

# MULTNOMAH COUNTY OREGON

May 26, 2011

**Due back to the Budget Office on Tuesday May 31st by 5pm**

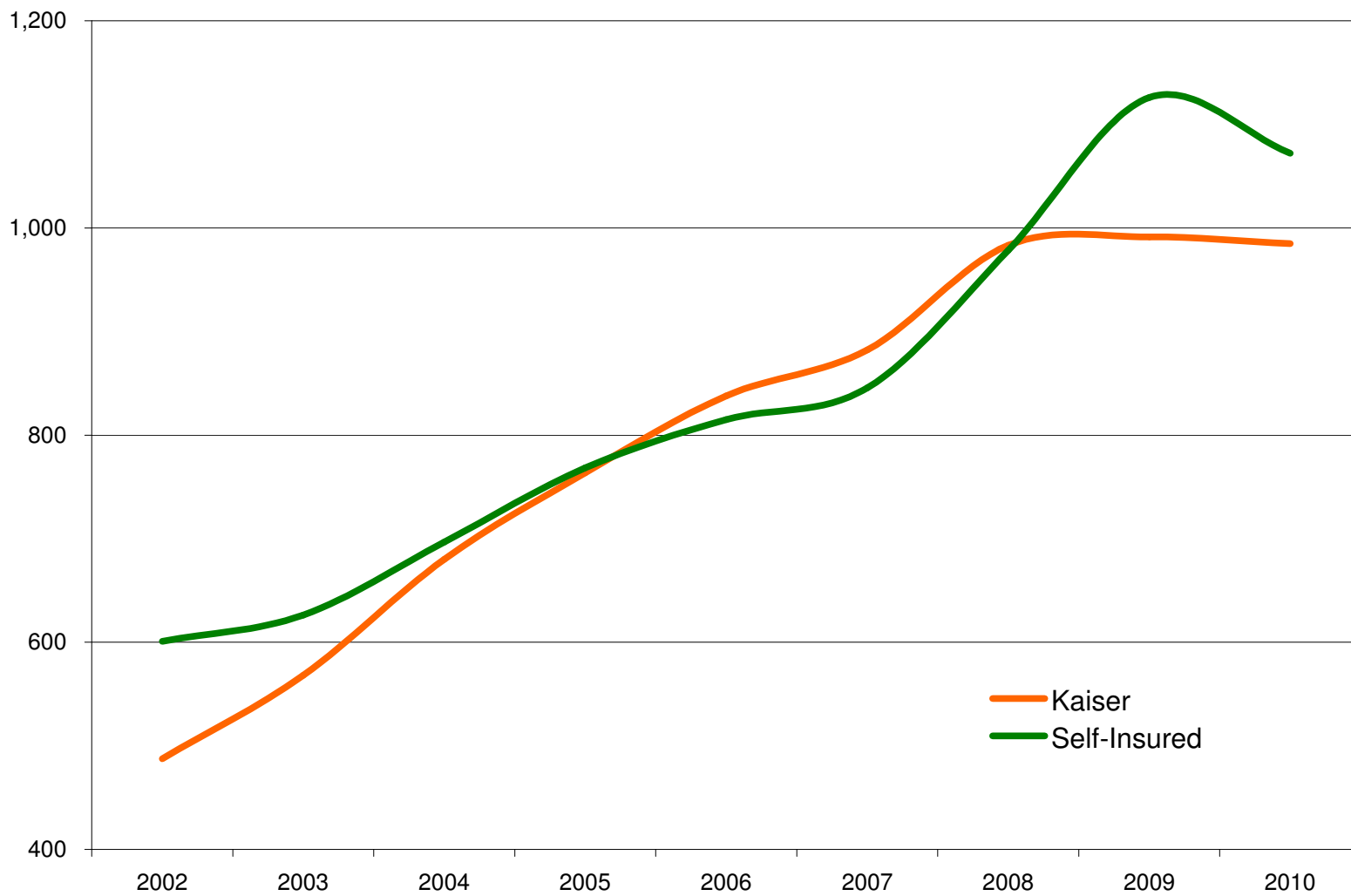


## FY 2012 Budget Worksession –

*Department of County Management and Department of Community Services*

Issues/Discussions/Findings	Responsible Dept./Division
<b>Department of County Management</b>	
<p><b>Follow Up-</b> Break out ODS claims from Kaiser premiums to show their relative growth compared with each other. This question refers to Slide 10 in the DCM budget presentation.</p> <p><b>Response:</b></p> <p>The attached chart highlights the change in the County's cost of healthcare benefits for active employees. The rates are expressed as a per employee per month (PEPM) figure. The average PEPM has increased from about \$575 in FY 2002 to just slightly more than \$1,000 in FY 2010.</p> <p>Over that time, active employee healthcare costs have grown by about 7.7% on average. It is difficult to draw inferences from the year over year figures because actual experience is dependent upon a wide range of variables. As insurance pools go we do not have a very large group in either Kaiser or our self-insured (ODS) plans. Thus, a few large dollar medical cases can cause costs to grow at more than the trend in any given year.</p> <p>The chart represents total claims. Employees pick-up approximately 6.5% of the total claims cost. The County's share of those costs was about \$945 PEPM in FY 2010 which puts us pretty squarely in the middle of comparable jurisdictions in the region.</p>	<b>DCM/ Finance and Risk Management</b>
<b>Department of Community Services</b>	
<p><b>Follow Up-</b> Provide a plan, goals and deadlines for fundraising strategy for the new Animal Services Shelter.</p> <p><b>Response:</b> See attached</p>	<b>DCS/Animal Services</b>

**Change in Average Medical Expenses  
(per Month per Employee)**



# Shelter Dreams Project: Development Roadmap - *Draft*

## Fundraising Strategy for a new Animal Services Shelter

### Executive Summary

Multnomah County's current animal shelter facility in Troutdale does not adequately support the mission, programs and services of a modern, accessible, public animal shelter serving a community of over 735,000 people—and their pets. The facility is deteriorating, expensive to operate, energy inefficient, and overdue for major capital renovation or replacement. The shelter's current location in Troutdale hinders easy access by City of Portland residents, which make up 80% of the division's clients and customers. The need for a new, permanent replacement facility, located more centrally to the service population, has received growing support in the community. A Facility Masterplan commissioned in 2007 estimated a new facility would cost \$15 million to \$20 million. The challenge is to devise a feasible funding strategy to achieve this goal. The financial plan for a new shelter is to create a public and private funding model. The plan includes a fundraising strategy to aggressively identify, develop, pursue and acquire private donations and grants to supplement the capital construction of a new animal shelter. The fundraising goal is to raise 25% (\$4.0 m) of the total cost to construct a new shelter in Portland. The remainder of the funding would be through a public financing instrument. We have set an ambitious goal to raise private and public funding to begin construction in 2020.

### Fundraising Strategy

Over the past 5 years, private individuals and not-for-profit organizations have donated more than \$500,000 to Animal Service for animal care, adoption outreach, and capital improvements to the shelter. This strong support in the community presents an opportunity to acquire private funding, grants, and donations to help fund a new shelter. The goal for this public-private funding model is to raise 25% of the total construction costs required to complete the project. The private funding would supplement the balance of the construction costs that would be budgeted in the Facilities Capital Budget and reduce the General Fund obligation to construct a new animal shelter with adequate capacity to serve the community's current and future animal service needs.

### Fundraising Goal – Timelines and Targets (Proposed)

Raise \$4.0 million (25%) of the total construction costs required to fund the construction of a new animal services shelter by December 2020.

- FY2012            Annual Target: \$200,000
- FY2013            Annual Target: \$400,000
- FY2014            Annual Target: \$400,000
- FY2015            Annual Target: \$500,000
- FY2016            Annual Target: \$500,000
- FY2017            Annual Target: \$500,000
- FY2018            Annual Target: \$500,000
- FY2019            Annual Target: \$500,000
- FY2020            Annual Target: \$500,000

## Workplan

### 1. Build fundraising capacity within the Animal Services division.

	Task/Tactic	Due	Status
1	Hire a development coordinator	Oct 2010	Complete
2	Identify and purchase development software	May 2011	Purchasing Software
3	Build donor data base from previous donors	May 2011	Complete
4	Consult with development consultants and partners	June 2011	In progress

### 2. Assess and engage stakeholders to build community support

	Task/Tactic	Due	Status
1	Conduct a Feasibility Study to identify community values and gauge community support for a new shelter	July 2011	Metropolitan Group hired May 2011
2	Identify and cultivate strategic community partnerships with Stakeholder interviews	June 2011	Underway with Metropolitan Group
3	Launch an internal team building effort to position the division for success	May 2011	In progress with Theresa Russo Consulting
4	Redesign the website to better address the needs and expectation of the community	July 2011	County IT web team project underway
5	Design, produce, and develop marketing materials to engage the community in benefit-driven programs.	July 2011	Brochure redesign completed May 2011
6	Develop partnership with a partner not-for-profit organization	Dec 2011	May 2011 - In discussion with not-for-profit partner
7	Publish first issue of Quarterly newsletter to donors, volunteers, adopters, and supporters	June 2011	On schedule for publishing
8	Build community trust through an integrated public relations effort.	July 2011	In development

### 3. Develop and Launch Fundraising Campaign

	Task/Tactic	Due	Status
1	Conduct capacity research on potential major gift donors to identify the opportunity and potential	Oct 2011	In progress
2	Brief the Board of County Commissioners on the development plan	Sept 2011	Proposed
3	Board Resolution to proceed on the project	Sept 2011	Proposed
4	Form a capital campaign committee	Oct 2011	
5	Publish a case for support to demonstrate the need for a new shelter, suggesting opportunities for engagement	Nov 2011	In progress
6	Hold Petlandia event and VIP Breakfast Fundraiser	July 2011	Scheduled for July 16
7	Outreach events at three Portland neighborhood libraries	July thru Aug 2011	Scheduled
8	Launch cultivation effort for major gifts, including	Nov 2011	Not started

	individual asks and event asks		
9	Launch the public campaign which may include public relations efforts, annual fund efforts, events, donor naming opportunities and possible bond measure	Jan 2012	Not started
10	Solicit major gifts, establishing lead gifts.	June 2012	Not started
11	Apply for private foundation grants for new facility	June 2012	Not started
12	Develop an annual fundraising event starting in 2012	June 2012	Not started
13	Conduct re-branding effort to more clearly identify, position and differentiate animal services, while creating an emotional connection.	June 2012	Not started

### **Future Actions**

This proposed plan encompasses the first year's activities. The plan will be reviewed, performance assessed, and evaluated on an annual basis. The first review will be June 2012.

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Prepared by Mike Oswald, Director of Multnomah County Animal Services