	Total warrants served	487	400	350	420
Outcome	Total warrant arrests	419	375	345	400

Performance Measure - Description

Data compiled from an Excel database reported monthly.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$655,383	\$0	\$696,786	\$0
Contracts	\$2,611	\$0	\$2,670	\$0
Materials & Supplies	\$11,311	\$0	\$11,565	\$0
Internal Services	\$22,167	\$0	\$22,851	\$0
Capital Outlay	\$36,078	\$0	\$36,890	\$0
Total GF/non-GF:	\$727,550	\$0	\$770,762	\$0
Program Total:	\$727,550		\$770,762	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Intergovernmental	\$16,500	\$0	\$16,500	\$0
Total Revenue:	\$16,500	\$0	\$16,500	\$0

Explanation of Revenues

\$16,500 - Overtime Reimbursement for US Marshal Fugitive Task Force participation

Significant Program Changes

Last year this program was: #60068A, MCSO Warrant Strike Team

Lead Agency: Sheriff

Program Contact: Becky Child

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The citizens of Oregon have designated certain activities to be regulated to facilitate a safe and livable community. Through an alarm permitting program, burglar alarms are regulated to enhance police response alarms.

Program Description

The False Alarm Reduction Program regulates burglary and robbery alarms in unincorporated Multnomah County and through collaborative contracts with east Multnomah County cities. Alarm regulation increases the probability that police respond to a valid alarm, saving scarce Public Safety resources. False alarm penalties promote good equipment maintenance technology. False alarm response is a non-productive use of police time and resources. Current and valid permits as well as properly functioning alarms promote safety through quick response. Citizens using alarms partner with police to promote safety in their community.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of alarm events	2,447	2,500	2,500	2,500
Outcome	Number of false alarms dispatches completed	1,486	1,750	1,500	1,500
Output	Number of alarm permits issued	1,515	1,000	1,000	1,000
Output	Number of alarm renewed permits	4,950	6,000	6,000	6,000

Performance Measure - Description

The performance measures for the Alarms Unit are all generated out of SAP.

Legal/Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Troutdale, Fairview, Wood Village and Maywood Park.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$120,885	\$0	\$124,504
Contracts	\$0	\$145,637	\$0	\$58,485
Materials & Supplies	\$0	\$2,566	\$0	\$2,566
Internal Services	\$0	\$37,683	\$0	\$24,445
Total GF/non-GF:	\$0	\$306,771	\$0	\$210,000
Program Total:	\$306,771		\$210,000	
Program FTE	0.00	1.50	0.00	1.50
Program Revenues				
Indirect for dep't Admin	\$17,806	\$0	\$10,932	\$0
Fees, Permits & Charges	\$0	\$168,248	\$0	\$130,000
Other / Miscellaneous	\$0	\$138,523	\$0	\$80,000
Total Revenue:	\$17,806	\$306,771	\$10,932	\$210,000

Explanation of Revenues

\$10,000 - Alarms Late Fees
\$120,000 - Alarm Permits
\$80,000 - Alarm Fines

Significant Program Changes

Last year this program was: #60069, MCSO Alarm Program

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Becky Child

Executive Summary

The citizens of Oregon have designated certain activities to be regulated to facilitate a safe and livable community. The issuance of concealed handgun licenses ensures safe, appropriate, and legal carrying of concealed handguns.

Program Description

The Concealed Handgun Unit investigates applicants and issues concealed handgun licenses to those who meet the legal standards set by Oregon Statutes. The Unit monitors existing licenses and if needed revokes licenses for reason designated in the Oregon Statutes. The Concealed Handgun Unit processes renewal notifications on a monthly basis and responds to questions from the public regarding the application process and other handgun related issues. A secondary function of the Concealed Handgun Unit is the issuance of Expedited Court Access ID cards. These applications are processed using the existing Concealed Handgun software system. Expedited Court Access ID Cards are issued as a courtesy to people who regularly are needing access to the Multnomah County Courthouse for their employment.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	New/renew concealed handgun permit applications	5,066	5,000	6,713	6,500
Outcome	New/transfer/renewal concealed handgun permits issued	5,391	4,500	7,000	7,000
Outcome	New denials and valid concealed handgun permits revoked	222	150	335	300
Output	Number of Courthouse ID's issued	844	800	530	800

Performance Measure - Description

Performance Measures for the CHL Unit are mostly generated out of the PERMITS system which is the licensing computer system. New Applications received are hand tallied on a calendar.

Legal/Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$205,513	\$0	\$238,670
Contracts	\$0	\$30,000	\$0	\$40,000
Materials & Supplies	\$1,229	\$30,433	\$1,257	\$30,433
Internal Services	\$8,396	\$25,264	\$8,716	\$25,897
Total GF/non-GF:	\$9,625	\$291,210	\$9,973	\$335,000
Program Total:	\$300,835		\$344,973	
Program FTE	0.00	3.00	0.00	3.00
Program Revenues				
Indirect for dep't Admin	\$16,902	\$0	\$17,439	\$0
Fees, Permits & Charges	\$1,000	\$291,210	\$1,000	\$335,000
Intergovernmental	\$100,000	\$0	\$100,000	\$0
Total Revenue:	\$117,902	\$291,210	\$118,439	\$335,000

Explanation of Revenues

General Fund:

\$1000 - Facility Access Photo ID

\$100,000 - Facility Access Photo ID to Governmental Agencies

Public Safety Fund:

\$5000 - OLCC Fees

\$300,000 - Concealed Handgun Permit Fees

\$30,000 - Handgun Safety Class

Significant Program Changes

Last year this program was: #60070, MCSO Concealed Handgun Permits

Lead Agency: Sheriff

Program Contact: Monte Reiser

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program supports the Sheriff's Office participation in the TriMet Transit Police. TriMet police officers are funded through TriMet to maintain a safe transit system.

Program Description

Transit police ensure a safe transit system by performing preventative patrol on TriMet's buses, trains and at TriMet's facilities, including the Portland Transit Mall. Deputies search for explosives and suspicious objects or behavior. TriMet transit police investigate crimes committed on TriMet property including those involving trespass and disorderly conduct. Transit deputies work in uniform and the unit has a plainclothes detail.

TriMet is a municipal corporation providing public transportation extensively throughout the three county Portland metro area. During fiscal year 2009, residents and visitors boarded a bus, MAX, or WES train 101.5 million times. TriMet carries more people per capita than any other comparable US transit system of similar size. TriMet's top priority is maintaining a safe transit system. Transit police deputies patrol TriMet vehicles and facilities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of calls for service	2,374	2,290	2,068	2,100
Outcome	Number of reported offenses for TriMet violations	5,737	5,328	5,566	5,500
Output	Number of TriMet exclusions	264	236	254	250

Performance Measure - Description

Calls for service data are from PPDS VCAD tactical inquiry.

Number of reported offenses for TriMet from PPDS tactical inquiry, offense "998."

Exclusion data are also from PPDS tactical inquiry, offense "9981."

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$741,052	\$0	\$784,639
Internal Services	\$0	\$62,026	\$0	\$60,966
Total GF/non-GF:	\$0	\$803,078	\$0	\$845,605
Program Total:	\$803,078		\$845,605	
Program FTE	0.00	6.00	0.00	6.00
Program Revenues				
Indirect for dep't Admin	\$46,612	\$0	\$44,018	\$0
Intergovernmental	\$0	\$803,078	\$0	\$845,605
Total Revenue:	\$46,612	\$803,078	\$44,018	\$845,605

Explanation of Revenues

\$845,605 - Tri-Met Contract for Transit Police Services.

Significant Program Changes

Last year this program was: #60071, MCSO TriMet Transit Police

Lead Agency: Sheriff

Program Contact: Ned Walls

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: Backfill State/Federal/Grant

Executive Summary

MCSO, in partnership with the Department of Justice, the local U. S. Attorney, and other stakeholders, provides public awareness of human trafficking, identifies victims of severe trafficking, and assists victims who are willing to cooperate in the investigation of traffickers to obtain continued presence and/or a temporary visa.

Program Description

MCSO will develop training materials for officers and investigators to improve their identification of human trafficking victims. In addition to providing training to police officers, MCSO will also train its jail and court personnel to identify trafficking victims who may have been overlooked by police and other investigators. A key component of this training is the development of written protocols and resource manuals that enhance coordination and sharing of information and resources between law enforcement agencies and victims service providers. MCSO will develop protocols for resource referral and service provisions for U.S victims of human trafficking versus alien victims of trafficking. MCSO and its task force partners will define the role for its law enforcement and service provider partners in training others in the community, such as medical personnel, landlords, transportation industry personnel, fire marshals, code enforcement, health inspectors, and others to identify the signs of human trafficking. Since the passage of the Trafficking and Violence Protection Act of 2000, human trafficking continues to be a major concern in the Pacific Northwest. Oregon's character as a port of entry, the known intensity of human trafficking along the I-5 corridor, and its large agricultural industry, make Oregon a haven for coerced labor activity and sexual exploitation of individuals for commercial gain. The I-5 corridor is a known transport artery for not only illegal drugs, but also human trafficking, carrying victims from as far south as San Diego through Oregon to as far north as Vancouver, British Columbia. Local, state, and federal law enforcement have worked on over fifty sex trafficking cases of both domestic and international victims, a fraction of suspected activity in Oregon. Local law enforcement agencies, including MCSO, have also seen an increase in illegal drug dealing by persons who may have been coerced into drug dealing.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of investigations assigned	22	30	25	25
Outcome	Number of victims located	126	57	100	90
Output	Training hours re human trafficking provided to law enforcement and civilians	151	125	160	150

Performance Measure - Description

Data from hand counts of reports compiled by Deputy Bickford.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$37,736	\$88,049	\$132,923	\$0
Contracts	\$0	\$7,000	\$0	\$0
Materials & Supplies	\$0	\$17,941	\$0	\$0
Internal Services	\$0	\$9,457	\$0	\$0
Total GF/non-GF:	\$37,736	\$122,447	\$132,923	\$0
Program Total:	\$160,183		\$132,923	
Program FTE	0.30	0.70	1.00	0.00
Program Revenues				
Indirect for dep't Admin	\$7,107	\$0	\$0	\$0
Intergovernmental	\$0	\$122,447	\$0	\$0
Total Revenue:	\$7,107	\$122,447	\$0	\$0

Explanation of Revenues

Significant Program Changes

✔ **Significantly Changed**

Last year this program was: #60073, MCSO Human Trafficking Task Force

This program was previously funded 70% of a Human Trafficking Detective through a grant. The grant funding has been spent out and will be back-funded by General Funding.

Lead Agency: Sheriff

Program Contact: Ned Walls

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Metro serves Clackamas, Multnomah and Washington counties, and the 25 cities in the Portland metropolitan area. One of Metro's principle missions is to protect open space and parks. Within this mission, the MCSO Metro Services Unit consists of a detective who enforces disposal laws and Metro's rules and regulations for disposal and 2 Corrections Deputies that are in charge of two Inmate Work Crews assigned to cleaning up illegal dump sites.

Program Description

Through a contract with Metro, a regional government that serves Multnomah, Clackamas, and Washington counties, the Sheriff's Office provides one detective to combat illegal dumping. The Detectives in this unit have knowledge of applicable laws and ordinances and work to enforce these laws. This includes (but is not limited to): investigation and surveillance of companies that haul waste to determine if they are disposing of solid waste properly, investigation of incidents of illegal dumping, coordination of efforts to curtail problems and educate stakeholders with issues associated with solid waste, surveillance of chronic dump sites, and the coordination of the legal removal of chronic transient camps. Illegal dumping is a crime. Illegal dumping is a major problem that raises significant concerns with regard to safety, property values, and quality of life in our community. In addition, it is a major economic burden on local government, which is typically responsible for cleaning up dump sites. If not addressed, illegal dumps often attract more waste, potentially including hazardous wastes such as asbestos, household chemicals and paints, automotive fluids, and commercial or industrial wastes. Health risks associated with illegal dumping are significant. Metro protects open space and parks, plans for land use and transportation, and manages garbage disposal and recycling for 1.3 million residents in three counties and 25 cities in the Portland, Oregon, region. The MCSO Metro Services Unit combats illegal dumping.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number flow control and regulatory cases cited	15	15	15	12
Outcome	Dollar amount of flow control and regulatory penalties	2,379	12,500	4,000	3,750

Performance Measure - Description

Per Steve Kraten of METRO: The numbers are for the program as a whole and do not reflect the actions of any single individual. Numbers are for flow control cases only.

Data from METRO's internal case load manager.

Per Steve Kraten, "the most significant (but not readily quantifiable) outcome results from:

1. Bringing flow control violators back into the "system" so that they pay the fee's and taxes on solid waste.
2. Deterring others from violating flow control.

Change in METRO policy in collecting penalties from violators. Instead of building a case that goes back years, takes months to investigate, and incurs high fines, violators are now only fined for the load they are caught with, leading to a quicker response back into compliance and reduced fines.

Legal/Contractual Obligation

Contract with Metro.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$376,176	\$0	\$395,141
Contracts	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$31,586	\$0	\$30,796
Total GF/non-GF:	\$0	\$408,962	\$0	\$427,137
Program Total:	\$408,962		\$427,137	
Program FTE	0.00	3.00	0.00	3.00
Program Revenues				
Indirect for dep't Admin	\$23,737	\$0	\$22,235	\$0
Intergovernmental	\$0	\$408,962	\$0	\$427,137
Total Revenue:	\$23,737	\$408,962	\$22,235	\$427,137

Explanation of Revenues

\$427,137 - Metro Contract for Illegal Dump Investigations and Illegal Dump Clean-up. This pays for 1.0 Enforcement Deputy and 2.0 Work Crew Corr Deps.

Significant Program Changes

Last year this program was: #60074, MCSO Metro Services

Lead Agency: Sheriff

Program Contact: Ned Walls

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Domestic Violence (DV) Victim Services & Coordination provides in-person services for 5,600 victims and children, management of grant-funded projects and coordination of multi-jurisdiction government and community responses. Research shows that these core services reduce re-assault of victims, and thus help to reduce violent crime in the county. This program offer funds a detective position as a member of the DV Enhanced Response Team.

Program Description

Multnomah County expends \$11 million in criminal justice costs (jail, prosecution and probation supervision) annually, and DV costs the community another \$10 million in lost wages, health care and other costs. Services funded in this offer include: centralized access and crisis response (24,600 calls); safe emergency shelter or motel vouchers (990 women and children); civil legal advocacy insuring safety after separation (2,800 victims); mobile advocacy and rent assistance (650 women and children); and culturally specific services for Latinas, Russians, African Americans, Native Americans, immigrants/refugees, and sexual minorities (800 women and children). Evidence-based practices include emergency shelters, which reduce re-assault by 50%, and civil legal services, which reduce DV homicides. This program offer also includes grant-funded projects that serve an additional 310 victims and children: services to increase long-term self-sufficiency; services for victims and their children involved in Child Welfare; and DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DVERT has reduced recidivism of the high risk offenders in DVERT by 30% and increased victims' safety and their confidence in the criminal justice system. Coordination includes staffing the Family Violence Coordinating Council to provide a forum for collaborative efforts such as training, policy and program development and implementation, and system-wide problem-solving. The 43 member organizations represent the criminal justice system, victim services, health care, batterers intervention, elected officials and others. In addition, the offer supports the development of the Gateway one-stop victim center.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of victims and children served	276	450	300	300
Outcome	Total people served	386	500	500	450

Performance Measure - Description

Number served includes all clients and their children receiving in-person services provided by CGF, HUD or SHAP funds (ongoing funding).

Data from Multnomah County DVERT coordinator Becky Bangs.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$72,364	\$48,244	\$76,562	\$51,041
Total GF/non-GF:	\$72,364	\$48,244	\$76,562	\$51,041
Program Total:	\$120,608		\$127,603	
Program FTE	0.60	0.40	0.60	0.40
Program Revenues				
Intergovernmental	\$0	\$48,244	\$0	\$51,041
Total Revenue:	\$0	\$48,244	\$0	\$51,041

Explanation of Revenues

\$51,041 - 40% of Detective paid for by Domestic Violence Grant.

Significant Program Changes

Last year this program was: #60076, MCSO Domestic Violence Enhanced Response Team

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Monte Reiser

Executive Summary

MCSO protects citizens residing and/or recreating in unincorporated Multnomah County, including Corbett, by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education. The Corbett Community Resource Deputy assists the community with emergency preparedness, safety education, and perform general liaison work on behalf of MCSO.

This Community Resource Deputy coordinates and manages the Corbett Volunteer Citizen Patrol. This project increases safety and livability of the Columbia River Gorge.

Program Description

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County, including Corbett. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health, and mental health services. Traffic safety through education and intervention provides safe streets to access commerce and recreation opportunities of the community. This program coordinates the execution of these responsibilities for the Corbett community. A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of community meetings attended by CRO	144	144	144	144
Outcome	Number of incidents Corbett	541	590	608	600

Performance Measure - Description

Assumes CRO attendance at three meetings per week or 12/month. The position of Corbett Community Resource Office began in October 2008.

Data are from the CRO monthly reports.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$125,785	\$0	\$132,923	\$0
Materials & Supplies	\$4,893	\$0	\$5,003	\$0
Total GF/non-GF:	\$130,678	\$0	\$137,926	\$0
Program Total:	\$130,678		\$137,926	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60077, MCSO Corbett Community Resource Deputy

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: Monte Reiser

Executive Summary

The Logistics Unit manages the Sheriff's Office fleet operations. This includes procurement and installation of electronic technology for fleet vehicles. This unit oversees maintenance and building modifications for the Sheriff's Office. Additional responsibilities are equipping personnel, processing evidence seized, and controlling agency communication needs.

Program Description

The Logistics Fleet Section is responsible for the acquisition, repair, and maintenance of approximately 180 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so that they can, then, perform their duties and tasks at an optimal level. They also coordinate radio template upgrades, activation and deletion of Mobile Data Computers & 800 MHz radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics is an integral support for both the Law Enforcement and Corrections operational functions in the Sheriff's Office. Functions such as fleet, radio and evidence handling are critical to operations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of evidence exhibits received, processed and bar-coded	11,144	10,450	11,400	12,000
Outcome	Number of cases closed and disposed	2,800	2,700	3,000	3,500
Output	Number of uniform requisitions/invoices reconciled	758	650	900	900

Performance Measure - Description

"Number of evidence exhibits received, processed and bar-coded" and "Number of cases closed and disposed" data from the internal evidence database.

Data provided by LPT Tom Mitchell, LE Evidence Room Tech. Tom also maintains a separate spread sheet as a check and balance on U drive.

"Number of uniform requisitions/invoices reconciled" data from an internal database. Paid invoices or reconciled invoices are pulled from SAP. Data are provided by LPT Cory Reyes.

The current FY estimate is based on the current trend and factoring in the number of prospective new hires.

The number of uniform requisitions will not equal the same number of invoices as one requisition often turns into multiple invoices due to items being backordered.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$401,088	\$0	\$436,564	\$0
Contracts	\$1,109	\$0	\$1,134	\$0
Materials & Supplies	\$10,456	\$0	\$10,646	\$0
Internal Services	\$645,843	\$0	\$696,723	\$0
Total GF/non-GF:	\$1,058,496	\$0	\$1,145,067	\$0
Program Total:	\$1,058,496		\$1,145,067	
Program FTE	4.00	0.00	4.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60078, MCSO Logistics Unit

Lead Agency: Sheriff
Program Offer Type: Support
Related Programs:
Program Characteristics:

Program Contact: David Rader

Executive Summary

Auxiliary Services support Corrections and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. The Auxiliary Services Unit is responsible for the MCSO Warehouse operation, receiving/distribution, purchasing, and contracts and requisitions for inmate commissary.

Program Description

A Buyer facilitates the purchase of items in an expeditious and cost effective manner, while working with Central Purchasing as needed. Receiving/distribution of items is routed through the Warehouse. Deliveries to nine MCSO facilities are required daily or bi-weekly. Purchasing, warehousing and receiving/distribution functions ensure that items utilized by MCSO are procured in a fiscally responsible manner and with the safety and security of staff and inmates as the highest priority.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total dollar value of purchase orders placed	3,469,139	3,450,000	1,617,427	1,500,000
Outcome	Total number of delivery stops made	2,969	2,900	2,670	2,700

Performance Measure - Description

"Total dollar value of purchase orders placed" from SAP, data provided by Gwen Tyler.

"Total number of delivery stops made" from internal daily/monthly spreadsheet data provided by EPT Sam Hill.

NOTE: The total dollar value of items purchased was reduced by approximately 46% as a result in limited end-of-year big ticket items purchases as in the past i.e. commercial dryer systems for the MCSO Laundry plant etc..and because of new controls within MCSO in terms of what can be purchased without executive approval.

Legal/Contractual Obligation

Oregon Jail Standards:

Commissary: G03.01.00, G03.01.01, G03.02.00, G03.02.01, G03.02.02, G03.02.03, G03.02.04, G03.03.00, G03.03.01, G03.03.02

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$819,544	\$0	\$858,010	\$0
Contracts	\$555	\$0	\$567	\$0
Materials & Supplies	\$14,804	\$0	\$18,027	\$0
Internal Services	\$129,144	\$0	\$117,321	\$0
Total GF/non-GF:	\$964,047	\$0	\$993,925	\$0
Program Total:	\$964,047		\$993,925	
Program FTE	7.77	0.00	7.77	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60079, MCSO Procurement & Warehouse

Lead Agency: Sheriff
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: David Rader

Executive Summary

Auxiliary Services support Corrections and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. The Auxiliary Services Unit is responsible for inmate property and laundry. Services provided to inmates include storage of personal property/clothing/funds, laundry distribution and sewing services.

Program Description

Secure storage of inmate property/clothing/funds starts with accurate verification of all items inventoried at booking on a 24/7 basis. Additional property responsibilities include bail checks, property and money releases and preparation of all out-of-county transports through MCSO facilities. Clean laundry and linen products are provided to inmates bi-weekly. Sewing services are provided to mend and prolong the life of inmate jail clothing and alterations to staff uniforms. Property staff ensures inmates' personal possessions are stored in a secure and respectful manner and that all funds associated with an inmate are accounted for.

The Property Unit interacts with the US Marshal's, Immigration and Customs Enforcement (ICE), the Northwest Shuttle System, all Oregon counties, attorneys, Courts and the public.

Laundry ensures that inmates are provided with clean clothing/linen and inmates learn job skills by working in the laundry. Laundry services are also provided to Juvenile Detention and Traditional Project's Warming Center.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Pounds of clean laundry processed for inmates	1,108,370	1,100,000	1,255,336	1,200,000
Outcome	Total paid claims regarding lost/missing inmate property	6	5	2	3
Outcome	Total bookings/releases processed by Property	73,157	71,500	75,000	72,500

Performance Measure - Description

"Pounds of clean laundry processed for inmates" data from an internal daily spreadsheet that is maintained on the MCSO shared drive. Data provided by EPT Kim Stidum.

"Total paid claims regarding lost/missing inmate property" data provided by Farrell & Associates.

"Total booking/releases processed by Property" data from Planning and Research, Mobius Report 703 (bookings) and Cognos query 'Releases 010107 Forward.imr' (releases). Data from SWIS.

NOTE: The increase in total laundry poundage is strictly driven by the average daily inmate population. In addition, this number is also affected by our Service Level Agreements with JDH and the Warming Centers, their population and how long the Warming Center operates based on current weather conditions.

Legal/Contractual Obligation

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$1,868,907	\$0	\$1,927,799	\$0
Contracts	\$1,000	\$0	\$523	\$0
Materials & Supplies	\$130,135	\$0	\$133,565	\$0
Internal Services	\$233,188	\$0	\$226,663	\$0
Total GF/non-GF:	\$2,233,230	\$0	\$2,288,550	\$0
Program Total:	\$2,233,230		\$2,288,550	
Program FTE	19.00	0.00	19.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #60080, MCSO Property & Laundry

Lead Agency: Sheriff

Program Contact: David Rader

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Inmate Welfare Fund (IWF), overseen by Sheriff's Command Staff and civilian members, provides services to arrestees, pretrial inmates and sentenced offenders including banking, commissary and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates. The Commissary Unit is a self-sustaining program which draws no revenue from either the IWF or the General Fund.

Program Description

The IWF trust fund provides an in-house banking system that enables inmates to safely deposit funds and utilize these funds for numerous purposes, including, but not limited to the purchase of commissary items. The revenues from commissary and other services provide revenue to the IWF, which in turn allows the IWF to offer additional services including chaplains, recreational items, and tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at competitive pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Total number of commissary orders filled for inmates	53,984	52,000	75,000	70,000
Outcome	Total dollars of commissary sales	699,001	662,000	754,020	700,000

Performance Measure - Description

Data from the Inmate Accounting System (SWIS).

NOTE: The increase in total commissary orders placed is based on the average daily inmate population and the percentage of inmates with funds vs. indigent inmates. The total dollar of commissary sales has increased because of the types of new and better food products that have been added to the commissary list and the introduction of microwaves within the worker dorms at MCIJ.

Legal/Contractual Obligation

Charter 6.50(1)
 Operational Procedures 06.106.010 – 06.106.088

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2013	2013	2014	2014
Program Expenses				
Personnel	\$0	\$326,603	\$0	\$340,608
Contracts	\$0	\$1,024	\$0	\$1,024
Materials & Supplies	\$0	\$317,555	\$0	\$356,859
Internal Services	\$0	\$56,156	\$0	\$59,347
Total GF/non-GF:	\$0	\$701,338	\$0	\$757,838
Program Total:	\$701,338		\$757,838	
Program FTE	0.00	3.73	0.00	3.73
Program Revenues				
Indirect for dep't Admin	\$40,707	\$0	\$43,986	\$0
Fees, Permits & Charges	\$0	\$701,338	\$0	\$757,838
Total Revenue:	\$40,707	\$701,338	\$43,986	\$757,838

Explanation of Revenues

\$757,838 - Commissary Sales to Inmates

Significant Program Changes

Last year this program was: #60081, MCSO Commissary

Lead Agency: Sheriff

Program Contact: Ned Walls

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program provides for the continued participation of the Sheriff's Office in the East Metro Gang Enforcement Team (EMGET). East Multnomah County and the cities therein have experienced a significant increase in crime, much of which can be attributed to a parallel increase in gang-related activity. The overall community has felt this in the form of increased violent crime (threats, physical assaults, stabbings, shootings, and homicides); high levels of property crimes, high levels of "quality of life" crimes (such as drugs, prostitution / human trafficking, and vandalism); a heightened community fear of crime and the criminal gang element; which all have significant negative impacts to the actual and perceived safety and security of area residents and business, but also contributes to an overall decline in the quality of life and community perception of self-worth.

Program Description

MCSO participates in the interagency East Metro Gang Enforcement Team (EMGET). No individual law enforcement agency can adequately respond to this unique threat to life, property, and quality of life that has no jurisdictional bounds. As a result, we have banded together with partner East County law enforcement agencies to seek grants; improve interagency and interdisciplinary communications; coordinate field efforts, records, and information databases; empower residents and businesses to present a united front to counter gang activity; work in close cooperation with social services to address the issues that led persons into gangs and in preventative measures for those at risk for joining gangs; and collectively working with specifically assigned members of the District Attorney's Office to prosecute the gang involved criminal conduct. All these collective efforts are to identify gang members; reduce actual and feared gang related criminal activity; empower the community to unite against gang activities and influence; and provide enhanced and focused law enforcement efforts to reduce actual and feared gang related criminal activity.

In areas east of 162nd Avenue, the EMGET provides focused investigative assets towards gang related violent and other high impact neighborhood crimes; conducts proactive measures to prevent gang related crimes and activities; provides expertise to regular field staff and the community in gang issues; and collaborates with other criminal justice partners, social services, and neighborhoods to identify gang related issues and solve gang related problems. Criminal Justice partners include but are not limited to the Transit Police Detail, Portland Police Bureau, area School Resource Officers, Gresham Police Department, Fairview Police Department, Multnomah County Sheriff's Office, Multnomah County Department of Community Justice, Troutdale Police Department, and the US Marshall's Service. The deputy on EMGET is part of a close knit collaborative team also comprised of Police Officers from the cities of Troutdale, Fairview, and Gresham. The EMGET uses a multitude of high and low tech tools and techniques such as surveillance, plain clothes personnel, traffic stops, and subject stops to identify gang members, gather intelligence, document criminal activity, and detect and apprehend persons conducting or wanted for criminal acts.

Presentations are made in high schools, middle schools, and community and business groups in regards to deterring gang involvement, gang involved activities, united strategies for dealing with gang related activities, and lessening the actual or perceived level of gang related crimes in order to empower the students, community members, and businesses. The EMGET also works with the Oregon Department of Justice to document confirmed gang members in a statewide database.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of cases referred to DA for prosecution	101	125	55	105
Outcome	Number of weapons seized	22	30	20	30

Performance Measure - Description

Data from EMGET, Gresham Police Administrative Assistant Rachel Miller - 503-618-2253. Current Year Estimate decreased due to Troutdale Police pulling out of the Team and the assigned deputy being off on workman comp for much of the FY. Only one team of two was working.

Legal/Contractual Obligation**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$246,538	\$0	\$260,525
Internal Services	\$0	\$21,153	\$0	\$20,242
Total GF/non-GF:	\$0	\$267,691	\$0	\$280,767
Program Total:	\$267,691		\$280,767	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Indirect for dep't Admin	\$15,507	\$0	\$14,615	\$0
Intergovernmental	\$0	\$267,691	\$0	\$280,767
Total Revenue:	\$15,507	\$267,691	\$14,615	\$280,767

Explanation of Revenues

\$280,767 - Oregon Youth Authority Grant funding two (2.0) FTE Deputies assigned to the East County Gang Enforcement Task Force.

Significant Program Changes

Last year this program was: #60084, MCSO Gang Enforcement Deputy

Lead Agency: Sheriff
Program Offer Type: Innovative/New Program

Program Contact: Monte Reiser

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

Annually, the Multnomah County Sheriff's Office Search and Rescue Unit (SAR) experiences a high volume call workload from May through September in the late afternoon and early evening hours. Typically, a tourist hiker that has gone for a day hike at one of the many trailheads in the Columbia River Gorge National Scenic Area and, due to reduced daylight, has become disoriented which may result in injury or death. The MCSO "Green Hornet Trail Rescue Team" mission will be to decrease the Search and Rescue response times to missing and endangered person's calls at or near Columbia River Gorge trail locations.

Program Description

MCSO currently has members who are physically fit endurance athletes who are experienced with hiking, trail running, map reading, etc. By providing SAR training and necessary equipment, this program will significantly decrease SAR response call times and increase the opportunity to locate the lost and possibly injured persons much faster resulting in reduced overtime expense to MCSO (SAR related overtime averages approximately \$100,000 per year). Six team members can provide preventative and proactive law enforcement/education functions during trailhead heavy use days, further reducing search incidents and impacting high incidents of property crime at these locations. This program offer is for start-up costs for this team to include training, equipment and overtime.

An additional written project proposal is available upon request.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of searches for lost/missing hikers conducted	0	0	0	20
Outcome	Percentage of searches resulting in a found/rescued person	0.0%	0.0%	0.0%	90.0%
Output	Number of people provided hiking safety information	0	0	0	50

Performance Measure - Description

In FY 2011, MCSO had 36 land-based Search and Rescue service calls in the Columbia River Gorge. Data are from the Search and Rescue coordinator.

Legal/Contractual Obligation

Oregon Revised Statutes Chapter 404 - County sheriff's search and rescue authority and obligations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2013	2013	2014	2014
Personnel	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$0	\$0	\$10,000	\$0
Total GF/non-GF:	\$0	\$0	\$20,000	\$0
Program Total:	\$0		\$20,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last year this program was:
New Program Offer