



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

REVISED

BOARD OF COMMISSIONERS

Ted Wheeler, Chair

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-3308 FAX (503) 988-3093

Email: mult.chair@co.multnomah.or.us

Maria Rojo de Steffey, Commission Dist. 1

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5220 FAX (503) 988-5440

Email: district1@co.multnomah.or.us

Jeff Cogen, Commission Dist. 2

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5219 FAX (503) 988-5440

Email: district2@co.multnomah.or.us

Lisa Naito, Commission Dist. 3

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5217 FAX (503) 988-5262

Email: district3@co.multnomah.or.us

Lonnie Roberts, Commission Dist. 4

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5213 FAX (503) 988-5262

Email: lonnie.j.roberts@co.multnomah.or.us

On-line Streaming Media, View Board Meetings
www.co.multnomah.or.us/cc/live_broadcast.shtml
ml

On-line Agendas & Agenda Packet Material
www.co.multnomah.or.us/cc/agenda.shtml

Americans with Disabilities Act Notice: If you need this agenda in an alternate format, or wish to participate in a Board Meeting, please call the Board Clerk (503) 988-3277, or the City/County Information Center TDD number (503) 823-6868, for information on available services and accessibility.

MAY 14, 15 & 17, 2007 BOARD MEETINGS FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	6:00 p.m. Monday Budget Hearing
Pg 2	8:45 a.m. Tuesday Executive Session
Pg 3	9:30 a.m. Tuesday Budget Work Session
Pg 4	9:30 a.m. Thursday Proclaiming May 17 a Day to Celebrate 100 Years of the Portland Rose Festival
Pg 4	9:50 a.m. Thursday Proclaiming May 2007 as Older Americans Month
Pg 4	10:15 a.m. Thursday Hospital Facilities Authority of Multnomah County Resolutions
Pg 5	10:25 a.m. Thursday Resolution Authorizing Election to Cover County Volunteers Under Workers Compensation Law
Pg 5	11:00 a.m. Thursday Briefing on Support to Crime Victims

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:30 AM, (LIVE) Channel 30
Saturday, 10:00 AM, Channel 29
Sunday, 11:00 AM, Channel 30
Tuesday, 8:00 PM, Channel 29

Produced through MetroEast Community Media
(503) 667-8848, ext. 332 for further info
or: <http://www.mctv.org>

Monday, May 14, 2007 - 6:00 PM
Immigrant and Refugee Community Organization (IRCO) Gymnasium
10301 NE Glisan, Portland

BUDGET HEARING

PH-3 The Communities of Color Coalition is hosting a Budget Forum with the Multnomah County Board of Commissioners to conduct a public hearing on the 2007-2008 Multnomah County Budget. This Forum has been organized by Coalition members representing the African American, African immigrant, Asian Pacific Islander, Latino, Native American and Slavic communities in Multnomah County. Interpretation services will be provided. Testimony will be limited to three minutes per person. Fill out a speaker form available in the gymnasium and turn it into the Board Clerk. The gymnasium will be open one hour prior to the hearing.

CABLE PLAYBACK INFO:

(No Live Coverage)

Thursday, May 17 - 8:30 PM Channel 29

Friday, May 18 - 10:30 PM Channel 29

Saturday, May 19 - 4:30 PM Channel 29

Sunday, May 20 - 1:30 PM Channel 29

Tuesday, May 15, 2007 - 8:45 AM
Multnomah Building, Sixth Floor Commissioners Conference Room 635
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

E-1 The Multnomah County Board of Commissioners will meet in Executive Session Pursuant to ORS 192.660(2)(d),(e) and/or (h). Only Representatives of the News Media and Designated Staff are allowed to attend. News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Session. No Final Decision will be made in the Session. Presented by County Attorney Agnes Sowle. 45 MINUTES REQUESTED.

Tuesday, May 15, 2007 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BUDGET WORK SESSION

WS-1 Multnomah County 2007-2008 Public Safety Department Budget Work Session. This meeting is open to the public however no public testimony will be taken. Presentations by Sheriff Bernie Giusto, District Attorney Mike Schrunk, Interim Department of Community Justice Director Steve Liday and Invited Others. 2.5 HOURS REQUESTED.

CABLE PLAYBACK INFO:

Tuesday, May 15 - 9:30 AM LIVE Channel 29
Friday, May 18 - 8:00 PM Channel 29
Saturday, May 19 - 2:00 PM Channel 29
Sunday, May 20 - 11:00 AM Channel 29

Thursday, May 17, 2007 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM **SHERIFF'S OFFICE**

- C-1 Amendment 2 to Government Revenue Agreement 0607001 with the City of Portland for the Home Again Program, Adding \$70,000.00 for Direct Client Based Rental Assistance

DEPARTMENT OF COUNTY MANAGEMENT

- C-2 Budget Modification DCM-10 Reclassifying One Position in the Information Technology Division, as Determined by the Class/Comp Unit of Central Human Resources

DEPARTMENT OF COMMUNITY JUSTICE

- C-3 Budget Modification DCJ-18 Reclassifying a 1.00 FTE Program Development Specialist Position to an Administrative Analyst, as Determined by the Class/Comp Unit of Central Human Resources

REGULAR AGENDA

PUBLIC COMMENT - 9:30 AM

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

NON-DEPARTMENTAL - 9:30 AM

- R-1 **9:30 AM TIME CERTAIN: PROCLAMATION** Proclaiming May 17, 2007 a Day to Celebrate 100 Years of the Portland Rose Festival in Multnomah County, Oregon. Presented by Leslie Goodlow-Baldwin, Jeff Curtis, Executive Director Portland Rose Festival, Members of the Rose Festival Court. 20 MINUTES REQUESTED.
- R-2 **PROCLAMATION** Proclaiming May 2007 as Older Americans Month in Multnomah County, Oregon. Presented by Commissioner Maria Rojo de Steffey, Mary Shortall, Michael Eagan and Kathleen McHarg. 20 MINUTES REQUESTED.

DISTRICT ATTORNEY'S OFFICE - 10:10 AM

- R-3 **10:10 AM TIME CERTAIN: NOTICE OF INTENT** to Apply for the Child Abuse Multidisciplinary Intervention (CAMI) Grant

HOSPITAL FACILITIES AUTHORITY - 10:15 AM

(Recess as the Multnomah County Board of Commissioners and convene as the Hospital Facilities Authority of Multnomah County, Oregon)

- R-4 **RESOLUTION** Authorizing Issuance of a Tax-Exempt Loan, Bonds, or Bond Anticipation Notes, by The Hospital Facilities Authority of Multnomah County, Oregon in an Amount Not to Exceed \$10,000,000
- R-5 **RESOLUTION** Adopting Amended and Restated Rules and Bylaws of the Hospital Facilities Authority of Multnomah County

(Adjourn as the Hospital Facilities Authority of Multnomah County, Oregon and reconvene as Multnomah County Board of Commissioners)

DEPARTMENT OF COUNTY MANAGEMENT – 10:25 AM

- R-7 RESOLUTION Authorizing Election to Cover County Volunteers Under Workers Compensation Law and Repealing the Workers Compensation Coverage Election Resolution Adopted May 29, 1985

COMMISSION ON CHILDREN, FAMILIES AND COMMUNITY – 10:45 AM

- R-8 Budget Modification NOND-05 Appropriating Revenues to Manage the Youth Innovation for Education Project and the Child Care and Development Fund Project

DEPARTMENT OF HEALTH – 10:50 AM

- R-9 Budget Modification HD-19 Appropriating \$24,984 Grant Funding from the Northwest Health Foundation
- R-10 NOTICE OF INTENT to Apply for Grant Funding through the Health Resources and Services Administration's Ryan White Part A Minority AIDS Initiative

NON-DEPARTMENTAL - 11:00 AM

- R-11 **11:00 AM TIME CERTAIN:** Briefing on Support to Crime Victims. Presented by Commissioner Lisa Naito, District Attorney Michael Schrunk, Bob Robison, Steve Siegel and Helen O'Brien. 1 HOUR REQUESTED.
- R-12 RESOLUTION Supporting the Issuance of Industrial Development Revenue Bonds by the State of Oregon to AMG FACTORY LLC

BOARD COMMENT

Opportunity (as time allows) for Commissioners to provide informational comments to Board and public on non-agenda items of interest or to discuss legislative issues.



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

BOARD OF COMMISSIONERS

Ted Wheeler, Chair

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-3308 FAX (503) 988-3093

Email: mult.chair@co.multnomah.or.us

Maria Rojo de Steffey, Commission Dist. 1

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5220 FAX (503) 988-5440

Email: district1@co.multnomah.or.us

Jeff Cogen, Commission Dist. 2

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5219 FAX (503) 988-5440

Email: district2@co.multnomah.or.us

Lisa Naito, Commission Dist. 3

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5217 FAX (503) 988-5262

Email: district3@co.multnomah.or.us

Lonnie Roberts, Commission Dist. 4

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5213 FAX (503) 988-5262

Email: lonnie.j.roberts@co.multnomah.or.us

On-line Streaming Media, View Board Meetings
www.co.multnomah.or.us/cc/live_broadcast.shtml

On-line Agendas & Agenda Packet Material
www.co.multnomah.or.us/cc/agenda.shtml

Americans with Disabilities Act Notice: If you need this agenda in an alternate format, or wish to participate in a Board Meeting, please call the Board Clerk (503) 988-3277, or the City/County Information Center TDD number (503) 823-6868, for information on available services and accessibility.

MAY 14, 15 & 17, 2007 BOARD MEETINGS FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	6:00 p.m. Monday Budget Hearing
Pg 2	8:45 a.m. Tuesday Executive Session
Pg 3	9:30 a.m. Tuesday Budget Work Session
Pg 4	9:30 a.m. Thursday Proclaiming May 17 a Day to Celebrate 100 Years of the Portland Rose Festival
Pg 4	9:50 a.m. Thursday Proclaiming May 2007 as Older Americans Month
Pg 4	10:15 a.m. Thursday Hospital Facilities Authority of Multnomah County Resolutions
Pg 5	10:25 a.m. Thursday Ordinance Amending MCC Chapter 9, County Employment, to Dissolve the Employee Benefits Board
Pg 5	11:00 a.m. Thursday Briefing on Support to Crime Victims

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:30 AM, (LIVE) Channel 30
Saturday, 10:00 AM, Channel 29
Sunday, 11:00 AM, Channel 30
Tuesday, 8:00 PM, Channel 29

Produced through MetroEast Community Media
(503) 667-8848, ext. 332 for further info
or: <http://www.mctv.org>

Monday, May 14, 2007 - 6:00 PM
Immigrant and Refugee Community Organization (IRCO) Gymnasium
10301 NE Glisan, Portland

BUDGET HEARING

PH-1 The Communities of Color Coalition is hosting a Budget Forum with the Multnomah County Board of Commissioners to conduct a public hearing on the 2007-2008 Multnomah County Budget. This Forum has been organized by Coalition members representing the African American, African immigrant, Asian Pacific Islander, Latino, Native American and Slavic communities in Multnomah County. Interpretation services will be provided. Testimony will be limited to three minutes per person. Fill out a speaker form available in the gymnasium and turn it into the Board Clerk. The gymnasium will be open one hour prior to the hearing.

CABLE PLAYBACK INFO:

(No Live Coverage)

Thursday, May 17 - 8:30 PM Channel 29

Friday, May 18 - 10:30 PM Channel 29

Saturday, May 19 - 4:30 PM Channel 29

Sunday, May 20 - 1:30 PM Channel 29

Tuesday, May 15, 2007 - 8:45 AM
Multnomah Building, Sixth Floor Commissioners Conference Room 635
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

E-1 The Multnomah County Board of Commissioners will meet in Executive Session Pursuant to ORS 192.660(2)(d),(e) and/or (h). Only Representatives of the News Media and Designated Staff are allowed to attend. News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Session. No Final Decision will be made in the Session. Presented by County Attorney Agnes Sowle. 45 MINUTES REQUESTED.

Tuesday, May 15, 2007 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BUDGET WORK SESSION

WS-1 Multnomah County 2007-2008 Public Safety Department Budget Work Session. This meeting is open to the public however no public testimony will be taken. Presentations by Sheriff Bernie Giusto, District Attorney Mike Schrunk, Interim Department of Community Justice Director Steve Liday and Invited Others. 2.5 HOURS REQUESTED.

CABLE PLAYBACK INFO:

Tuesday, May 15 - 9:30 AM LIVE Channel 29

Friday, May 18 - 8:00 PM Channel 29

Saturday, May 19 - 2:00 PM Channel 29

Sunday, May 20 - 11:00 AM Channel 29

Thursday, May 17, 2007 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM

SHERIFF'S OFFICE

- C-1 Amendment 2 to Government Revenue Agreement 0607001 with the City of Portland for the Home Again Program, Adding \$70,000.00 for Direct Client Based Rental Assistance

DEPARTMENT OF COUNTY MANAGEMENT

- C-2 Budget Modification DCM-10 Reclassifying One Position in the Information Technology Division, as Determined by the Class/Comp Unit of Central Human Resources

DEPARTMENT OF COMMUNITY JUSTICE

- C-3 Budget Modification DCJ-18 Reclassifying a 1.00 FTE Program Development Specialist Position to an Administrative Analyst, as Determined by the Class/Comp Unit of Central Human Resources

REGULAR AGENDA

PUBLIC COMMENT - 9:30 AM

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

NON-DEPARTMENTAL - 9:30 AM

- R-1 **9:30 AM TIME CERTAIN:** PROCLAMATION Proclaiming May 17, 2007 a Day to Celebrate 100 Years of the Portland Rose Festival in Multnomah County, Oregon. Presented by Leslie Goodlow-Baldwin, Jeff Curtis, Executive Director Portland Rose Festival, Members of the Rose Festival Court. 20 MINUTES REQUESTED.
- R-2 PROCLAMATION Proclaiming May 2007 as Older Americans Month in Multnomah County, Oregon. Presented by Commissioner Maria Rojo de Steffey, Mary Shortall, Michael Eagan and Kathleen McHarg. 20 MINUTES REQUESTED.

DISTRICT ATTORNEY'S OFFICE - 10:10 AM

- R-3 **10:10 AM TIME CERTAIN:** NOTICE OF INTENT to Apply for the Child Abuse Multidisciplinary Intervention (CAMI) Grant

HOSPITAL FACILITIES AUTHORITY - 10:15 AM

(Recess as the Multnomah County Board of Commissioners and convene as the Hospital Facilities Authority of Multnomah County, Oregon)

- R-4 RESOLUTION Authorizing Issuance of a Tax-Exempt Loan, Bonds, or Bond Anticipation Notes, by The Hospital Facilities Authority of Multnomah County, Oregon in an Amount Not to Exceed \$10,000,000
- R-5 RESOLUTION Adopting Amended and Restated Rules and Bylaws of the Hospital Facilities Authority of Multnomah County

(Adjourn as the Hospital Facilities Authority of Multnomah County, Oregon and reconvene as Multnomah County Board of Commissioners)

DEPARTMENT OF COUNTY MANAGEMENT – 10:25 AM

- R-6 First Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code Chapter 9, County Employment, to Dissolve the Employee Benefits Board by Repealing MCC §§ 9.410 – 9.450, and Declaring an Emergency
- R-7 RESOLUTION Authorizing Election to Cover County Volunteers Under Workers Compensation Law and Repealing the Workers Compensation Coverage Election Resolution Adopted May 29, 1985

COMMISSION ON CHILDREN, FAMILIES AND COMMUNITY – 10:45 AM

- R-8 Budget Modification NOND-05 Appropriating Revenues to Manage the Youth Innovation for Education Project and the Child Care and Development Fund Project

DEPARTMENT OF HEALTH – 10:50 AM

- R-9 Budget Modification HD-19 Appropriating \$24,984 Grant Funding from the Northwest Health Foundation
- R-10 NOTICE OF INTENT to Apply for Grant Funding through the Health Resources and Services Administration's Ryan White Part A Minority AIDS Initiative

NON-DEPARTMENTAL - 11:00 AM

- R-11 **11:00 AM TIME CERTAIN:** Briefing on Support to Crime Victims. Presented by Commissioner Lisa Naito, District Attorney Michael Schunk, Bob Robison, Steve Siegel and Helen O'Brien. 1 HOUR REQUESTED.
- R-12 RESOLUTION Supporting the Issuance of Industrial Development Revenue Bonds by the State of Oregon to AMG FACTORY LLC

BOARD COMMENT

Opportunity (as time allows) for Commissioners to provide informational comments to Board and public on non-agenda items of interest or to discuss legislative issues.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST (short form)

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: C-1
Est. Start Time: 9:30 AM
Date Submitted: 05/03/07

Agenda Title: Amendment 2 to Government Revenue Agreement 0607001 with the City of Portland for the Home Again Program, Adding \$70,000.00 for Direct Client Based Rental Assistance

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 Amount of Time Needed: N/A
Department: Sheriff's Office Division: Corrections
Contact(s): Larry Aab
Phone: 503-988-4489 Ext. 84489 I/O Address: 503/350
Presenter(s): Consent Calendar

General Information

1. What action are you requesting from the Board?

Approval of government contract amendment 0607001-2.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

This amendment adds \$70,000.00 in funding for the Sheriff's Office to provide direct client based rental assistance to move people to permanent housing through a discharge planning process as part of the Home Again 10-year plan to end homelessness in Portland and Multnomah County. The amendment extends the term of the government contract until April 30, 2008.

3. Explain the fiscal impact (current year and ongoing).

The City will increase the compensation to the County from \$95,000.00 to \$135,000.00.

4. Explain any legal and/or policy issues involved.

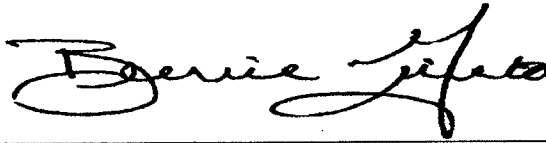
The County Attorney's office has reviewed this amendment.

5. Explain any citizen and/or other government participation that has or will take place.

None, other than described above.

Required Signature

**Elected Official or
Department/
Agency Director:**

A handwritten signature in black ink, appearing to read "Bernie Zefato". The signature is written in a cursive style with a large initial "B".

Date: 05/02/07

LYNCH Brad B

From: WEBER Jacquie A [jacquie.a.weber@co.multnomah.or.us]
Sent: Monday, April 23, 2007 3:12 PM
To: LYNCH Brad B
Cc: DUNAWAY Susan M
Subject: RE: Contract Review Request - Home Again Amendment 2

This contract amendment may be circulated for signature.

From: LYNCH Brad B
Sent: Monday, April 23, 2007 10:25 AM
To: WEBER Jacquie A
Cc: DUNAWAY Susan M
Subject: Contract Review Request - Home Again Amendment 2

Good morning Jacquie. Attached is the IGA amendment, CAF, and APR for the Home Again program with the City of Portland. The amendment changes performance measures, adds funding and changes the term. I've also attached a copy of the original IGA for your reference.

Thanks, Brad

<<City of Portland Home Again Amend_2 CAF.doc>> <<City of Portland Hme Again Amendment 2.pdf>> <<City of Portland Home Again Amend_2 APR.doc>> <<City of Portland Home Again IGA 0607001.pdf>>

Brad Lynch

Multnomah County Sheriff's Office
Fiscal Unit
501 SE Hawthorne Blvd, STE 350
Portland, OR 97214
Phone (503) 988-4336
Fax (503) 988-4317

Email: brad.lynch@mcso.us
<http://www.co.multnomah.or.us/sheriff/>

CONFIDENTIALITY NOTICE: This email message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure, or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message.

4/23/2007

MULTNOMAH COUNTY CONTRACT APPROVAL FORM (CAF)

Contract #: 0607001

Pre-approved Contract Boilerplate (with County Attorney signature) ☐ Attached ☐ Not Attached

Amendment #: 2

CLASS I Based on Informal / Intermediate Procurement	CLASS II Based on Formal Procurement	CLASS III Intergovernmental Contract (IGA)
<input type="checkbox"/> Personal Services Contract	<input type="checkbox"/> Personal Services Contract	<input type="checkbox"/> Expenditure Contract
PCRB Contract <input type="checkbox"/> Goods or Services <input type="checkbox"/> Maintenance or Licensing Agreement <input type="checkbox"/> Public Works / Construction Contract <input type="checkbox"/> Architectural & Engineering Contract	PCRB Contract <input type="checkbox"/> Goods or Services <input type="checkbox"/> Maintenance or Licensing Agreement <input type="checkbox"/> Public Works / Construction Contract <input type="checkbox"/> Architectural & Engineering Contract	<input checked="" type="checkbox"/> Revenue Contract <input type="checkbox"/> Grant Contract <input type="checkbox"/> Non-Financial Agreement
<input type="checkbox"/> Revenue Contract <input type="checkbox"/> Grant Contract <input type="checkbox"/> Non-Financial Agreement	<input type="checkbox"/> Revenue Contract <input type="checkbox"/> Grant Contract <input type="checkbox"/> Non-Financial Agreement	<input type="checkbox"/> INTER-DEPARTMENTAL AGREEMENT (IDA)

Department: Sheriff's Office

Division/

Program: Corrections

Date: 04/19/07

Originator: Christine Kirk

Phone: 503-988-4301

Bldg/Room: 503/350

Contact: Brad Lynch

Phone: 503-988-4336

Bldg/Room: 503/350

Description of Contract: Amendment to the Home Again program IGA adding \$70,000.00 for direct client based rental assistance to move people to permanent housing and extending the term of the IGA until April 30, 2008.

RENEWAL: ☐ PREVIOUS CONTRACT #(S)

EEO CERTIFICATION EXPIRES

PROCUREMENT
EXEMPTION OR
CITATION #

46-0130(1)(f)

ISSUE
DATE:

EFFECTIVE
DATE:

END
DATE:

CONTRACTOR IS: ☐ MBE ☐ WBE ☐ ESB ☐ QRF State Cert# _____ or ☐ Self Cert ☐ Non-Profit ☐ N/A (Check all boxes that apply)

Contractor	City of Portland	Remittance address (If different)	
Address	1120 SW 5 th Avenue		
City/State	Portland, Oregon	Payment Schedule / Terms:	
ZIP Code	97230	<input type="checkbox"/> Lump Sum \$ _____	<input type="checkbox"/> Due on Receipt
Phone	503-823-4000	<input type="checkbox"/> Monthly \$ _____	<input type="checkbox"/> Net 30
Employer ID# or SS#		<input type="checkbox"/> Other \$ _____	<input type="checkbox"/> Other
Contract Effective Date	03/01/06	<input type="checkbox"/> Price Agreement (PA) or Requirements Funding Info:	
Amendment Effect Date	04/16/07	Term Date	04/15/07
		New Term Date	04/30/08
Original Contract Amount	\$ 75,000.00	Original PA/Requirements Amount	\$ _____
Total Amt of Previous Amendments	\$ 20,000.00	Total Amt of Previous Amendments	\$ _____
Amount of Amendment	\$ 70,000.00	Amount of Amendment	\$ _____
Total Amount of Agreement \$	\$ 165,000.00	Total PA/Requirements Amount	\$ _____

REQUIRED SIGNATURES:

Department Manager

DATE

County Attorney

DATE

CPCA Manager

DATE

County Chair

DATE

Sheriff

DATE

Contract Administration

DATE

COMMENTS:

APPROVED: MULTNOMAH COUNTY
BOARD OF COMMISSIONERS

AGENDA # C-1 DATE 05-17-07

DEBORAH L. BOGSTAD, BOARD CLERK

Subrecipient Contract No. 36501

Amendment No. 2

The above referenced Subrecipient Contract between the City of Portland (City) acting by and through its Bureau of Housing and Community Development (BHCD) and the Multnomah County Sheriff's Office (Subrecipient) is hereby amended as follows:

1) Section I. Scope of Services is amended to read:

A. Performance measures include:

1. 70% of the Planner's caseload of 40-50 active client caseload will be sent directly to stable housing in the community.

2) Section II, Compensation, Method of Payment and Audit requirement, is amended to read:

This amendment adds \$70,000 for a contract total of \$165,000 to provide direct client based rental assistance to move people to permanent housing through the Discharge Planning process implemented by Subrecipient. That Budget is amended as outlined in Attachment A and B to this amendment and replaces Attachment B and C as revised in Amendment #1 of the contract.

3) Section V, Period of Agreement and Contract is amended to read:

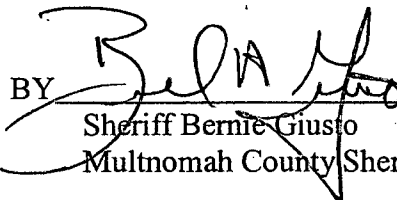
The term of this Contract shall be effective as of April 16, 2007 and shall remain in effect during any period Subrecipient has control over Housing and Community Development funds, including program income. The Contract shall terminate as of April 30, 2008.

All other terms and conditions shall remain the same.

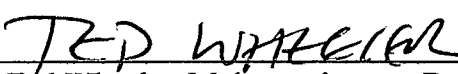
IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed by their authorized officers.

MULTNOMAH COUNTY, OREGON

CITY OF PORTLAND

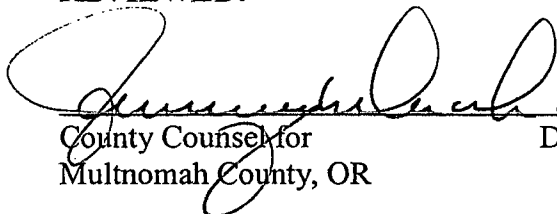
BY  5/2/2007
Sheriff Bernie Giusto Date
Multnomah County Sheriff's Office

BY _____
William White, Director Date
Bureau of Housing and
Community Development

BY  5.17.07
Ted Wheeler, Multnomah Date
County Chair

REVIEWED:

APPROVED AS TO FORM:

 5/16/07
County Counsel for Date
Multnomah County, OR

Linda Meng, City Attorney Date

APPROVED : MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # C-1 DATE 05.17.07
DEBORAH L. BOGSTAD, BOARD CLERK

Gary Blackmer, City Auditor Date

Attachment A to Amendment No. 2
MCSO Budget
FY 2005-06 & 2006-07

	2006 Program Budget Total	2006 BHCD Request	2007 BHCD Request
Personnel from 2006			\$73,781
Salaries/Wages (Attach Detail of Positions/Salaries)	\$50,160	\$45,710	\$41,207
Taxes/Benefits	\$28,071	\$28,071	\$24,209
<i>Subtotal</i>	<i>\$78,231</i>	<i>\$73,781</i>	<i>\$65,416</i>
	05/06 Program Budget Total	05/06 BHCD Request	05/06 BHCD Request
Materials and Services			
Rent			
Utilities			
Communication			
Equipment Rental			
Office Supplies			
Education/Training	\$1,000		
Printing			
Postage			
Local Travel			
Operating Supplies			
Professional Services			
Subcontracted Programs			
Insurance			
Audit/Financial Services			
Miscellaneous (Client Assistance)	\$20,000	\$20,000	\$20,000 Carried-over from Prev Year.
Other [Shared Services: Finance & HR]	\$8,134		\$2,852
<i>Subtotal</i>			<i>\$22,852</i>
2006 indirect			\$1219
Capital Costs: Construction/Acquisition			
*Central Indirect	\$1,219	\$1,219	\$1,732
Total Budget	\$108,584	\$95,000	\$165,000**

*indirect cost allocation plan on file

**includes amount funded in original contract (05-06)

Attachment B to Amendment No. 2

MULTNOMAH COUNTY MULTNOMAH COUNTY SHERIFF'S OFFICE

BUREAU OF HOUSING AND COMMUNITY DEVELOPMENT

REQUEST FOR PAYMENT*

Request For Payment # _____

Billing Period: _____

Contract Number: _____

Permanent Supportive Housing Capacity Building

BUDGET CATEGORY	CONTRACTED BUDGET	AMOUNT THIS BILL	AMOUNT BILLED TO DATE	BALANCE
Personnel	\$142,649		\$73,781	
Client Assistance	\$20,000			
Indirect	\$2,351		\$1,219	
TOTAL	\$165,000			

Please attach detailed information as specified in the contract

Total Amount Requested _____

Prepared By _____ Phone No. _____

Approved By _____

*NOTE: Please reproduce this form on agency letterhead or submit cover letter to this invoice that includes total requested and authorizing signature.



MULTNOMAH COUNTY

AGENDA PLACEMENT REQUEST (long form)

APPROVED : MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # C-2 DATE 05/17/07
DEBORAH L. BOGSTAD, BOARD CLERK

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: C-2
Est. Start Time: 9:30 AM
Date Submitted: 05/03/07

BUDGET MODIFICATION: DCM-10

**Budget Modification DCM-10 Reclassifying One Position in the Information
Agenda Title: Technology Division, as Determined by the Class/Comp Unit of Central Human
Resources**

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 Amount of Time Needed: Consent Calendar
Department: County Management Division: DCM Director's Office
Contact(s): Bob Thomas
Phone: (503) 988-4283 Ext. 84283 I/O Address: 503/531
Presenter(s): NA

General Information

1. What action are you requesting from the Board?

The department is requesting the Board approve a budget modification relating to the reclassification of a position in the Information Technology Division that was approved by the Central Class/Comp Unit.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

The Department of County Management is asking the Board to approve the reclassification and position request for the following position:

Position Title (Old)	Position Title (New)	Position Number	FTE
<u>Information Technology</u> Database Administrator, Sr	Systems Administrator	705551	No FTE Change

This position was recently vacated upon retirement of a long term employee. With that vacancy, management updated the position's description of duties and responsibilities and requested a re-evaluation by Class Comp of the position's assigned job level. Upon review, Central Class Comp has reclassified the position downward to the Systems Administrator job class.

This position is budgeted for FY 2007 in program offer 72066 IT – Data Center Operations and in for FY 2008 in offer 72069 Information Technology – Data Center. No changes to the program's results are expected.

3. Explain the fiscal impact (current year and ongoing).

Budget modification detail is attached. The reclassification requests are being accomplished within current resources. Salary and fringe costs will decrease by \$4,706 during this fiscal year. Materials and Services are being increased by this same amount to balance. Salary savings are expected to be approximately \$27,000 in future years due to this action. This will be reflected by lower rates to departments in future years' rates, beginning in FY 2009.

4. Explain any legal and/or policy issues involved.

The reclassification for which approval is sought in this request, has been reviewed by the Classification/Compensation Unit and the position has been found to be wrongly classed. By contract and under our personnel rules, we are required to compensate employees appropriately based on these findings.

Local 88 represented employees have a contractual right to appeal and arbitrate the outcome of a reclassification request, which would include Board action to disapprove the request. It is the policy of Multnomah County to make all employment decisions without regard to race, religion, color, national origin, sex, age marital status, disability, political affiliations, sexual orientation, or any other nonmerit factor.

5. Explain any citizen and/or other government participation that has or will take place.

NA

ATTACHMENT A

Budget Modification

If the request is a Budget Modification, please answer all of the following in detail:

- What revenue is being changed and why?

Service reimbursements to the Risk Management Fund are being reduced by \$217.

- What budgets are increased/decreased?

The Risk Management Fund budget is decreased by \$217.

- What do the changes accomplish?

This Board action enacts a change in classification approved by Class Comp.

- Do any personnel actions result from this budget modification? Explain.

Yes, see above.

- How will the county indirect, central finance and human resources and departmental overhead costs be covered?

NA

- Is the revenue one-time-only in nature? Will the function be ongoing? What plans are in place to identify a sufficient ongoing funding stream?

NA

- If a grant, what period does the grant cover?

- If a grant, when the grant expires, what are funding plans?

<p><i>NOTE: If a Budget Modification or a Contingency Request attach a Budget Modification Expense & Revenues Worksheet and/or a Budget Modification Personnel Worksheet.</i></p>

ATTACHMENT B

BUDGET MODIFICATION: DCM - 10

Required Signatures

**Elected Official or
Department/
Agency Director:**

Carol M. Ford

Date: 05/03/07

Budget Analyst:

Chris H.

Date: 05/03/07

Department HR:

Carl R. Quigley

Date: 05/03/07

Countywide HR:

Sandra J. Busby

Date: 05/03/07

Budget Modification ID:

DCM-10

EXPENDITURES & REVENUES

Please show an increase in revenue as a negative value and a decrease as a positive value for consistency with MERLIN.

Budget/Fiscal Year: 2007

Line No.	Fund Center	Fund Code	Func. Area	Accounting Unit		Cost Element	Current Amount	Revised Amount	Change Increase/ (Decrease)	Subtotal	Description
				Internal Order	Cost Center						
1	72-60	3503	0020		709530	60000	1,009,152	1,005,822	(3,330)		Re-class DBA Sr to Sys Admin
2	72-60	3503	0020		709530	60130	270,263	269,104	(1,159)		Decrease Salary Related
3	72-60	3503	0020		709530	60140	208,442	208,225	(217)		Decrease Insurance Benefits
4	72-60	3503	0020		709530	60240	25,000	29,706	4,706	0	Increase Supplies
5	72-10	3500	0020		705210	50316		217	217		Decrease Serv Reimb to Risk Fund
6	72-10	3500	0020		705210	60330		(217)	(217)	0	Decrease offsetting expend
7								0			
8								0			
9								0			
10								0			
11								0			
12								0			
13								0			
14								0			
15								0			
16								0			
17								0			
18								0			
19								0			
20								0			
21								0			
22								0			
23								0			
24								0			
25								0			
26								0			
27								0			
28								0			
29								0			
							1,512,857	1,512,857	0	0	Total - Page 1

ANNUALIZED PERSONNEL CHANGEChange on a full year basis even though this action affects only a part of the fiscal year (FY).

						ANNUALIZED			
Fund	Job #	HR Org	Position Title	Position Number	FTE	BASE PAY	FRINGE	INSUR	TOTAL
3503	6414	61304	System Administrator	705551	1.00	64,397	20,665	14,180	99,242
3503	6408	61304	Data Base Administrator SR	705551	(1.00)	(83,611)	(26,831)	(15,878)	(126,320)
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
TOTAL ANNUALIZED CHANGES					0.00	(19,214)	(6,166)	(1,698)	(27,078)

CURRENT YEAR PERSONNEL DOLLAR CHANGECalculate costs/savings that will take place in this FY; these should explain the actual dollar amounts being changed by this Bud Mod.

						CURRENT YEAR			
Fund	Job #	HR Org	Position Title	Position Number	FTE	BASE PAY	FRINGE	INSUR	TOTAL
3503	6414	61304	System Administrator	705551	1.00	10,898	3,407	2,399	16,704
3503	6408	61304	Data Base Administrator SR	705551	(1.00)	(14,228)	(4,566)	(2,616)	(21,410)
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
TOTAL CURRENT FY CHANGES					0.00	(3,330)	(1,159)	(217)	(4,706)



MULTNOMAH COUNTY

AGENDA PLACEMENT REQUEST (long form)

APPROVED : MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # C-3 DATE 05/17/07
DEBORAH L. BOGSTAD, BOARD CLERK

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: C-3
Est. Start Time: 9:30 AM
Date Submitted: 05/03/07

BUDGET MODIFICATION: DCJ - 18

Agenda Title: Budget Modification DCJ-18 Reclassifying a 1.00 FTE Program Development Specialist Position to an Administrative Analyst, as Determined by the Class/Comp Unit of Central Human Resources

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date:	<u>May 17, 2007</u>	Amount of Time Needed:	<u>N/A</u>
Department:	<u>Dept. of Community Justice</u>	Division:	<u>Directors Office</u>
Contact(s):	<u>Shaun Coldwell</u>		
Phone:	<u>503-988-3961</u>	Ext.	<u>83961</u>
		I/O Address:	<u>503 / 250</u>
Presenter(s):	<u>Consent Calendar</u>		

General Information

1. What action are you requesting from the Board?

The Department of Community Justice (DCJ) requests approval of a budget modification to reclassify a vacant 1.00 FTE Program Development Specialist position which has been reviewed by the HR Class Comp and deemed necessary for changes in classification.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

Reclassification of a vacant 1.00 FTE Program Development Specialist [Prg Dev Spc] position to an Administrative Analyst [Admin Ayst] position was approved for recommendation to the Board of County Commissioners by HR Class Comp on April 20, 2007, to be retro-active to February 1, 2007.

In addition, this budget modifications will move the position and its costs from the Juvenile Services Division to the Directors Office because the scope of work will change in order to support the entire Department. This position will serve as the subject matter expert for policies and procedures; including knowledge and writing, research and analyzing best practices, developing and conducting

training and providing support for complex projects.

The vacant Program Development Specialist position is located in the Juvenile Services Division, Program Offer 50007. The Administrative Analyst position is located in the Directors Office, program offer 50000.

The DCJ FY-2008 Proposed Budget includes this position re-classification and move to the Directors Office.

3. Explain the fiscal impact (current year and ongoing).

There is no fiscal impact for current year FY-2007. This re-classification and position move was anticipated and accounted for in the FY-2008 Proposed Budget.

4. Explain any legal and/or policy issues involved.

It is the policy of Multnomah County to make all employment decisions without regard to race, religion, color, national origin, sex, age marital status, disability, political affiliations, sexual orientation, or any other nonmerit factor.

5. Explain any citizen and/or other government participation that has or will take place.

n/a

ATTACHMENT A

Budget Modification

If the request is a **Budget Modification**, please answer **all** of the following in detail:

- **What revenue is being changed and why?**

There is no revenue change.

- **What budgets are increased/decreased?**

Juvenile Service Division Management personnel budget is decreased by \$(14,538) and the Directors Office personnel budget is increased by \$14,538.

- **What do the changes accomplish?**

1.00 FTE Program Development Specialist is re-classed to a 1.00 FTE Administrative Analyst and the position is moved from the Juvenile Services Division to the Directors Office.

- **Do any personnel actions result from this budget modification? Explain.**

A vacant Program Development Specialist is re-classed to an Administrative Analyst and the position is moved from the Juvenile Services Division to the Directors Office.

- **How will the county indirect, central finance and human resources and departmental overhead costs be covered?**

There is no net budgetary change, and therefore no impact on county indirect, central finance and human resources or departmental overhead costs.

- **Is the revenue one-time-only in nature? Will the function be ongoing? What plans are in place to identify a sufficient ongoing funding stream?**

n/a

- **If a grant, what period does the grant cover?**

n/a

- **If a grant, when the grant expires, what are funding plans?**

n/a

<p><i>NOTE: If a Budget Modification or a Contingency Request attach a Budget Modification Expense & Revenues Worksheet and/or a Budget Modification Personnel Worksheet.</i></p>

ATTACHMENT B

BUDGET MODIFICATION: DCJ - 18

Required Signatures

**Elected Official or
Department/
Agency Director:**

Thad McCraw for Steve Linsay

Date: 05/01/07

Budget Analyst:

CEE

Date: 05/01/07

Department HR:

James J. Opoka

Date: 05/02/07

Countywide HR:

Arthur Butting

Date: 05/02/07

Budget Modification ID: **DCJ-18****EXPENDITURES & REVENUES**

Please show an increase in revenue as a negative value and a decrease as a positive value for consistency with MERLIN.

Budget/Fiscal Year: 2007

Line No.	Fund Center	Fund Code	Func. Area	Accounting Unit		Cost Element	Current Amount	Revised Amount	Change Increase/ (Decrease)	Subtotal	Description
				Internal Order	Cost Center						
1	50-50	1000	50		509000	60000	220,166	210,844	(9,322)		Permanent
2	50-50	1000	50		509000	60130	71,549	68,558	(2,991)		Fringe
3	50-50	1000	50		509000	60140	45,813	43,588	(2,225)		Insurance
4								0		(14,538)	remove re-classed position from JSD Management
5								0			
6	50-00	1000	50		500000	60000	445,126	454,448	9,322		Permanent
7	50-00	1000	50		500000	60130	148,990	151,981	2,991		Fringe
8	50-00	1000	50		500000	60140	80,939	83,164	2,225		Insurance
9								0		14,538	Add re-classed position to Directors Office
10								0			
11								0			
12								0			
13								0			
14								0			
15								0			
16								0			
17								0			
18								0			
19								0			
20								0			
21								0			
22								0			
23								0			
24								0			
25								0			
26								0			
27								0			
28								0			
29								0			
									0	0	Total - Page 1
									0	0	GRAND TOTAL

ANNUALIZED PERSONNEL CHANGE

Change on a full year basis even though this action affects only a part of the fiscal year (FY).

						ANNUALIZED			
Fund	Job #	HR Org	Position Title	Position Number	FTE	BASE PAY	FRINGE	INSUR	TOTAL
50-50	6021	61566	Program Development Specialist	703177	(1.00)	(55,931)	(17,948)	(13,350)	(87,229)
50-00	6033	61238	Administrative Analyst	703177	1.00	55,931	17,948	13,350	87,229
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
TOTAL ANNUALIZED CHANGES					0.00	0	0	0	0

CURRENT YEAR PERSONNEL DOLLAR CHANGE

Calculate costs/savings that will take place in this FY; these should explain the actual dollar amounts being changed by this Bud Mod.

						CURRENT YEAR			
Fund	Job #	HR Org	Position Title	Position Number	FTE	BASE PAY	FRINGE	INSUR	TOTAL
50-50	6021	61566	Program Development Specialist	703177	(0.17)	(9,322)	(2,991)	(2,225)	(14,538)
50-00	6033	61238	Administrative Analyst	703177	0.17	9,322	2,991	2,225	14,538
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
									0
TOTAL CURRENT FY CHANGES					0.00	0	0	0	0



MULTNOMAH COUNTY OREGON

DEPARTMENT OF COUNTY
MANAGEMENT
CENTRAL HUMAN RESOURCES
CLASSIFICATION/COMPENSATION UNIT

MULTNOMAH BUILDING
501 SE HAWTHORNE BLVD, 4th floor
PORTLAND OR 97214

PHONE (503) 988-5015
FAX (503) 988-3009
TDD (503) 988-5170

To: John Turner, DCJ
From: Ruth Nutting, Class/Comp Unit, Central HR (503/4)
Date: April 20, 2007
Subject: Reclassification Request #652

We have completed our review of your request for a classification determination as outlined below.

Position Information

Date Request Received: February 16, 2007 Position Number: ~~N/A~~ 703177
Current Job Class #: ~~N/A~~ 6021 Current Classification: ~~N/A~~ Program Development Specialist
Requested Classification: Administrative Analyst
Class Comp is aware that this is a reclass of a current
vacant position. 2/21/07

Request is: ☒ Approved ☐ Denied
Allocated Classification: Administrative Analyst - 6033
New Job Class #: 6033

Effective Date: February 1, 2007

Please note this classification decision is subject to any required Board of County Commissioners approval under County Personnel Rule 5-50-030 and is considered preliminary until such approval is received.

Incumbent/Employee Information (If reclassification is approved and position is not vacant)

Name of Incumbent Employee: Position is vacant

Incumbent Reclassified with Position: ☐ Yes ☐ No

Reason for Classification Decision

This is a vacant position and duties described serving as subject matter expert for policies and procedures, including knowledge and writing; research and analyzing best practices, developing and conducting training and providing support for complex projects. The duties and scope are best fit for requested classification of Administrative Analyst.

If you have any questions, please feel free to contact me at 503-988-5015 extension 22342.

cc: Dept. HR
Local 88
Class Comp File Copy



MULTNOMAH COUNTY OREGON
Reclassification & Classification Request

RECEIVED

FEB 16 2007

MULTNOMAH CO.
COMPENSATION

☒ Requested by Supervisor John Turner Phone/mail stop (503) 988-3920; 503 / 250 / 100
Printed Name
☐ Requested by Employee _____ Phone/mail stop _____
Printed Name
☒ New Position ☐ Existing Position ☐ Re-Organization

#652

POSITION INFORMATION			
DEPARTMENT	COMMUNITY JUSTICE	WORK UNIT	Employees, Community and Clinical Services (ECCS)
CURRENT CLASS & CLASS NUMBER	N / A	POSITION NUMBER	N / A
PROPOSED CLASS & CLASS NUMBER	ADMINISTRATIVE ANALYST / JCN 6033	POSITION INCUMBENT	N / A
PROPOSED EFFECTIVE DATE	02/01/07	TIME IN NEW CLASS DUTIES	N / A

RECEIVED

FEB 16 2007

MULTNOMAH CO.
EMPLOYEE SERVICES

A reclassification review is an analysis of a position's duties and responsibilities to determine the best classification fit for that position. Positions are reviewed and allocated as they are established. Positions are reclassified or abolished when job duties change significantly.

Allocation - Placement of a position in the best available classification fit. The process is used with new positions, and with positions affected by classification compensation studies.

Reclassification of a position - A budgetary action moving an existing position (upward, laterally, or downward) from one classification to another classification.

Reclassification of an employee - An incumbent employee may be reclassified when a position is reclassified if:

- o The knowledge, skills, and abilities of the two classifications are generally the same.
- o No Work out of Class appointment was made for the position
- o The majority of the incumbent's duties were characteristic of the new classification at least six months before the date the reclassification was requested.
- o The duties justifying the reclassification were added to the position gradually, and were added because of identifiable changes in the business plan described in the budget narrative.
- o Reclassification may or may not have an immediate affect on pay, but will affect an employee's class seniority date. (Please refer to the appropriate Personnel Rules and/or collective bargaining agreement language governing the process.)

A completed job description and organization chart must be submitted with this form. All documents must have required signatures. The blank job description form can be found on the MINT, Depts., Human Resources, Forms, job description

**** Questions regarding the reclassification process can be directed to any member of the Classification & Compensation Team - ext. 85015..**

EMPLOYEE SECTION

Describe why the position should be reclassified:

- o If new duties and responsibilities were added to the position, what are they, and why were they added?
- o Date(s) the new duties and responsibilities were added/started: _____

N / A - New Position

N / A - New Position

EMPLOYEE SIGNATURE

DATE

Employee's signature indicates that the employee has reviewed the presented above, and represents that facts presented are ☐ accurate, ☐ inaccurate or ☐ incomplete.

SECTION 13 - ORGANIZATION CHART Attach an Organization Chart that shows where this position is housed. A hand drawn sketch is fine but must indicate the position's supervisor and alignment/relationship to co-workers or other functional groups.

- See attachment

SECTION 14 - SUPERVISOR INPUT Is there any section or sections which you think require clarification? If yes, please cite the section, content area, etc. and include your comments that better describe the factor(s).

- N/A

SIGNATURES — Signatures below indicate that the information contained is an accurate description of assigned duties and requirements have been reviewed AND APPROVED AS SUBMITTED by all parties.

N/A	Date
Employee (required)	
John L. Turner	02/16/2007
Supervisor (required)	Date
Steve Liday	2/16/2007
Division/Department Head	Date
Russell V. V. V.	2/16/07
Department HR Manager/Analyst (required)	Date

MULTNOMAH COUNTY - P

APPROVED: [X]

DENIED: []

Effective Date: 2/1/2007

New JCN: 6033

New Title: Administrative Analyst

SECTION 1 - POSITION INFORMATION

Today's Date: 02/16/07

Department Name: Community Justice

Division Name: Employee, Community and Clinical Services (ECC)

Current Job Class Title: N / A

Class Code #: N / A Position #: N / A

Working title:
(if different than class
title) Policy & Procedure /
Admin Analyst

Is this (please check the appropriate box) your --

☒ Regular assignment☐ Out of class work
assignment

Incumbent's Name: N / A

Phone Number: N / A

Supervisor Name / Title: John Turner ,
Community Justice Mgr.

Phone Number: (503) 988-3920

SECTION 2 - PROGRAM INFORMATION: Describe briefly, the vision, mission, or purpose of the Program where this position is assigned.

Employee, Community and Clinical Services is committed to foster ongoing and new collaborations with criminal justice partners, other criminal justice jurisdictions and government agencies, civic and community organizations, the citizens of Multnomah County, through the use of multi-level workgroups, process improvement teams, best practice research, and comprehensive evaluation.

PURPOSE OF POSITION: Briefly summarize the purpose of this position and how it supports the Program.

As the Policy & Procedure (P&P) Analyst / Administrative Analyst, this position works closely with the department's management teams in coordinating the development of policies and procedures and being a subject matter expert in this area. Division / Section managers are expected to know policies and procedures specific to their operations. This P&P / Admin Analyst is expected to know the purpose, persons affected, definitions and procedures of all DCJ's policies and procedures. The person selected for this position will advise managers, based on research / analysis and ensure consistency in business rules, best practices, and etc.

Incumbent will take inventory of existing policies and procedures; research and analyze policies and procedures against the latest research on best practices; gather information and input from stakeholders by facilitating discussion and focus groups; conduct studies; recommend improvements and modifications; write new / revised policies and procedures; work with management teams on implementation to include oral / power point presentations to persons affected; post and maintain policies and procedures on the department's website. This position will be the point person in responding to questions / complaints about the department's policies and procedures.

This P&P / Admin Analyst will also research, evaluate, recommend, and provide implementation support for a variety of different and complex special management projects, such as Program Offers during the budget process, contracts and grant applications, etc.

SECTION 3 - DESCRIPTION OF JOB DUTIES -- Most jobs generally consist of four to six major functions that relate directly to the purpose of the position. List these major functions, along with key tasks performed. Functions will be sets of tasks that generally take 10% or more of the job. List the major functions with the corresponding percentage of time, in descending order of time required.

% of Time ESSENTIAL JOB FUNCTIONS

40%	<p><u>FUNCTION 1: Policy & Procedure Analyst / Subject Matter Expert:</u></p> <ul style="list-style-type: none"> • Knowledgeable of departmental policies and procedures. • Familiar with policies and procedures from other County Departments and community justice agencies; be able to cross-references relevant business practices in DCJ's policy and procedure development. • Research, review, and analyze most up-to-date journals and studies on best practices. • Review and analyze existing policies and procedures against best practices and recommend improvements and modifications. • Ensure consistency in policies and procedures, and business practices within the department.
20%	<p><u>FUNCTION 2: Management Support / Coordinate Policy & Procedure Development:</u></p> <ul style="list-style-type: none"> • Identify persons affected by new and revised policies and procedures. • Compile data and background information, including Review History, Rationale, Cross References, etc. • Coordinate and facilitate focus and/or information meetings with stakeholders. • Analyze input and conduct studies. • Draft policies and procedures for management review. • Develop implementation and training material, including oral and power point presentations • Post adopted policies and procedures on department website and paper distribution.
20%	<p><u>FUNCTION 3: Special Projects / Admin Support:</u></p> <p>Research, evaluate, recommend, and provide implementation support for a variety of different and complex special management projects.</p> <p>Examples of administrative support include, but are not limited to:</p> <ul style="list-style-type: none"> • Develop Program Offers during the budget process. • Conduct feasibility studies in pursuing certain contracts and grant funds. • Track legislative package; coordinate the review and tracking of bills during the legislative sessions.
10%	<p><u>FUNCTION 4: Policy & Procedure Information / Communication Liaison:</u></p> <ul style="list-style-type: none"> • Serve as point person regarding policy and procedures issues. • Work closely with specific management team(s) in searching and responding to request for information and / or questions and complaints about policies and procedures, and / or business practices. • Represent department in various forums.
10%	<p><u>FUNCTION 5: Other:</u></p> <ul style="list-style-type: none"> • Attend trainings and meetings • Development and maintenance of the Policies and Procedures website. • Perform other duties as assigned.
100%	

SECTION 4 - GUIDELINES List the Laws, Rules, Policies, and Procedures that provide the boundaries within which this position operates. Address if the position must closely follow set procedures, or if interpretation and the ability to act/decide on a course of action is allowed or required.

- DCJ policies and procedures
- County's Personnel and Administrative Rules and Regulations
- Applicable Federal Laws, Rules, and Regulations
- Applicable State Laws, Rules, and Regulations
- Oregon Criminal Codes and Oregon Revised Statutes (ORS)
- Department of Public Safety, Standard, and Training (DPSST) Rules and Regulations

The position serves as the department's subject matter expert on the above mentioned laws, rules, policies, and procedures. The person in this position has wide latitude in the areas of interpretation and development of our policies and procedures. Incumbent assists DCJ's Management Teams in ensuring that all staff, on a policy level, operates within the approved guidelines established by the department and in conjunction with our community / criminal justice partners.

SECTION 5 - WORK CONTACTS Describe with whom (outside of coworkers) this position routinely interacts in order to complete work assignments.

Who Contacted	How	Purpose	How Often?
Management Teams	E-Mail In Person Phone	P&P coordination, development & implementation	Daily
DCJ Community Partners Comm Justice Agencies	E-Mail In Person Phone	P&P collaborations / implementation Information exchange; etc.	Daily
HR / Labor Relations	Same as above	Search County Personnel / Administrative Rules & Regulations	Weekly
Webmaster / IT Staff	Same as above	P&P page maintenance and development	As needed

SECTION 6 - DECISION MAKING Provide examples of decisions made by this position and their impact.

The responsibilities and activities of the P&P / Admin Analyst are designed to meet unit and program operations mandates, while addressing consistency issues through the department and accountability based on the most up to date research on best practices.

As stated in Section 4, the person in this position has wide latitude in the areas of interpretation and development of DCJ's policies and procedures and needs to be able to apply best practices and operational needs in policy and procedure development for DCJ.

SECTION 7 - BUDGET AUTHORITY Can this position regularly commit department operating monies and funds?

☐ Yes

☒ No

If "YES", how much money in general, and for what purpose(s)?

- N / A

SECTION 8 - REVIEW OF WORK Describe who or what position reviews and/or directs the work of this position.

List name and job title:

John Turner, Community Justice Manager

How often are work assignments reviewed and for what purposes (accuracy, meeting goals, policy content, analysis, etc.)?

Work is reviewed through informal supervision on a regular basis and as needed; review of draft policies and procedures; and through formal reviews.

The purpose of the review is to ensure that:

- Work is done within the guidelines of the Division, Department, and Statute;
- Work is completed error free within the timelines of the project;
- Policies and procedures developed are consistent with the Department's mission and value;
- Policies and procedures developed are in line with the most up-to-date research on best practices;
- Policies and procedures are clear and supported by staff; and
- Employees are engaged in appropriate collaboration and cooperation with partners and stakeholders.

SECTION 9 - SUPERVISORY DUTIES List the positions and number of current incumbents this position supervises.

JOB CLASS NAME	JOB CODE	# OF POSITIONS PER CLASSIFICATION
N/A		

For positions supervised, please clarify the level of responsibility for the following decisions. Check the appropriate boxes.

Function	RESPONSIBILITY LEVEL			
	Take the Action, then Inform Supervisor	Effectively Recommend	Provide input	N/A
Hire/Promote/Transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discharge/Suspend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Discipline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay Increase Approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overtime / Leave Approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written Performance Appraisal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 10 - WORKING CONDITIONS - This position requires:

Condition	Relative Frequency			
	Infrequently < 10%	Seldom 10% - 25%	Moderately 25% - 50%	Always >50%
Work overtime	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work different shifts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work on weekends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequent daytime travel	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SECTION 11 - PHYSICAL FACTORS - Check the box that best describes the overall amount of physical effort required to perform this job.

- ☒ **Standard** - Normally seated, standing or walking at will; requires ability to do some bending and light carrying.
- ☐ **Restricted / Not Mobile** - Confined to immediate work area; can only leave station during assigned breaks.
- ☐ **Exertive** - Extensive walking, recurring bending, crouching, stooping, stretching, reaching or similar activities; recurring lifting of light or moderately heavy items.
- ☐ **Strenuous** - Considerable and rapid physical exertion or demands on the body such as frequent climbing of tall ladders, continuous lifting of heavy objects, crouching or crawling in restricted areas; exertion requires highly intense muscular action leading to substantial muscular exhaustion.

Please identify each appropriate physical activity required in the performance of this job and indicate the relative code (see below) for each activity. Enter "N/A" in column I if you are not required to perform the respective activity.

Activity Levels	Relative Frequency			
	Infrequently < 10%	Seldom 10% - 25%	Moderately 25% - 50%	Always >50%
Lift/Carry - Heavy - 45 lbs. & over	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift/Carry - Moderate - 15 - 45 lbs.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift/Carry - Light - 15 lbs. & less	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pull / Push	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reach / Work Overhead	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good manual dexterity, use fingers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Use of both hands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Walking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to stand while performing work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to sit when performing work duties	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crawl/Crouch	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to run in order to perform work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to kneel in order to perform work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Repeated bending	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to climb in order to perform work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operate motorized equipment		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discharge firearms	N / A			
Good eye/hand coordination	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to speak effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Effective listener in order to perform work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Repetitive motions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hearing requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Activity Levels (cont.)	Relative Frequency			
	Infrequently < 10%	Seldom 10% - 25%	Moderately 25% - 50%	Always >50%
Specific visual requirements:				
- Near vision, 20 inches or less	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
- Mid-range, more than 20 inches/less than 20 ft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
- Distance, 20 feet or more	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Color, ability to identify and distinguish colors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Depth Perception	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Special Factors:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 12 – EDUCATION/TRAINING/EXPERIENCE Describe the number of years and type of previous experience, education or training necessary to meet the minimum requirements of this position (not your personal level of education or experience, but what's typically required for this level of job/work).

Education requirements:

- Equivalent to an Associate of Arts degree in business administration, public administration, or a related field.

General years of professional work experience to satisfactorily perform key functions of this job:

- Two years of increasingly responsible secretarial and administrative support experience.

List any required and approved KSA's (knowledge, skills and abilities) for this position:

- Knowledge of adult and juvenile justice system business practices, policies and procedures (past and current).
- Knowledge of project management techniques related to the coordination of information and deadlines on multiple concurrent tasks with multiple partners.
- Excellent communication and presentation skills (written and oral).
- Knowledge and/or experience implementing, maintaining, and evaluating business practices, policies, and procedures based on best practices and critical analysis of systems of power.
- Valid driver's license and the ability to drive a car to attend statewide meetings.
- Ability to pass a thorough background investigation.

Include any additional information that would add to the understanding of this position's duties and focus of work:

- N/A

List additional training, certification, licensure, etc., and why such training, certification, etc. is needed:

Description	Desired	Required	By what agency or by whom
N/A	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	

SUPERVISOR SECTION

(To be completed by the exempt supervisor.)

1. Describe what change in plans or business requirements require the position to be reclassified:

This position will assist the department's management teams in coordinating resources in the development of policies and procedures; the person selected for this position advise managers, based on research / analysis and ensure consistency in business rules, best practices, and etc.

2. If new duties and responsibilities were added to the position, what are they, and why were they added?

N / A – New Position

3. Were all employees offered the opportunity to assume the new duties? If not, why?

No. We need to have a subject matter expert / point person to advise various management teams so policies and procedures are developed and implemented, consistently throughout the department.

4. Date(s) the new duties and responsibilities were added: **N / A – New Position**

5. How does the incumbent meet the minimum qualifications outlined in the class specification of the requested class?

N / A – New Position

Supervisor: (PRINT)	<u>JOHN A. TURNER</u> Name, Title	<u>02/16/2007</u> Date
Supervisor	<u>[Signature]</u> CSM Signature, Title	<u>02/16/2007</u> Date
Supervisor's signature indicates that the request was reviewed and the facts presented above are <input type="checkbox"/> accurate or <input type="checkbox"/> inaccurate or incomplete.		
Department Director: (For Management Requests)	<u>[Signature]</u> Signature, Title	<u>2/16/2007</u> Date
Department HR Analyst	<u>[Signature]</u> Signature, Title	<u>2/16/07</u> Date
HR Analyst signature indicates that the request was reviewed and the facts presented above describes all duties accurately and completely.		
<input type="checkbox"/> Desk Audit is requested.		

HR Comments:

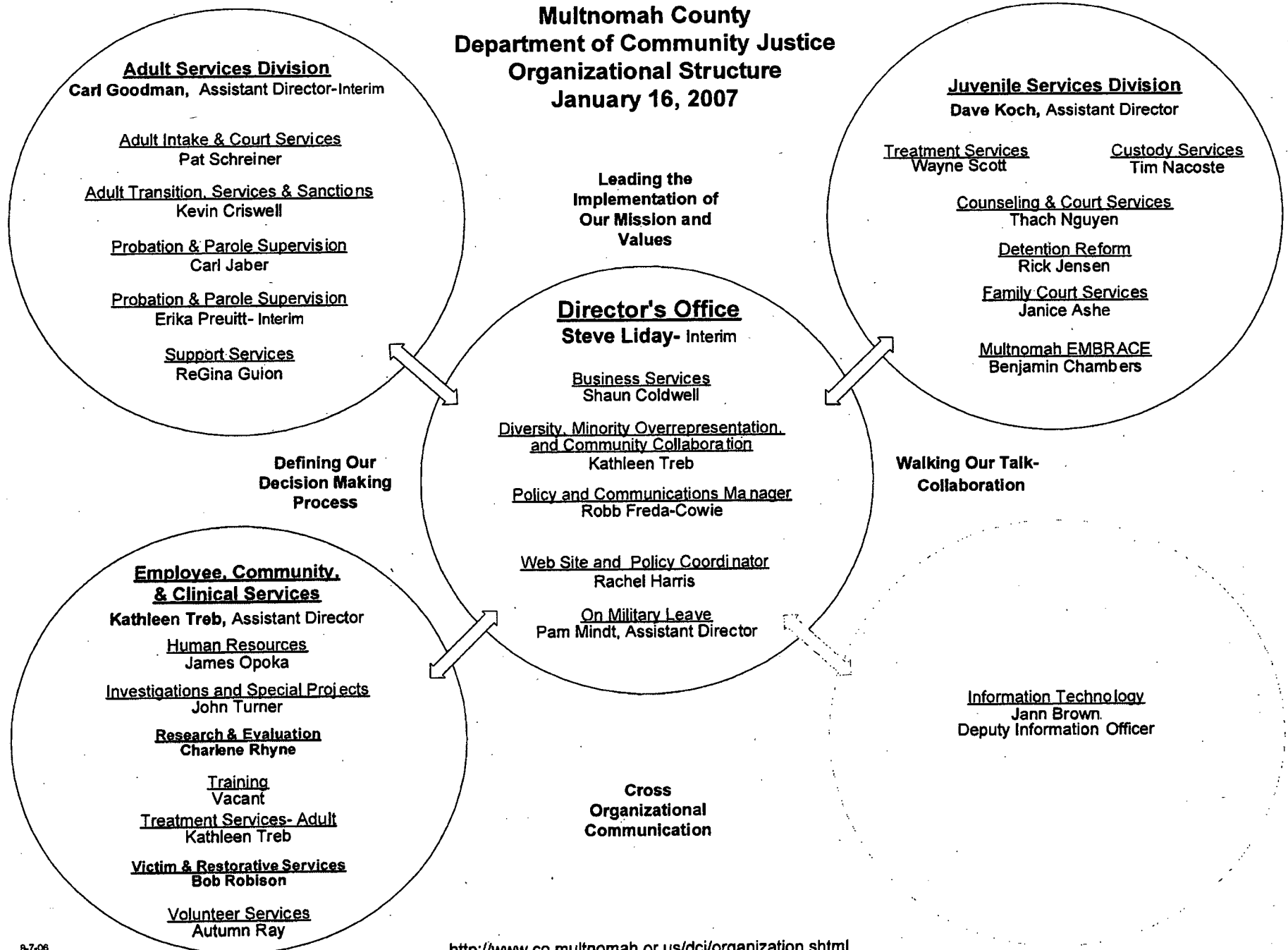
Send Request form and signed position description to Central Human Resources Classification/Compensation.
Interoffice: 503/4/Kelli Schultz-Class/Comp

OR

Fax: 503-988-5627

REQUESTS MISSING ORGANIZATION CHARTS, ALL SIGNATURES AND/OR FORMS IMPROPERLY FILLED OUT WILL BE RETURNED TO THE SENDER FOR COMPLETION.

**Multnomah County
Department of Community Justice
Organizational Structure
January 16, 2007**





MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST (short form)

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-1
Est. Start Time: 9:30 AM
Date Submitted: 05/09/07

Agenda Title: **PROCLAMATION** Proclaiming May 17, 2007 a Day to Celebrate 100 Years of the Portland Rose Festival in Multnomah County, Oregon

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 **Amount of Time Needed:** 20 mins
Department: NDEP **Division:** Chair's Office
Contact(s): Tara Bowen-Biggs
Phone: (503)988-3953 **Ext.** 83953 **I/O Address:** 503/600
Presenter(s): Leslie Goodlow-Baldwin, Jeff Curtis, Executive Director Portland Rose Festival, Members of the Rose Festival Court

General Information

1. What action are you requesting from the Board?

Approve proclamation honoring 100 years of Portland's Rose Festival Celebration. Introduce members of the Portland Rose Festival Court.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

2007 marks the 100th year of the Portland Rose Festival Celebration. This event brings visitors from around the state, the nation and the world to Portland and Multnomah County, creating an opportunity for this community to showcase its unique people and the qualities that make our region special. The Rose Festival is attended by over 2 million people, generating approximately \$80 million dollars for the region's economy. One component of the festival is the selection of the Rose Court, 14 outstanding young women who are selected by their peers to represent their respective high schools. Each court member represents her school through out the months of May and June at various events throughout the community.

3. Explain the fiscal impact (current year and ongoing).

None.

4. Explain any legal and/or policy issues involved.

None.

5. Explain any citizen and/or other government participation that has or will take place.

None.

Required Signature

**Elected Official or
Department/
Agency Director:**



Date: 05/09/07

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

PROCLAMATION NO. _____

Proclaiming May 17, 2007 a Day to Celebrate 100 Years of the Portland Rose Festival in Multnomah County, Oregon

The Multnomah County Board of Commissioners Finds:

- a. The Portland Rose Festival was created with a mission to drive economic activity to the region and provide our citizens with a common celebration of the quality of life we enjoy.
- b. The Portland Rose Festival generates an estimated 80 million dollar economic impact and events that attract over 2 million people of all ages, social standing and race.
- c. The Portland Rose Festival's events produced by the Association all have a charitable purpose specific to arts, education, youth and family togetherness through special events.
- d. The Portland Rose Festival is 100 years old with a Centennial Celebration planned for May 31st through June 10th 2007.
- e. Multnomah County is proud to claim one of our employees, Leslie Goodlow-Baldwin, as the President of this year's Centennial celebration.

The Multnomah County Board of Commissioners proclaims:

1. May 17, 2007 a day to celebrate 100 Years of the Portland Rose Festival.
2. That we recognize and honor the Portland Rose Festival's Centennial Celebration in 2007 and encourage residents of Multnomah County to participate in the many activities planned from May 31-June 10, 2007.

ADOPTED this 17th day of May, 2007.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Ted Wheeler, County Chair

Maria Rojo de Steffey,
Commissioner District 1

Jeff Cogen
Commissioner District 2

Lisa Naito,
Commissioner District 3

Lonnie Roberts,
Commissioner District 4

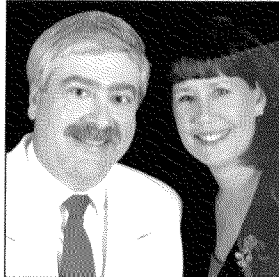
ROYAL ROSARIANS

Ambassadors of Goodwill

Peter Glazer

Prime Minister 2007-08

4500 Kruse Way, Suite 390
Lake Oswego, OR 97035
Bus: 503-635-8801
Res: 503-638-0360
Cell: 503-880-4551
pkglazer@aol.com



Peter & Cyndie Glazer

ROYAL ROSARIANS

Ambassadors of Goodwill
www.RoyalRosarian.org

Robert E. Strader

Prime Minister

2007



Ann & Bob Strader
17526 NW Skyline Blvd.
Portland, OR 97231 USA
503-621-3778

Bus: 503-685-8320
Cell: 503-754-7550
Fax: 503-682-1696
bob@agc-oregon.org



Dame

Gayle Whitehurst

28580 SW Petes Mtn Rd
West Linn OR 97068-8503
(503) 635-5568

edsomw@easystreet.com

ROYAL ROSARIANS



Royal Rosarians
17526 NW Skyline
Portland, OR 97231

Rose Plantings

May 19, 2007

9:00 AM Portland Rose Society

President Jan Pollock

12394 SW Millview Ct., Tigard

11:00 AM Rose City Park Fire Station 28

1938 Queen Frances Hulse Boly

5540 NE Sandy Blvd., Portland

Noon Portland Rose Festival Association

President Leslie Goodlow-Baldwin

77 NE Mason St., Portland

2:30 PM Royal Rosarians

Prime Minister Bob Strader

17526 NW Skyline Blvd., Portland

Carpool and drive your SUV

Special Spouses Night

The 2007 Rose Festival Princess Court
will be serenaded by the 11-voice all
male chorus "Cloud 9" and interviewed
by Sir Knight Dave Salesky.

May 24, 2007

DoubleTree Lloyd Center Hotel • \$35 per person
RSVP to your Royal Communicator

Celebration Events

JUNE 2 - 3

Willamette Sailing Club
Rose Festival Youth Regatta
11am - 6pm

Sat. : Willamette Sailing Club
6336 SW Beaver Ave.

Sun. : At Hawthorne Bridge

Info: (503) 701-8821

www.willamettesailingclub.com/youthregatta



Inspirations 2007 - Celebrate the City
A Floral Tribute to Portland - A Major Flower and
Horticulture Show

Oregon Historical Society, 1200 SW Park
Show: 10am - 5pm

First Congregational Church, 1126 SW Park

Saturday Lectures: 9:30am - 11am / 1pm - 2pm

Info: (503) 222-2845 / www.ohs.org



JUNE 2 - 5

Portland Beavers vs. Omaha Royals

Check website for game times

PGE Park, 1844 SW Morrison

Info: (503) 553-5400 / www.portlandbeavers.com

JUNE 3

Oregon's Run for the Roses

8am, START: Sherwood High School,

16956 SW Meinecke Road, Sherwood

Info: (503) 925-0585 / www.oregonsrunfortheroses.com



Powell's Roses & Books

1 - 4pm / 1005 W Burnside / www.powells.com

Flossin' Talent Show - "Rise Up"

7pm - 11pm, Crystal Ballroom, SE 14th and Burnside

Info: (503) 236-7904 / www.flossinmag.com

JUNE 3 - 29

25th Annual "Rose Art Show"

2007 Rose Festival Art Competition

1pm - 4pm

Oregon Society of Artists, 2185 SW Park Place

Info: (503) 228-0706 / www.oregonsocietyofartists.com

JUNE 3 - 4

Royal Rosarian Rose Garden Contest

Open To All!

9am, Various & Washington Park Rose Garden

June 26, 7pm Awards Ceremony

Info: (503) 246-6438 / www.royalrosarian.org



WWW.ROSEFESTIVAL.ORG

Celebration Events



JUNE 4 - 8

A Classic Tour of Portland

10am, Holladay Park Plaza, 1300 NE 16th Avenue

Info: (503) 280-2216

www.retirement.org/hpp/events.htm



JUNE 6

Fred Meyer Junior Parade

1pm, Hollywood District, NE 52nd and Sandy

Info: (503) 227-2681 / www.rosefestival.org



JUNE 6 - 10

Rose Festival Fleet Week

Governor Tom McCall Waterfront Park

Info: (503) 227-2681 / www.rosefestival.org

11th Annual Resort at The Mountain

International Croquet Invitational

8am - 3pm, The Resort at The Mountain

68010 E. Fairway Avenue, Welches

Info: (503) 622-3101 / www.theresort.com

JUNE 7

Boys Scouts of America Motorsports Breakfast

7:30am

Red Lion Hotel on the River, 909 N. Hayden Island Dr.

Info: (503) 225-5748 / www.cpcbsa.org



Centennial Motion Picture Premiere:

"From One Rose"

Location & Time: TBA

Info: (503) 227-2681 / www.rosefestival.org



JUNE 7 - 8

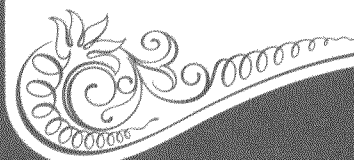
Lloyd Center/Portland Rose Society

119th Annual Spring Rose Show*

June 7: 1pm - 9pm / June 8: 10am - 6pm

Lloyd Center Ice Chalet

Info: (503) 777-4311 / www.portlandrosesociety.org




WWW.ROSEFESTIVAL.ORG

Celebration Events

JUNE 8

Royal Rosarian
Knighting Ceremony
10am, Rose Garden Amphitheatre
Washington Park
Info: (503) 235-4552 / www.royalrosarian.org

 Royal Rosarian
Queen's Garden Party
12pm, Double Tree Hotel, Lloyd Center
Info: (503) 253-5429 / www.royalrosarian.org

 Bi-Mart Concert at the Park*
7pm, PGE Park, 1844 SW Morrison
Info: (503) 227-2681 / www.rosefestival.org

 **JUNE 8 - 10**
Oregon Ballet Theatre World Premiere:
The Sleeping Beauty (Act III)*
June 8: 7:30pm / June 9-10: 2pm and 7:30pm
Keller Auditorium, SW 3rd and Clay
Info: (503) 222-5538 / www.obt.org

 Champ Car Grand Prix of Portland*
7:30am Gates open
Portland International Raceway
Info: (503) 232-3000 / www.globaleventsgrouppdx.com

JUNE 8 - 9
Rose Festival Dirt Cup by Thrifty Auto Supply
6:30pm, Sunset Speedway, 485 S. Main, Banks
Info: (503) 799-9928 / www.sunsetspeedwaypark.com

JUNE 8 - 24
Mock's Crest Productions presents
Gilbert & Sullivan's Classic *Ruddigore*
Fri. & Sat.: 7:30pm / Sun.: 2pm
Mago Hunt Theater, University of Portland
5000 N Willamette Blvd.
Info: (503) 943-7287 / www.up.edu

*GET TICKETS!

Tickets for the Grand Floral Parade are available through the Rose Quarter Box Office, all participating Safeway outlets, or by calling 877.789.ROSE (7673). All other Rose Festival event tickets are available at Ticketmaster outlets or by calling (503) 224-4400. For more information visit www.RoseFestival.org.

GROUPS OF 10 OR MORE SAVE!

For group discount tickets call (503) 227-2681.




Celebration Events

 **JUNE 1 - 3**
Rose Cup Races presented by
Temp•Control Mechanical Corp*
9am - 6pm, Portland International Raceway,
West Delta Park, I-5 exit 306B
Info: 503-227-2681 / www.rosefestival.org

A Festival of Quilts Northwest Quilters
33rd Annual Quilt Show
Fri. - Sat.: 10am - 6pm, Sun.: 10am - 3pm
University Place Hotel, 310 SW Lincoln Street (at 4th Ave)
Info: (503) 222-1991 / www.northwestquilters.org

 **JUNE 1 - 16**
History & Roses Tour
presented by Windermere
Self-guided selection of vintage Portland landmarks &
gardens. Passport available for discounts.
Prices & Times vary.
Info: (503) 227-2681 / www.rosefestival.org

 **JUNE 2**
KeyBank Starlight Run
8pm, Start/Finish at Lincoln High School
1600 SW Salmon St.
Info: (503) 638-1305 / www.ontherunevents.com/starlight

 PGE/SOLV Starlight Parade
8:30pm, Downtown Portland
Info: (503) 227-2681 / www.rosefestival.org

Sunset Community Bike Safety Fair
9am - 1pm, Sunset Presbyterian, 14986 NW Cornel Rd.
Info: (503) 292-9293 / www.sunsetpres.org/bike2007

16th Annual Bed Pan Open
1pm - 6pm, Indian Creek Golf Course, 3605 Brookside
Drive, Hood River
Info: (541) 387-8907 / www.providence.org/hoodriver

**ROSE FESTIVAL ONE MORE TIME
AROUND AGAIN MARCHING BAND**
presented by Standard TV & Appliance

Don't miss Portland's favorite band!

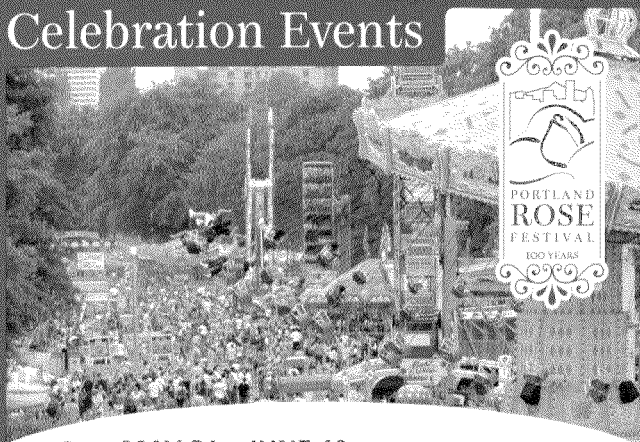
Portland General Electric/SOLV
Starlight Parade - June 2

Bi-Mart Concert at the Park - June 8

Grand Floral Parade - June 9



Celebration Events



MAY 31 – JUNE 10

WaMu Waterfront Village

May 31: 5pm – 11pm

June 1 – 10: 11am – 11pm

Governor Tom McCall Waterfront Park

Info: (503) 227-2681 / www.rosefestival.org

Advance ride tickets available at all Ticketmaster outlets*

Featuring

- Village Carnival Midway featuring Funtastic Traveling Shows
- Fred Meyer Kids Kingdom
- Mexicana Airlines Cultural Plaza presented by La Pantera KWBY 940 AM
- All-American Big Top featuring the WaMu Big Top Stage
- Pirate Rendezvous featuring Pirate's Cove & Pirate's Parrot Show
- Culinary Courtyards
- Strolling Minstrels and much more!



MAY 31 – JUNE 10

Tall Sailing Ships presented by Comcast

Governor Tom McCall Waterfront Park

Info: (503) 227-2681 / www.rosefestival.org

MAY 31 – SEPTEMBER 8

Satin, Lace & Tulle

Rose Festival Gowns through the Decades: 1914 – 2007

Mon. – Fri.: 10am – 5pm, Oregon Historical Society

1200 SW Park Ave.

Info: (503) 222-1741 / www.ohs.org



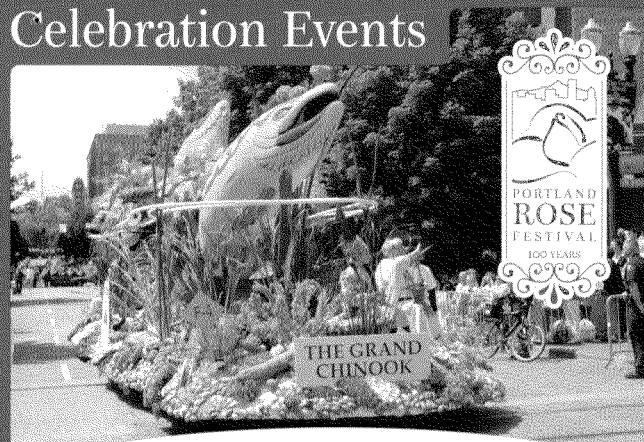
JUNE 1

WaMu Fireworks Spectacular

9:45pm / Governor Tom McCall Waterfront Park

Info: (503) 227-2681 / www.rosefestival.org

Celebration Events



Festival of Flowers 2007

at Pioneer Courthouse Square

Flower Display: June 8-20, 6am – Midnight

Flower Sale: June 21 – 24

Thurs. – Fri.: 8am – 6pm / Sat. – Sun.: 9am – 5pm

Info: 503.223.1613 / www.pioneercourhousesquare.org



JUNE 9

Queen's Coronation

presented by Pacific Power*

8:30am, Memorial Coliseum

Info: (503) 227-2681 / www.rosefestival.org



Centennial Grand Floral Parade*

10am, Memorial Coliseum

Info: (503) 227-2681 / www.rosefestival.org



Rose Festival Centennial Ball

5:30pm, Oregon Convention Center

Info: (503) 227-2681 / www.rosefestival.org

Obukan Kendo Club Rose Festival Taikai

9am, Jackson Middle School, 10625 SW 35th

Info: (503) 452-0696 / www.obukan.com

Happy Anniversary-All Beethoven

Anniversary Concert

Portland Chamber Orchestra and Portland Symphonic Choir

7:30pm, Arlene Schnitzer Concert Hall

Info: (503) 771-3250 / www.portlandchamberorchestra.org

Thank you to the Portland Rose Society and the Royal Rosarians for their collaboration with us during the Centennial Celebration!



Celebration Events



JUNE 9 – 10

Portland-Kaohsiung Sister City
Association Dragon Boat Races

8am - 5pm

Tom McCall Waterfront Park at Riverplace
(south end)

Info: (503) 639-5767 / www.pksca.com



Grand Floral Parade Float Viewing

June 9: 3 – 11pm / June 10: 11am – 5pm

Waterfront Village, Naito Parkway

Info: (503) 227-2681 / www.rosefestival.org

Columbia Gorge Model Railroad Club Show

12 noon to 6pm, 2505 N. Vancouver Avenue

Info: (503) 288-7246 / www.cgmrc.com

Rose Festival Rifle Matches

8am, Estacada Rod & Gun Club, 23400 SE Eagle Creek

Rd., Eagle Creek / Info: (503) 241-4214

Oregon State Championship Feis

8am - 5pm

Sheraton Portland Airport, 8235 NE Airport Way

Info: (503) 249-9009 / www.yeatesacademy.com

Sogetsu Ikebana Exhibition

Sat.: 10am - 6pm, Sun.: 10am – 4pm

Japanese Garden Pavilion, 611 SW Kingston

Info: (503) 223-1321 / www.sogetsuportland.org



WATCH THE CENTENNIAL PORTLAND ROSE FESTIVAL LIVE!

Portland General Electric/SOLV Starlight Parade

Saturday, June 2 at 9pm

KGW Northwest NewsChannel 8

Queen's Coronation presented by Pacific Power

Saturday, June 9, approximately 9:15am

KGW Northwest NewsChannel 8

Grand Floral Parade

Saturday, June 10 at 10am

KGW Northwest NewsChannel 8

Prelude Events



Young, Gifted and Black Art Exhibit

7am – 7pm, South Park Blocks, Portland

Info: (503) 232-1671 / www.aavas.com



Rose Festival Day at the Game

Portland Beavers vs. Las Vegas 51s

2:05pm, PGE Park, 1844 SW Morrison

Info: (503) 553-5400

www.portlandbeavers.com

Salvation Army – All About Kids

Fundraising Luncheon and Game Day for Kids

2pm, PGE Park

Info: (503) 539-4482 / www.tsacascade.org

MAY 26

71st Annual Golden Rose Ski Classic

7am – 7pm, Timberline Lodge, Mt. Hood

Info: (503) 272-3503 / www.mthoodeducationacademy.com

MAY 29 – JUNE 1

Portland Beavers vs. Iowa Cubs

Check website for game times, PGE Park, 1944 SW Morrison

Info: (503) 553-5400 / www.portlandbeavers.com

MAY 30

**American Red Cross Courting Donors Blood Drive
& Rose Show & Contest**

11:15am – 5:45pm, Portland Donor Center

3131 N. Vancouver Avenue, Portland

For an appointment to donate blood: (503) 284-4040

Rose Festival Court Appearance: 1pm – 3pm

Info: (503) 528.5572 / www.nwblood.redcross.org

NEED MORE INFORMATION?

Portland Rose Festival

5603 SW Hood Avenue, Portland, Oregon 97239

(503) 227-2681 / info@rosefestival.org

www.RoseFestival.org

Portland Oregon Visitors Association

(503) 275-9750 or 1-87PORTLAND

www.TravelPortland.com

Travel Oregon

(800) 547-7842 / www.TravelOregon.com

TRI MET

Bus & Light Rail Service

(503) 238-RIDE / www.TriMet.org

Prelude Events

 This rose indicates a Rose Festival Highlight Event

APRIL 23

Academic All-Stars Awards Ceremony
6pm - 9pm, Sheraton Airport Hotel, 8235 NE
Airport Way
Info: (503) 257-1625
www.academicallstars.org


APRIL 28

82nd Avenue of Roses Parade
9am, 82nd Avenue
Eastport Plaza to Yamhill St. / Info: (503) 771-3817

MAY - JUNE

Who Stole My Dead Husband?
Dinner/Theater, Friday & Saturday Evenings
Info: 1-800-966-8865
www.whostolemydeadhusband.com

MAY 4 - 6

 Oregon River Games IV
9am - 4pm, Upper Clackamas River past Estacada
Info: (541) 910-0989 / www.oregonrivergamesinc.org

MAY 11

Music for the Heart 2007
7:30pm, Portland Art Museum, Kridel Grand Ballroom
Info: (503) 635-4088 / www.musicfortheheart.org

MAY 12

Fred Meyer Junior Parade Float Building Workshop
Location and Time: TBA
Info: (503) 227-2681 / www.rosefestival.org


MAY 19

AsiaFest Portland
11am - 6pm
Oregon Convention Center, 777 NE MLK JR. Blvd.
Info: (503) 283-0595 / www.arfoundation.net



Celebration Events

JUNE 10

 Centennial Exposition
presented by The Oregonian
featuring "Vaudeville Rose"*
10am - 8pm, Oregon Convention Center
Info: (503) 227-2681 / www.rosefestival.org

Metropolitan Youth Symphony
Season Finale
3pm

Arlene Schnitzer Concert Hall, SW Broadway & Main
Info: (503) 239-4566 / www.playmys.org

Portland's Best Rose

10:30am - 2pm
Washington Park Rose Garden & Amphitheater
Info: (503) 292-1385



Encore Events

JUNE 13 - 17

Hood River Classic Hunter/Jumper Horse Show
8am, Jensen Mills Meadow, 4325 Leasure Rd.
(Highway 35 and Leasure Road), Mt. Hood
Info: (541) 354-2009 / www.hoodriverclassic.com

JUNE 14

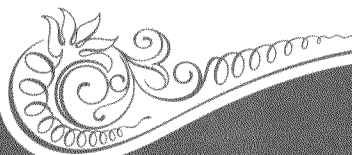
Journey's Foundation Taylor Made Coaches Golf
Challenge And Achievement Social
Golf: 1:30pm / Social: 6pm
Stone Creek Golf Club
14603 S. Stone Creek Ridge Drive, Oregon City, OR
Info: (503) 282-4073 / www.journeysfoundation.org

JUNE 15

Roses For Mobility - 1st Annual Wheelchair
Foundation Charity Ball
Entertainment by Tom Grant
6pm, River Place Hotel / 1510 SW Harbor Way
Info: 1 (925) 736-8234 / www.wheelchairfoundation.org

JUNE 15 - 17

Courtside Entertainment presents
Adidas Rose City Showcase 'V'
Fri.: 4pm - 10pm / Sat. - Sun.: 8am - 9pm
Grant High School
Info: (503) 282-4073 / www.journeysfoundation.org



Encore Events

JUNE 16

Day of the African Child - World Forestry Center
10am - 5pm, World Forestry Center
Washington Park, 4033 SW Canyon Rd.
Info: (503) 228-1367
www.worldforestry.org

Wine, Cheese & All That Jazz!

11am - 11pm, 103 S Pacific (Hwy 101)
Wayside Parking lot, Rockaway Beach
Info: (503) 355-8108
www.rockawaybeach.net

JUNE 23

Oregon Buckaroo
BBQ Cooking/Judging Class and Demo
9am - 5pm, Wizer's Oswego Foods, Lake Oswego
Info: (503) 829-9280
www.molalla-ed-foundation.org

5th Annual Antique & Classic Boat Show

8am - 5pm, Tomohawk Bay Marina
515 NE Tomahawk Island Dr.
Info: (503) 635-2468 / www.cwc-acbs.org

JUNE 23 - 24

29th annual Lincoln City Summer Kite Festival
10am - 5pm
Summer Festival at D-River Wayside, Lincoln City, OR
Info: (541) 557-1110 / www.oregoncoast.org

Walk Through Lewis & Clark History

11am - 3pm, Washington Park Entrance
2400 SW Park Place
Info: (503) 222-4949 / www.butlerbrokers.com

Good in the Neighborhood Multi-Cultural Music & Food Festival

12 noon - 9:30pm
King School Park, 4800 block of NE 6th and Humboldt
Info: (503) 282-1288
www.goodinthenighborhood.com



Official Dealership of the
Rose Festival Parades



2007 Portland Rose Festival Calendar of Events

MAY 31 - JUNE 10 WaMu Waterfront Village
featuring Pirate Rendezvous

MAY 31 - JUNE 10 Tall Sailing Ships presented by Comcast

JUNE 1 WaMu Fireworks Spectacular

JUNE 1 - 3* Rose Cup Races presented by
Temp•Control Mechanical Corp.

JUNE 1 - 16* History & Roses Tour
presented by Windermere

JUNE 2 KeyBank Starlight Run

JUNE 2 Portland General Electric/SOLV
Starlight Parade

JUNE 6 Fred Meyer Junior Parade

JUNE 6 - 10 Fleet Week

JUNE 7 Centennial Motion Picture Premiere:
"From One Rose"

JUNE 7 - 8* Lloyd Center/Portland Rose Society
119th Annual Spring Rose Show

JUNE 8 Royal Rosarian Knighting Ceremony

JUNE 8 Royal Rosarian Queen's Garden Party

JUNE 8* Bi-Mart Concert at the Park

JUNE 8 - 10* Champ Car Grand Prix of Portland

JUNE 8 - 10* Oregon Ballet Theatre World Premiere:
The Sleeping Beauty (Act III)

JUNE 9* Queen's Coronation
presented by Pacific Power

JUNE 9* Centennial Grand Floral Parade

JUNE 9 Centennial Ball

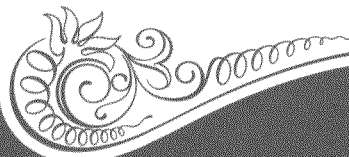
JUNE 9 - 10 Grand Floral Parade Float Viewing

JUNE 9 - 10 Portland-Kaohsiung Sister City Association
Dragon Boat Races

JUNE 10* Centennial Exposition presented by
The Oregonian featuring "Vaudeville Rose"

*Events and dates subject to change / *Ticketed events*

Visit **WWW.ROSEFESTIVAL.ORG**
for event descriptions, current information and to
purchase tickets.





Portland Rose Festival Centennial Celebration JUNE 2007



In 2007, the Portland Rose Festival celebrates 100 years of Tradition, Innovation and Celebration with once-in-a-lifetime events! Join us for this unprecedented tribute to Portland's history, culture and community as we reinvigorate traditions and create new customs to endure throughout the Rose Festival's next century! Expect gala affairs, dynamic and historical programming, and more magical, phenomenal, fantastical spectacles than ever before!

The History of the Portland Rose Festival

After the city's first floral parade on June 10, 1904 and on the heels of the success of the Lewis & Clark Exposition of 1905, Mayor Harry Lane decided the city should have a festival of roses. An electrical parade was a sparkling feature at the first festival in 1907 and was described as the most lavish spectacle of its kind on the continent. Following the 1907 event, a group of businessmen formally organized the Portland Rose Festival as a non-profit civic enterprise to plan and finance the annual event. In these early years, the Rose Festival highlights included horse-drawn floats in the floral parade, aquatic events in the nearby harbor, and fireworks at night. Our visionary founders created a celebration withstanding 100 years and a lifetime of memories for millions.



WWW.ROSEFESTIVAL.ORG

Encore Events



JUNE 24

Rose Festival R/C Regatta
1/10 Scale Model Unlimited Hydroplanes
8am - 5pm / Location: TBA
Info: (360) 521-1590 / www.e-rcu.org

6th Annual Rose Festival Cruise-In

9am - 3pm, Parkrose High School
12003 NE Shaver
Info: (503) 257-3229 / www.rosefestivalcruisein.com

Run for the Love of Dove

Registration: 10am, Run/Walk: 11am
Corner of NW 20th & Pettygrove
Info: (503) 535.3383 / www.dovelewis.org



JUNE 30 - JULY 1

Salem World Beat Festival
Salem Riverfront Park, Salem, OR
Sat.: 10am - 11pm / Sun.: 10am - 6pm
Info: (503) 581-2004 / www.worldbeatfestival.org

Oregon Buckaroo BBQ Championship

Sat. 11am - 8pm, / Sun. 11am - 6pm
Clark Park, 815 Shirley Street, Molalla, OR
Info: (503) 829-9280 / www.molalla-ed-foundation.org

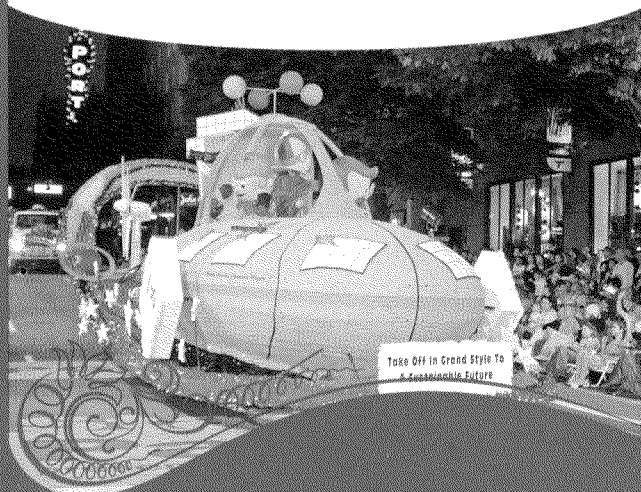
SEPTEMBER 22

Century Celebration
Oregon College of Arts & Craft
11am - 5pm, 8245 SW Barnes Rd.
Info: (503) 297-5544 X123 / www.ocac.edu



OCTOBER 13

Portland Rose Festival Charitable
Foundation Dinner & Auction
5:30pm, Montgomery Park
Info: (503) 227-2681 / www.rosefestival.org



WWW.ROSEFESTIVAL.ORG

Bring Rose Festival Memories Home

Buy your piece of Rose Festival history. Find our merchandise locations or shop online at www.RoseFestival.org.

Centennial Rose

"Falling in Love with the Rose Festival"

Exclusively from Dennis' 7 Dees. Limited quantity available. Bare root and potted. A portion of the proceeds benefit the Portland Rose Festival Foundation.

Visit www.dennis7dees.com for locations.

Pendleton Woolen Mills Commemorative Blanket

Numbered, limited edition Rose Festival Commemorative Centennial Blankets woven exclusively for us by Pendleton Woolen Mills are available for a limited time only.

See's Candies Commemorative Box of Chocolates

This unique box commemorates the Centennial Celebration and is filled with an assortment of See's rich, smooth Truffles. Available at local See's Candies locations.

Visit www.sees.com for locations.

Rose Festival Recipe Collection Cookbook

Features recipes and memories from past court members, Queens and Rose Festival friends.

Rose Festival Centennial Motion Picture DVD

A 90-minute documentary pays tribute to 100 years of the Portland Rose Festival.

Rose Festival Souvenir Pin

The 2007 Centennial Rose Festival Pin depicts the signature Rose Festival logo rose in full bloom with Portland's cityscape and Mt. Hood included. Collectible boxed sets available.

Rose Festival Commemorative Poster

Designed by Northwest's own Paul Lanquist, the 2007 Centennial Poster celebrates the first Rose Festival in 1907.

Centennial Signature Sponsors

Thank you to the following partners for their unprecedented leadership and support during the Centennial Celebration:



RANDALL GROUP

The Oregonian



Portland General Electric

PORTLAND ROSE FESTIVAL
100 YEARS



A Century
Of
Celebration!

PORTLAND ROSE FESTIVAL CENTENNIAL CELEBRATION
PORTLAND, OREGON • JUNE 2007

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

PROCLAMATION NO. 07-099

Proclaiming May 17, 2007 a Day to Celebrate 100 Years of the Portland Rose Festival in Multnomah County, Oregon

The Multnomah County Board of Commissioners Finds:

- a. The Portland Rose Festival was created with a mission to drive economic activity to the region and provide our citizens with a common celebration of the quality of life we enjoy.
- b. The Portland Rose Festival generates an estimated 80 million dollar economic impact and events that attract over 2 million people of all ages, social standing and race.
- c. The Portland Rose Festival's events produced by the Association all have a charitable purpose specific to arts, education, youth and family togetherness through special events.
- d. The Portland Rose Festival is 100 years old with a Centennial Celebration planned for May 31st through June 10th 2007.
- e. Multnomah County is proud to claim one of our employees, Leslie Goodlow-Baldwin, as the President of this year's Centennial celebration.

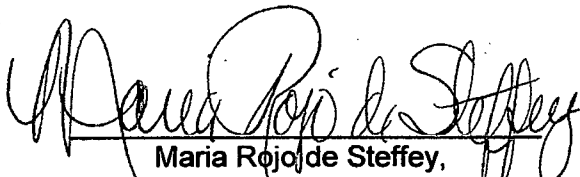
The Multnomah County Board of Commissioners proclaims:

1. May 17, 2007 a day to celebrate 100 Years of the Portland Rose Festival.
2. That we recognize and honor the Portland Rose Festival's Centennial Celebration in 2007 and encourage residents of Multnomah County to participate in the many activities planned from May 31-June 10, 2007.

ADOPTED this 17th day of May, 2007.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

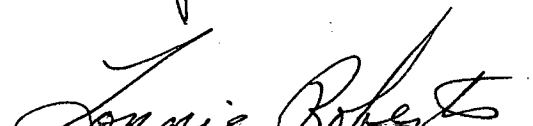

Ted Wheeler, County Chair


Maria Rojo de Steffey,
Commissioner District 1




Jeff Cogen
Commissioner District 2


Lisa Naito,
Commissioner District 3


Lonnie Roberts,
Commissioner District 4



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST (short form)

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-2
Est. Start Time: 9:50 AM
Date Submitted: 04/18/07

Agenda Title: **PROCLAMATION Proclaiming May 2007 as Older Americans Month in Multnomah County, Oregon**

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 Amount of Time: 20 minutes
Department: Non-Departmental Division: District 1 Commissioner Maria Rojo
Contact(s): Matthew Lashua
Phone: 503 988 6796 Ext. 86796 I/O Address: 503/6
Presenter(s): Mary Shortall, Michael Eagan and Kathleen McHarg

General Information

1. What action are you requesting from the Board?

Adoption of Proclamation Proclaiming May 2007 as Older Americans Month in Multnomah County, Oregon and the opportunity to formally launch "Network of Care."

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

The theme for Older Americans Month 2007 is "Older Americans: Making Choices for a Healthier Future." Older Americans Month has been a time to acknowledge the contributions of past and current older persons to our country, in particular those who defended our country. Every President since JFK has issued a formal proclamation during or before the month of May asking the entire nation pay tribute in some way to older persons in their communities.

To commemorate Older Americans Month, ADS would like to highlight an important internet tool entitled Network of Care Network (NOC). NOC is helping seniors, their families, caregivers and the community at large to find information that will help them make choices for a healthier future. It is important to make the public aware of this resource as so many people are grappling with how to provide long term care for their loved ones.

Network of Care at: <http://multnomah.or.networkofcare.org/aging/home/index.cfm> is a unique and highly interactive site where consumers, community-based organizations and municipal government workers all can go to easily access a wide variety of important information. The resources in this "virtual community" include a fast, comprehensive Service Directory; links to pertinent Web sites from across the nation; a comprehensive, easy-to-use Library; a political advocacy tool; community message boards; and many others.

The presentation will include a proclamation of Older Americans Month, a few words from Michael Eagan, a senior who has benefited from this resource and a brief PowerPoint presentation that will overview NOC.

3. Explain the fiscal impact (current year and ongoing).

N/A

4. Explain any legal and/or policy issues involved.

N/A

5. Explain any citizen and/or other government participation that has or will take place.

There will be a myriad community events related to Older Americans Month and launch of Network of Care during May, 2007.

Required Signature

**Elected Official or
Department/
Agency Director:**



Date: 04/18/07

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

PROCLAMATION NO. _____

Proclaiming May 2007 as Older Americans Month in Multnomah County, Oregon

The Multnomah County Board of Commissioners Finds:

- a. May 2007 is National Older Americans Month. This year's theme, "*Older Americans: Making Choices for a Healthier Future*", reflects the continued commitment of Multnomah County to help our community prepare for a larger aging population, and to bolster the efforts of baby boomers and older adults to achieve healthy aging.
- b. The United States population aged 65 and over is expected to double in size within the next 25 years. By 2030, almost 1 out of every 5 Americans – some 72 million people – will be 65 years or older. The age group 85 and older is now the fastest growing segment of the U.S. population.
- c. Older persons are entitled to live lives of dignity and independence through streamlined access to information and community services; information about cost-effective prevention practices, activities improving health and quality of life; and innovative, affordable options of care.
- d. Multnomah County recognizes the contributions made by our life-experienced community and supports them when making choices for a healthier future.
- e. A Vital Aging Taskforce co-chaired by Chair Wheeler and Commissioner Rojo de Steffey has been created and tasked with identifying opportunities, best practices, barriers and recommendations for enhancing the choices, engagement and contributions of older adults in Multnomah County.

The Multnomah County Board of Commissioners Proclaims:

The Month of May 2007 is Older Americans Month in Multnomah County, Oregon. We urge all citizens to honor older adults and those who care for them during May and throughout the year. We urge all to promote and participate in activities contributing to helping older Americans make choices for a healthy and rewarding future.

ADOPTED this day 17th of May, 2007

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Ted Wheeler, Chair

Submitted by:
Commissioner Maria Rojo de Steffey

BOGSTAD Deborah L

From: MCHARG Kathleen M
Sent: Wednesday, May 16, 2007 8:33 AM
To: BOGSTAD Deborah L
Cc: FRAME Stephen D; LASHUA Matthew; IARROBINO Paul
Subject: RE: BOCC board room/Internet availability

Deb,

The normal url for the Network of Care site is www.multnomah.or.networkofcare.org. I've **never** had a problem with this website....except, that is, on Monday, when I tried to give a demo to the BOCC staff, and the website chose that ½ hour time period to go down. Remarkable. I subsequently spoke with the website vendor, and they've provided an "emergency" url, giving me access to the county's beta site, which would be available in the event of a technical problem with the live website. As I said, the regular url has always been reliable – but, not wanting a repeat of Monday, would it be possible for you to also set up this beta url?
<http://multnomah.or.nocbeta.org/aging/home/index.cfm> . If it creates complications to add this second url, please let me know. Thanks so much for your help.

Kathleen McHarg
 Multnomah County Aging & Disability Services
 421 SW Oak Street
 Portland, OR 97204
Kathleen.mcharg@co.multnomah.or.us
 503-988-3620 x26852

-----Original Message-----

From: BOGSTAD Deborah L
Sent: Wednesday, May 16, 2007 7:55 AM
To: MCHARG Kathleen M
Cc: FRAME Stephen D; LASHUA Matthew
Subject: RE: BOCC board room/Internet availability
Importance: High

Kathleen, the Boardroom guest laptop will be set up Thursday morning for you and our other Board meeting presenters. Since the screen drops down above and behind the Board dais, the Commissioners follow along on their own laptops. I need the url address for the site you will be presenting from so I can have it set up for them. Thank you.

Deb Bogstad, Board Clerk
Multnomah County Commissioners
501 SE Hawthorne Boulevard, Suite 600
Portland, Oregon 97214-3587
(503) 988-3277 phone
(503) 988-3013 fax
deborah.l.bogstad@co.multnomah.or.us
<http://www.co.multnomah.or.us/cc/index.shtml>

-----Original Message-----

From: FRAME Stephen D
Sent: Wednesday, May 16, 2007 7:15 AM
To: MCHARG Kathleen M
Cc: BOGSTAD Deborah L
Subject: RE: BOCC board room/Internet availability

5/16/2007

A Reference Guide to Your Network of Care Web Site

Service Directory

Finding information about the right service for you or your loved one is now much simpler and faster. An easy-to-use, comprehensive directory of community services is at your fingertips.

Library

Through a groundbreaking partnership with Healthwise Inc., Network of Care is able to offer unbiased, evidence-based information on more than 4,000 health topics in our Library. Find helpful, fresh information on health conditions, medical tests and procedures, medications, and everyday health and wellness issues in this world-class resource.

Assistive Devices

No matter what kind of assistive device you need, look here first. We constantly update our database of more than 20,000 tools and devices, which you can search by function, company or brand.

The screenshot shows the Network of Care website. At the top, a navigation bar contains links: Service Directory, Library, Assistive Devices, Links, Legislate, and My Folder. Below this is a 'text only' link. The main content area features a 'LOG IN' button, a 'For Providers' section with links to Abuse Prevention, Newsletter, Large Print, and Message Boards. A central image of an elderly woman is accompanied by text about the site's origin and purpose. To the right, a 'NEWS' section lists articles like 'AMA Urges Adults to Take Multivitamin' and 'Pharmacist Shortage Threatens Seniors'. At the bottom, there are language options (中文, Español) and links for About Us, Feedback, and Privacy Policy.

text only

Service Directory Library Assistive Devices Links Legislate My Folder

network of care Putting you in touch

LOG IN

For Providers

Abuse Prevention

Newsletter

Large Print

Message Boards

Network of Care was created with a California Department of Aging innovation grant. The project is part of a broad effort by our county to improve and better coordinate long-term care services locally.

This comprehensive, Internet-based resource is for the elderly and people with disabilities, as well as their caregivers and service providers.

We hope you enjoy the many features of this new community resource.

NEWS

AMA Urges Adults to Take Multivitamin

Pharmacist Shortage Threatens Seniors

>>Elderly News Archive

Prostate Survivor Shares His Story

Disabled Graduate: Penalize Principal

>>Disability News Archive

• 中文 • • Español •

About Us | Feedback | Privacy Policy

Links

The hunt is over – we've rounded up the Web sites for the government programs and nonprofit organizations that specialize in aging and disabilities. Just click, and you're there.

My Folder

Create a private online file of medical and legal information for yourself – and if you choose, share it with a special relative or friend.

Legislate

Use our amazing bill-tracking section to follow state and federal legislation about aging and disabilities, receive e-mail alerts and communicate directly with lawmakers before they vote.

LANGUAGES

Network of Care offers content in Spanish, Chinese and other languages.

Text-Only Version

This graphics-free version of our site is designed to be totally accessible to people with vision loss. It is easy to use with computer screen readers.

For Providers

Service providers can share challenges and ideas here. Agencies can use our private message boards, create their own Web sites and much more.

Rx Assistance

We bring together the Web sites and programs that make prescription drugs available at a discount for seniors.

News

Current headlines affect you. Every day, we bring you the top state and national news about aging, disabilities, caregiving and more.

www.networkofcare.org

Network of Care is sponsored by an innovation grant from the State of California in partnership with county governments and Trilogy Integrated Resources LLC.

Trilogy Integrated Resources LLC
www.trilogyir.com

network of
care Putting you in touch

www.networkofcare.org

a web site for the elderly & people with disabilities

find **services**
gain **knowledge**
make **connections**
be **heard**



"Trilogy has exceeded our expectations and put together a product that is truly stunning — one that I hope we can replicate throughout this state and perhaps across the country. Network of Care is truly a blessing for Sacramento County and, quite honestly, for anybody around the country that has access to this and finds out about it."

Jim Hunt, Director
Sacramento County Department
of Health and Human Services



Award Winner
For Innovation and Quality

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

PROCLAMATION NO. 07-100

Proclaiming May 2007 as Older Americans Month in Multnomah County, Oregon

The Multnomah County Board of Commissioners Finds:

- a. May 2007 is National Older Americans Month. This year's theme, "*Older Americans: Making Choices for a Healthier Future*", reflects the continued commitment of Multnomah County to help our community prepare for a larger aging population, and to bolster the efforts of baby boomers and older adults to achieve healthy aging.
- b. The United States population aged 65 and over is expected to double in size within the next 25 years. By 2030, almost 1 out of every 5 Americans – some 72 million people – will be 65 years or older. The age group 85 and older is now the fastest growing segment of the U.S. population.
- c. Older persons are entitled to live lives of dignity and independence through streamlined access to information and community services; information about cost-effective prevention practices, activities improving health and quality of life; and innovative, affordable options of care.
- d. Multnomah County recognizes the contributions made by our life-experienced community and supports them when making choices for a healthier future.
- e. A Vital Aging Taskforce co-chaired by Chair Wheeler and Commissioner Rojo de Steffey has been created and tasked with identifying opportunities, best practices, barriers and recommendations for enhancing the choices, engagement and contributions of older adults in Multnomah County.

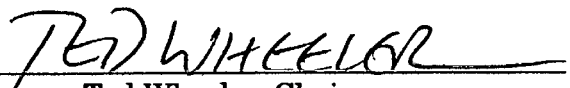
The Multnomah County Board of Commissioners Proclaims:

The Month of May 2007 is Older Americans Month in Multnomah County, Oregon. We urge all citizens to honor older adults and those who care for them during May and throughout the year. We urge all to promote and participate in activities contributing to helping older Americans make choices for a healthy and rewarding future.

ADOPTED this day 17th of May, 2007



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON


Ted Wheeler, Chair

Submitted by:
Commissioner Maria Rojo de Steffey



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST (short form)

APPROVED : MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # R-3 DATE 05.17.07
DEBORAH L. BOGSTAD, BOARD CLERK

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-3
Est. Start Time: 10:10 AM
Date Submitted: 05/01/07

Agenda Title: **NOTICE OF INTENT to Apply for the Child Abuse Multidisciplinary Intervention (CAMI) Grant**

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 **Amount of Time** 5 minutes
Department: District Attorney's Office **Division:** _____
Contact(s): Laurie Loudon
Phone: 503 988-5715 **Ext.** 85715 **I/O Address:** 429
Presenter(s): Michael D. Schrunk

General Information

1. What action are you requesting from the Board?

Approval to apply for Child Abuse Multidisciplinary Intervention (CAMI) grant.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

In 1993, the Oregon Legislature established the Child Abuse Multidisciplinary Intervention (CAMI) Account. The CAMI Account provides funds to counties for both the development and maintenance of multidisciplinary investigative child abuse teams. The CAMI grant aids in providing and enhancing comprehensive services to the victims of child abuse and neglect in Multnomah County. The grant supports a multidisciplinary approach to child abuse intervention. These funds are obtained through the Criminal Fine and Assessment Public Safety Fund (CFAPSF) assessed on persons convicted of a crime, violation or infraction by justice, municipal, circuit and juvenile courts.

3. Explain the fiscal impact (current year and ongoing).

This notice of intent is for funding available July 1, 2007 through June 30, 2009 and does not affect the current budget.

- None.

- None.

**Elected Official or
Department/
Agency Director:**

Date: 05/01/07

Michel Schoend

APPLICATION COVER PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Application Contact Person:

This is the person the Department of Justice should contact if there are questions concerning the application.

Name: Laurie Louden Phone: 503 988-5715
E-mail: Laurie.Louden@mcda.us Fax: 503 988-6198

MDT Chairperson:

Name: Michael D. Schrunk Phone: 503 988-3143
E-mail: Michael.D.Schrunk@mcda.us Fax: 503 988-3643
Address: 1021 SW Fourth Avenue, Portland, Oregon 97204

MDT Coordinator or Contact Person:

This is the person who should receive CAMI/MDT information to distribute to MDT members in addition to the MDT Chair.

Name: Laurie Louden Phone: 503 988-5715
E-mail: Laurie.Louden@mcda.us Fax: 503 988-6198
Address: 1021 SW Fourth Avenue, Portland, Oregon 97204

Payment Information:

The first payment will be made on or about October 31, 2007. Subsequent payments will be on or about January 31, 2008, April 30, 2008, July 31, 2008, October 31, 2008, January 31, 2009, April 30, 2009, and July 31, 2009.

Grant and Check Issued to: Michael D. Schrunk, 1021 SW Fourth Avenue, Room 600, Portland, Oregon 97204

Must be a legal entity registered with the Oregon Secretary of State, Corporation Division.

Address: 1021 SW 4th Ave, Portland, OR 97204

CHECKLIST

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

- ☒ **Application Cover Page:** Complete and place the cover on top of your application packet.
- ☒ **Checklist:** Enclose this checklist behind the cover page.
- ☒ **Multidisciplinary Team Approval and Assurance Form:** Signed by all statutorily mandated members of the team.

ELIGIBILITY:

- ☒ **Multidisciplinary Team Membership List**
- ☒ **Fatality Review Team Membership List**
- ☒ **Training Verification and Information Form**
- ☒ **Certification of MDT Meetings and Attendance Form** (July 2005 to March 2007)
- ☒ **Fatality Data Review Forms**
DO NOT submit these forms with the application. CAMI will verify the forms were submitted (ORS 418.747(12)). Submit to: Department of Human Services, 85
Child Fatality Review
800 NE Oregon Street, Suite 772, Portland, OR 97232
- ☒ **Investigative Protocols or Interagency Agreements:** Submit a complete copy of your protocols and/or interagency agreements, including child fatality review protocols. Please submit the protocols in a separate binder or under separate cover. Please clearly indicate date approved and/or date revised by the MDT. Protocols must be up to date and include all statutory changes that occurred in the 2005 legislative session.

CONDITIONAL ELIGIBILITY:

(If applicable.)

- ☐ If conditional eligibility has not yet been resolved within the last two years, indicate how it has now been resolved. Submit any protocols, agreements or other required documentation.
- ☐ If requesting a continuation of conditional eligibility, indicate your application will only be for 2007-2008 and the steps you will take during the next year to meet the conditional eligibility requirements.

CAMI INTERVENTION PLAN:

(Each center or other program receiving CAMI funds should submit this section.)

- ☒ **Intervention Plan**
- ☒ **Goals, Objectives and Measurable Outcomes** (separate for 2007-2008 and 2008-2009)
- ☒ **Budget Pages** (one for each fiscal year of the application 2007-2008 and 2008-2009)
- ☒ **Supplemental Funding Pages** (one for each fiscal year of the application 2007-2008 and 2008-2009)

SUBMIT THE APPLICATION:

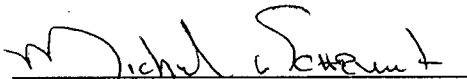
- ☒ One original and one copy of the application
- ☒ All are three hole punched
- ☒ All sections titled and tabbed (with provided tabs)

Return this form with your application.

ASSURANCE

The CAMI funds will not be used for replacement revenue in accordance with ORS 418.746.

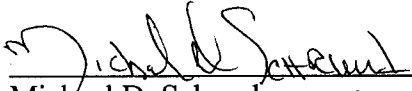
Chair of the Multidisciplinary Team


Michael D. Schrunk
District Attorney
Multnomah County

Date 4-30-07

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse plan and the accompanying plans for expenditure of CAMI funds.

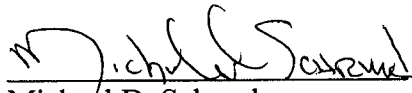


Michael D. Schrunk
Multnomah County District Attorney

4-30-07
Date

MDT PROTOCOL REVISIONS – APRIL 2007

The Multnomah County District Attorney's Office adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.

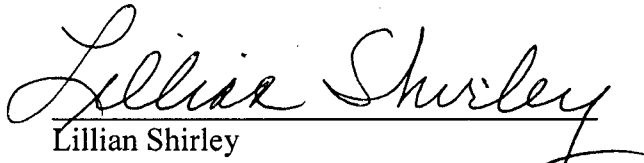


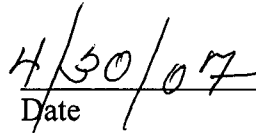
Michael D. Schrunk
District Attorney

4-30-07
Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

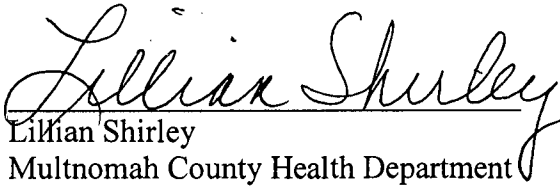
As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.

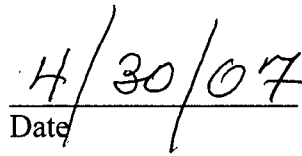

Lillian Shirley
Multnomah County Health Department


Date

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Multnomah County Health Department adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.


Lillian Shirley
Multnomah County Health Department


Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.

Steve Liday
Steve Liday
Department of Community Justice

April 30, 2007
Date

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Department of Community Justice adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.

Steve Liday
Steve Liday
Department of Community Justice

April 30, 2007
Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.



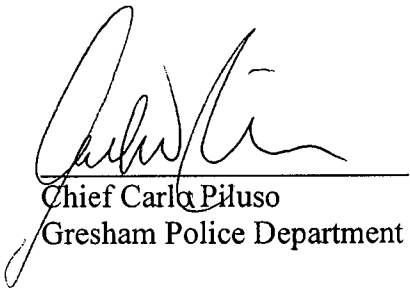
Chief Carla Piluso
Gresham Police Department

04/30/07

Date

MDT PROTOCOL REVISIONS – APRIL 30, 2007

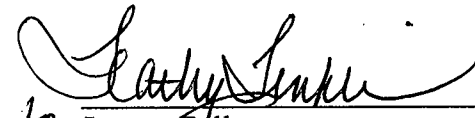
The Gresham Police Department adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.


Chief Carlo Piluso
Gresham Police Department

043007
Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

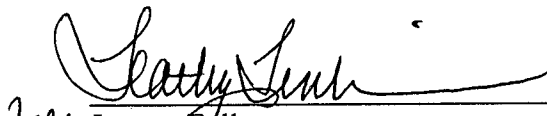
As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.


for Joanne Fuller
Department of County Human Services

4/30/07
Date

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Department of County Human Services adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.

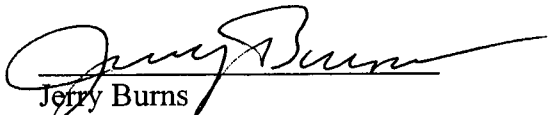


Joanne Fuller
Department of County Human Services

4/30/07
Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

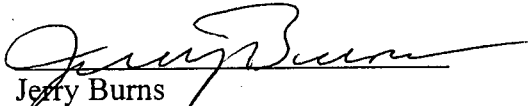
As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.


Jeffery Burns
Department of Human Services
Child Protective Services

Date 4/30/07

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Department of Human Services adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.


Jerry Burns
Department of Human Services

4/30/07
Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.



Chief David Nelson
Troutdale Police Department

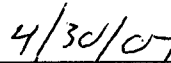
4/30/07
Date

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Troutdale Police Department adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.



Chief David Nelson
Troutdale Police Department



Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Disciplinary Child Abuse Team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.



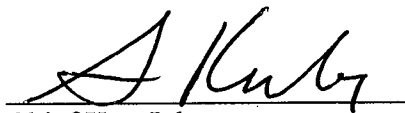
Chief Ken Johnson
Fairview Police Department

APRIL 30, 2007
Date

SERGEANT GARY KIRBY
FAIRVIEW P.D.
DPSST #46035

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Fairview Police Department adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.



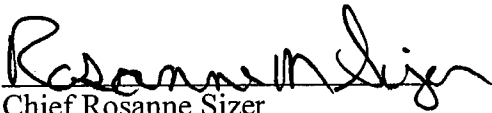
Chief Ken Johnson
Fairview Police Department

April 30, 2007
Date

SERGEANT GARY KIRBY
FAIRVIEW POLICE DEPT
DPSST. #46035

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Multidisciplinary Child Abuse Team,
I approve of both the attached child abuse intervention Plan and the accompanying
plans for expenditure of CAMI funds.

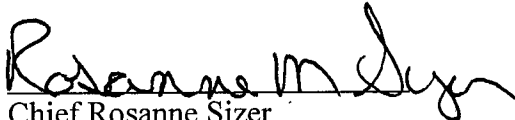


Chief Rosanne Sizer
Portland Police Bureau

4/30/07
Date

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Portland Police Bureau adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.


Chief Rosanne Sizer

Portland Police Bureau

4/30/07
Date

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Multidisciplinary Child Abuse Team, I approve of both the attached child abuse plan and the accompanying plans for expenditure of CAMI funds.

Leila Keltner MD
Leila Keltner, MD
CARES Northwest

4/30/07
Date

MDT PROTOCOL REVISIONS – APRIL 2007

CARES Northwest adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.


Leila Keltner, MD
CARES Northwest

4/30/07
Date LC

MULTIDISCIPLINARY TEAM APPROVAL AND ASSURANCE

As a member of the Multnomah County Multidisciplinary Child Abuse team, I approve of both the attached child abuse intervention plan and the accompanying plans for expenditure of CAMI funds.

for Ben Hetchcock
Dr. Edward L. Schmitt
Multnomah Education Service District

4/30/07
Date

MDT PROTOCOL REVISIONS – APRIL 30, 2007

The Multnomah Education Service District adopts and agrees to abide by the Multnomah County MDT protocols and the revisions dated April 30, 2007.

for

Ron Pitchcock
Dr. Edward L. Schmitt
Multnomah Education Service District

4/30/07
Date

MDT EXECUTIVE COMMITTEE MEMBERSHIP LIST

Name: Helen Smith
Agency: Multnomah County District Attorney's Office
Address: 1021 SW Fourth Room 804
Portland, Oregon 97204
Phone: 503 988-3154
E-Mail: [**Helen.Smith@mcda.us**](mailto:Helen.Smith@mcda.us)

Name: Consuelo Saragoza
Agency: Multnomah County Health Department
Address: 426 SW Stark
Portland, Oregon 97204
Phone: 988-3674
E-Mail: [**consuelo.saragoza@co.multnomah.or.us**](mailto:consuelo.saragoza@co.multnomah.or.us)

Name: David Koch
Agency: Multnomah County Department of Community Justice-Juvenile
Address: 1401 NE 68th
Portland, Oregon 97213
Phone: 503 988-4171
E-Mail: [**david.m.koch@co.multnomah.or.us**](mailto:david.m.koch@co.multnomah.or.us)

Name: Barbara Neely
Agency: Multnomah County Education Services District
Address: 1611 NE Ainsworth Circle, Room 217
Portland, Oregon 97220
Phone: 503 257-1733
E-Mail: [**bneely@email.mesd.k12.or.us**](mailto:bneely@email.mesd.k12.or.us)

Name: Kevin Dowling
Agency: CARES Northwest
Address: 2800 N Vancouver, Suite 201
Portland, Oregon 97227
Phone: 503 331-2446
E-Mail: [**kdowling@lhs.org**](mailto:kdowling@lhs.org)

Name: Carolyn Graf
Agency: State of Oregon Department of Human Services
Address: 2446 SE Ladd
Portland, Oregon 97214
Phone: 503 731-3111
E-Mail: [**Carolyn.Graf@state.or.us**](mailto:Carolyn.Graf@state.or.us)

Name: Captain John Eckhart
Agency: Portland Police Bureau Child Abuse Team
Address: 10225 E Burnside
Portland, Oregon 97214
Phone: 503 988-6401
E-Mail: jeckhart@portlandpolice.org

Name: Godwin Nwerem
Agency: Multnomah County Community and Family Services
DCHS Mental Health and Addiction Services
Address: 421 SW 6th, Sixth Floor
Portland, Oregon 97204
Phone: 503 9883999 Extension 28008
E-Mail: Godwin.O.Nwerem@co.multnomah.or.us

MDT MEMBERSHIP LIST

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Indicate new members with an asterisk (*) after their name.

Name:	Bruce Spilde	Name:	Larrie Noble
Agency:	County Human Services	Agency:	Health Department
Address:	421 SW 6 th Avenue	Address:	3653 SE 34 th Avenue
City, ST, Zip:	Portland, Oregon 97204	City/State/Zip:	Portland, Oregon 97202
Phone:	503 988-3999	Phone:	503 988-3520
Fax:	503 988-3620	Fax:	503 988-5612

Name:	Heide Lilo	Name:	Jeff Hansen
Agency:	DHS	Agency:	Gresham Police Department
Address:	30 N Webster	Address:	1333 NW Eastman Parkway
City/State/Zip:	Portland, Oregon 97217	City/State/Zip:	Gresham, Oregon 97030
Phone:	503 280-6993	Phone:	503 988-3520
Fax:	503 280-6638	Fax:	503 665-1639

Name:	Janna Cook	Name:	Sara Perkins
Agency:	Emp. Dept. Child Care Div.	Agency:	MESD
Address:	800 NE Oregon Street	Address:	11611 NE Ainswoth Circle
City/State/Zip:	Portland, Oregon 97232	City/State/Zip:	Portland, Oregon 97220
Phone:	503 731-3386	Phone:	503 257-1644
Fax:	503 731-3186	Fax:	503 257-1779

Name:	Karen Phifer*	Name:	Sue Lewis*
Agency:	CARES Northwest	Agency:	CARES Northwest
Address:	2800 N Vancouver Ste 201	Address:	2800 N Vancouver Ste 201
City/State/Zip:	Portland, Oregon 97227	City/State/Zip:	Portland, Oregon 97227
Phone:	503 331-2400	Phone:	503 331-2400
Fax:	503 331-2410	Fax:	503 331-2410

Name:	Dawn Montgomery*	Name:	Debra Kelly*
Agency:	DHS	Agency:	MESD
Address:	1425 NE Irving	Address:	11611 NE Ainsworth Circle
City/State/Zip:	Portland, Oregon 97232	City/State/Zip:	Portland, Oregon 97220
Phone:	503 731-3147	Phone:	503 257-1644
Fax:	503 731-3151	Fax:	503 257-1779

Name:	Amy Bertrand*	Name:	Laura Carson*
Agency:	DHS-Hotline	Agency:	Adult Community Justice
Address:	10225 E Burnside	Address:	495 Beech
City/State/Zip:	Portland, Oregon 97216	City/State/Zip:	Gresham, Oregon 97030
Phone:	503 731-3100	Phone:	503 988-3802
Fax:	503 731-3080	Fax:	503 988-5909

Name:	Miriam Green	Name:	Cheryl Baldomaro-Lucas
Agency:	DHS Hotline	Agency:	DHS
Address:	10225 E Burnside	Address:	1425 NE Irving
City/State/Zip:	Portland, Oregon 97216	City/State/Zip:	Portland, Oregon 97232
Phone:	503 731-3100	Phone:	503 731-3147
Fax:	503 731-3080	Fax:	503 731-3151

Name:	Ann Hannan	Name:	Bob Heiny
Agency:	DHS	Agency:	DHS
Address:	10225 E Burnside	Address:	1425 NE Irving
City/State/Zip:	Portland, Oregon 97216	City/State/Zip:	Portland, Oregon 97232
Phone:	503 331-2400	Phone:	503 731-3147
Fax:	503 731-3080	Fax:	503 731-3151

Name:	Mary Kay Landis	Name:	Kevin Dowling
Agency:	DHS	Agency:	CARES Northwest
Address:	10225 E Burnside	Address:	2800 N Vancouver Ste 201
City/State/Zip:	Portland, Oregon 97216	City/State/Zip:	Portland, Oregon 97227
Phone:	503 331-2400	Phone:	503 331-2400
Fax:	503 731-3080	Fax:	503 331-2410

Name:	Leila Keltner	Name:	Chris Thompson
Agency:	CARES Northwest	Agency:	DHS-Police Liaison
Address:	2800 N Vancouver Ste 201	Address:	1333 NW Eastman Parkway
City/State/Zip:	Portland, Oregon 97227	City/State/Zip:	Gresham, Oregon 97030
Phone:	503 331-2400	Phone:	503 618-2839
Fax:	503 331-2410	Fax:	

Name:	Godwin Nwerem	Name:	Larry Linne
Agency:	County Human Services	Agency:	PPB Child Abuse Team
Address:	421 SW Oak	Address:	10225 E Burnside
City/State/Zip:	Portland, Oregon 97202	City/State/Zip:	Portland, Oregon 97216
Phone:	503 9898-5635	Phone:	502 823 0158
Fax:	503 988-5612	Fax:	503 823-0078

Name:	Laurie Loudon	Name:	Charlene Woods
Agency:	District Attorney	Agency:	District Attorney
Address:	1021 SW Fourth Avenue	Address:	1021 SW Fourth Avenue
City/State/Zip:	Portland, Oregon 97204	City/State/Zip:	Portland, Oregon 97204
Phone:	503 988-5715	Phone:	503 988-5715
Fax:	503 988-6198	Fax:	503 988-6198

Name:	Kara Dodson	Name:	Dane Warnke
Agency:	DHS	Agency:	Adult Community Justice
Address:	10225 E Burnside	Address:	495 NE Beech
City/State/Zip:	Portland, Oregon 97216	City/State/Zip:	Gresham, Oregon 97030
Phone:	503 731-3100	Phone:	503 988-3802
Fax:	503 731-3080	Fax:	593 988-5909

Name:	Leslie Goodlow-Baldwin	Name:	Carole Isaacks
Agency:	County Human Services	Agency:	DHS
Address:	421 SW 6 th Avenue	Address:	912 NE Kelly Avenue
City/State/Zip:	Portland, Oregon 97204	City/State/Zip:	Gresham, Oregon 97030
Phone:	503 988-3802	Phone:	503 674-3610
Fax:	503 988-5909	Fax:	503 674-3620

Name:	Mike Hannan	Name:	Pat Kelly
Agency:	DHS	Agency:	PPB Child Abuse Team
Address:	1425 NE Irving	Address:	10225 E Burnside
City/State/Zip:	Portland, Oregon 97232	City/State/Zip:	Portland, Oregon 97216
Phone:	503 732-3145	Phone:	503 823-0158
Fax:	503 731-3151	Fax:	503 823-0078

Name:	Kirsten Brown	Name:	Steve Carroll*
Agency:	DHS	Agency:	DHS
Address:	10025 E Burnside	Address:	912 NE Kelly
City/State/Zip:	Portland, Oregon 97216	City/State/Zip:	Gresham, Oregon 97030
Phone:	503 731-3100	Phone:	503 674-3610
Fax:	503 731-3080	Fax:	503 674-3620

Name:	Jeremy Devros*	Name:	Jennifer Ranson*
Agency:	DHS	Agency:	DHS
Address:	1425 NE Irving	Address:	3975 SE Powell
City/State/Zip:	Portland, Oregon	City/State/Zip:	Portland, Oregon 97202
Phone:	503 732-3145	Phone:	503 731-3181
Fax:	503 731-3151	Fax:	503 731-3207

Recreate form or make additional copies as needed.

Include members required in ORS 418.747(1) – law enforcement, District Attorney, child protective services, schools, health department, juvenile department, county mental health and intervention center staff.

Return this form with your application.

FATALITY REVIEW TEAM MEMBERSHIP LIST CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Name:	Judy Brandel, RN, BSN	Name:	Christy Carter
Agency:	Health Department	Agency:	District Attorney
Address:	600 NE 8 th street	Address:	10225 E Burnside
City/State/Zip:	Portland, Oregon 97030	City/State/Zip:	Portland, Oregon 97216
Phone:	503 988-5157	Phone:	503 988-6091
Fax:	503 988-6501	Fax:	503 988-6198

Name:	Deborah Danner	Name:	Captain John Eckhart
Agency:	County Human Services	Agency:	Portland Police Bureau
Address:	421 SW 6 th Avenue	Address:	10225 E Burnside
City/State/Zip:	Portland, Oregon 97204	City/State/Zip:	Portland, Oregon 97216
Phone:	503 988-3999	Phone:	503 823-0103
Fax:	503 988-3328	Fax:	503 823-0078

Name:	Bill Fogarty	Name:	Miriam Green
Agency:	Juvenile Community Justice	Agency:	DHS Hotline
Address:	1401 NE 68 th Avenue	Address:	10225 E Burnside
City/State/Zip:	Portland, Oregon 97213	City/State/Zip:	Portland, Oregon 97216
Phone:	503 988-5357	Phone:	503 731-3383 Ext 231
Fax:	503 988-3218	Fax:	503 731-3080

Name:	Cyndi Halaas	Name:	Tammy Heskett, MD
Agency:	Clinical/Educational Services	Agency:	CARES Northwest
Address:	PO Box 15339	Address:	2800 N Vancouver Ste 201
City/State/Zip:	Portland, Oregon 97239	City/State/Zip:	Portland, Oregon 97227
Phone:	503 736-3513	Phone:	503 331-2400
Fax:	503 284-6457	Fax:	503 331-2410

Recreate form or make additional copies as needed.

See statutory requirements – ORS 418,747(8)-(13)

Return this form with your application.

FATALITY REVIEW TEAM MEMBERSHIP LIST
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Name:	Sgt. Pat Kelly	Name:	Leila Keltner, MD
Agency:	Portland Police Bureau	Agency:	CARES Northwest
Address:	10225 E Burnside	Address:	2800 N Vancouver, Ste 201
City/State/Zip:	Portland, Oregon 97216	City/State/Zip:	Portland, Oregon 97227
Phone:	503 823-0158	Phone:	503 331-2400
Fax:	503 823-0078	Fax:	503 331-2410

Name:	Linda Lorenz, MD	Name:	Barbara Neely, RN
Agency:	Kaiser Permanente	Agency:	Education Service District
Address:	4855 SW Western Avenue	Address:	11611 NE Ainsworth Circle
City/State/Zip:	Beaverton, Oregon 97005	City/State/Zip:	Portland, Oregon 97220
Phone:	503 331-2400	Phone:	503 257-1733
Fax:	503 626-4415	Fax:	503 257-1779

Name:	Cliff Nelson, MD	Name:	Godwin Nwerem
Agency:	Medical Examiner's Office	Agency:	County Human Services
Address:	13309 SE 84 th Ave., Ste 100	Address:	421 SW 6 th Avenue Ste 600
City/State/Zip:	Clackamas, Oregon 97105	City/State/Zip:	Portland, Oregon 97204
Phone:	503 451-2220	Phone:	503 988-3999 Ext 28008
Fax:	503 657-6831	Fax:	593 988-3328

Name:	Mary Orr, EMS Coordinator	Name:	Don Porth
Agency:	Health Department	Agency:	Public Education Officer
Address:	426 SW Stark Street	Address:	55 SW Ash Street
City/State/Zip:	Portland, Oregon 97204	City/State/Zip:	Portland, Oregon 97204
Phone:	503 988-3663 Ext 26831	Phone:	503 823-3615
Fax:		Fax:	503 823-3843

Recreate form or make additional copies as needed.

See statutory requirements – ORS 418,747(8)-(13)

Return this form with your application.

FATALITY REVIEW TEAM MEMBERSHIP LIST CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Name:	Det. Sgt. Jon Rhodes	Name:	Det, Donald Sahota
Agency:	Portland Police Bureau	Agency:	Gresham Police Dept.-CAT
Address:	1111 SW 2 nd Ave, Rm 1326	Address:	10225 E Burnside
City/State/Zip:	Portland, Oregon 97204	City/State/Zip:	Portland, Oregon
Phone:	503 823-0459	Phone:	503 823-0278
Fax:	503 823-0418	Fax:	503 823-0078

Name:	Megan Schultz, MD	Name:	Helen Smith
Agency:	Emanuel Hospital	Agency:	District Attorney
Address:	2801 N Gantenbein #3209	Address:	1021 SW 4 th Ave, Rm 600
City/State/Zip:	Portland, Oregon 97227	City/State/Zip:	Portland, Oregon 98204
Phone:	503 413-1955	Phone:	503 988-3154
Fax:	503 413-2566	Fax:	503 988-3304

Recreate form or make additional copies as needed.

See statutory requirements – ORS 418,747(8)-(13)

Include members required in ORS 418.747(1) – law enforcement, District Attorney, child protective services, schools, health department, juvenile department, county mental health and intervention center staff.

Return this form with your application.

TRAINING

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

Verify that all team members and those conducting child abuse investigations and interviews of child abuse have received training, during the 2005-2007 CAMI MDT Grant Period, in risk assessment, dynamics of child abuse, legally sound and age appropriate interviewing and investigation techniques per ORS 418.747(3).

Are all team members and interviewers trained according to statute?

Yes x No ☐

If not, please explain:

Attach information on trainings received by MDT members from July 2005 to March 2007. Provide all information indicated.

MDT Member Name	Agency	Conference/Training Title	Date(s)	Was it CAMI funded?
Larry Fritz	Dept. of Community Justice	Investigation and Prosecution of Child Abuse	August 1-5, 2005	Yes
Rae Klein	Portland Police Bureau	Investigation and Prosecution of Child Abuse	August 1-5, 2005	Yes
Rebecca Smith	Multnomah County/CARES	Investigation and Prosecution of Child Abuse	August 1-5, 2005	Yes
Carrie Adamson	DHS	SCAR Symposium-The Power of Partnership	November 2-4, 2005	Yes
Roberta Bentson-Royal	Multnomah County	SCAR Symposium-The Power of Partnership	November 2-4, 2005	Yes
Campbell Wall	DHS	SCAR Symposium-The Power of Partnership	November 2-4, 2005	Yes
Susan Holt	Multnomah County/CARES	SCAR Symposium-The Power of Partnership	November 2-4, 2005	Yes
Jode Horn	DHS	SCAR Symposium-The Power of Partnership	November 2-4, 2005	Yes
Stacy Mahler	DHS	SCAR Symposium-The Power of Partnership	November 2-4, 2005	Yes
Sarah Rawson	Multnomah County Health Department	SCAR Symposium-The Power of Partnership	November 2-4, 2005	Yes
J.D. Devros	DHS	San Diego International Conference on Child & Family Maltreatment	January 1-23, 2006	Yes

Recreate form and make additional copies as needed.

Return this form with your application.

TRAINING

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

Verify that all team members and those conducting child abuse investigations and interviews of child abuse have received training, during the 2005-2007 CAMI MDT Grant Period, in risk assessment, dynamics of child abuse, legally sound and age appropriate interviewing and investigation techniques per ORS 418.747(3).

Are all team members and interviewers trained according to statute?

Yes x No ☐

If not, please explain:

Attach information on trainings received by MDT members from July 2005 to March 2007. Provide all information indicated.

MDT Member Name	Agency	Conference/Training Title	Date(s)	Was it CAMI funded?
Larry Fritz	Dept. of Community Justice	San Diego International Conference on Child & Family Maltreatment	January 23-27, 2006	Yes
Jeff Howes	District Attorney	San Diego International Conference on Child & Family Maltreatment	January 23-27, 2006	Yes
Godwin Nwerem	County Human Services	San Diego International Conference on Child & Family Maltreatment	January 23-27, 2006	Yes
Carol Thompson	Portland Police Bureau	San Diego International Conference on Child & Family Maltreatment	January 23-27, 2006	Yes
Michael Perry	Portland Police Bureau	San Diego International Conference on Child & Family Maltreatment	January 23-27, 2006	Yes
Cheryl Baldomaro-Lucas	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Stephanie Bell	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Sarah Berkemeier	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Susie Bernstein	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes

TRAINING

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

Verify that all team members and those conducting child abuse investigations and interviews of child abuse have received training, during the 2005-2007 CAMI MDT Grant Period, in risk assessment, dynamics of child abuse, legally sound and age appropriate interviewing and investigation techniques per ORS 418.747(3).

Are all team members and interviewers trained according to statute?

Yes x No ☐

If not, please explain:

Attach information on trainings received by MDT members from July 2005 to March 2007. Provide all information indicated.

MDT Member Name	Agency	Conference/Training Title	Date(s)	Was it CAMI funded?
Tanya Brandel	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Nicole Brown	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Eric Carter	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
John Casalino	District Attorney	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Bonny Chang	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Jose Cienfuegos	District Attorney	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Mercy Cuellar	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Lynn Fairweather	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Larry Fritz	Dept. of Community Justice	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Mark Fry	Department of Community Justice	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Elsie Garland	Department of Community Justice	Child Abuse Summit & Family Violence Conference	April 29-21, 2006	Yes

Recreate form and make additional copies as needed.

Return this form with your application.

TRAINING

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

Verify that all team members and those conducting child abuse investigations and interviews of child abuse have received training, during the 2005-2007 CAMI MDT Grant Period, in risk assessment, dynamics of child abuse, legally sound and age appropriate interviewing and investigation techniques per ORS 418.747(3).

Are all team members and interviewers trained according to statute?

Yes x No ☐

If not, please explain:

Attach information on trainings received by MDT members from July 2005 to March 2007. Provide all information indicated.

MDT Member Name	Agency	Conference/Training Title	Date(s)	Was it CAMI funded?
Noni Gibson	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Ellen Goldberg	CARES Northwest	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Kate Hammond	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Natasha Haunsperger	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Susan Holt	Multnomah County/CARES	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Yolanda Jimenez	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Renay Johnson	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Sara Johnson	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Jason Jones	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Brandon Kaopuiki	Gresham Police Department	Child Abuse Summit & Family Violence Conference	April 29-21, 2006	Yes
Heidi Lilo	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes

TRAINING

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

Verify that all team members and those conducting child abuse investigations and interviews of child abuse have received training, during the 2005-2007 CAMI MDT Grant Period, in risk assessment, dynamics of child abuse, legally sound and age appropriate interviewing and investigation techniques per ORS 418.747(3).

Are all team members and interviewers trained according to statute?

Yes x No ☐

If not, please explain:

Attach information on trainings received by MDT members from July 2005 to March 2007. Provide all information indicated.

MDT Member Name	Agency	Conference/Training Title	Date(s)	Was it CAMI funded?
Ron Mason	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Darrell Miller	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Pamela Moen	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Tim Musgrave	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Bobby O'Donnell	Multnomah County Sheriff	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Justin Pick	Gresham Police Department	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Maria Prado	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Tom Rhodes	Portland Police Department	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
John Russell	Portland Police Department	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Tami Shafer	Portland Police Department	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Bruce Spilde	County Human Services	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes

TRAINING

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

Verify that all team members and those conducting child abuse investigations and interviews of child abuse have received training, during the 2005-2007 CAMI MDT Grant Period, in risk assessment, dynamics of child abuse, legally sound and age appropriate interviewing and investigation techniques per ORS 418.747(3).

Are all team members and interviewers trained according to statute?

Yes x No ☐

If not, please explain:

Attach information on trainings received by MDT members from July 2005 to March 2007. Provide all information indicated.

MDT Member Name	Agency	Conference/Training Title	Date(s)	Was it CAMI funded?
Robin Springer	District Attorney	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Mark Stevens	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Patrick Strickland	DHS	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Carol Thompson	Portland Police Bureau	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Kate VonTerStegge	District Attorney	Child Abuse Summit & Family Violence Conference	April 19-21, 2006	Yes
Patti Hurtt	DHS	Shaken Baby Syndrome	September 13-16, 2006	Yes
Charlene Woods	District Attorney	Shaken Baby Syndrome	September 13-16, 2006	Yes
John Russell	Portland Police Bureau	Shaken Baby Syndrome	September 13-16, 2006	Yes
Megan Despain	Dept. of Community Justice	San Diego International Conference on Child & Family Maltreatment	January 22-26, 2007	Yes
John Casalino	District Attorney	San Diego International Conference on Child & Family Maltreatment	January 22-26, 2007	Yes
Deborah Danner	County Human Services	San Diego International Conference on Child & Family Maltreatment	January 22-26, 2007	Yes

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

Verify that all team members and those conducting child abuse investigations and interviews of child abuse have received training, during the 2005-2007 CAMI MDT Grant Period, in risk assessment, dynamics of child abuse, legally sound and age appropriate interviewing and investigation techniques per ORS 418.747(3).

Are all team members and interviewers trained according to statute?

Yes ☒ No ☐

If not, please explain:

Attach information on trainings received by MDT members from July 2005 to March 2007. Provide all information indicated.

MDT Member Name	Agency	Conference/Training Title	Date(s)	Was it CAMI funded?
Kara Dodson	DHS	San Diego International Conference on Child Abuse & Family Maltreatment	January 22, 26, 2007	Yes
Eric Carter	Portland Police Bureau	San Diego International Conference on Child Abuse & Family Maltreatment	January 22-26, 2007	Yes
Josh Lamborn	District Attorney	Oregon Child Exploitation Conference	February 21, 2007	Yes
Don Sahota	Gresham Police Department	Oregon Child Exploitation Conference	February 21, 2007	Yes
Barbara Neely	Education Services District	Oregon Child Exploitation Conference	February 21, 2007	Yes
Cheryl Baldomaro-Lucas	DHS	Oregon Child Exploitation Conference	February 21, 2007	Yes
Jeff Howes	District Attorney	Oregon Child Exploitation Conference	February 21, 2007	Yes

Recreate form and make additional copies as needed.

Return this form with your application.

CAMI FY07 Travel/Training 7/1/06 - 4/3/07

Source: SAP 7/1/06 -4/25/07

Postg Date	RefDocNo	Name	Amount
07/23/2006	1070008735	TT Rgs Russell John Utah0913-0916 RE1270000076	330.00
08/09/2006	1970004431	TT RCN RUSSELL J Shknbaby 0913-091606	1,014.80
08/03/2006	1970005802	TT Air RussellJohn ,UT 0913-0916 Shknbaby-CAMI	6.00
01/19/2007	1770003441	TT Rcn refund Russell J Shknbaby 0913-091606 UT	(99.32)
08/03/2006	1970005802	TT AgtFee RussellJohn ,UT 0913-0916 Shknbaby-CAMI	272.60
08/23/2006	1270000411	TT Rgs HurttPatti shakenbby UT0913 NATL CTR-Cami	300.00
08/10/2006	1970004552	TT RCN HURTT PAT Shknbaby 0913-091606	895.32
08/03/2006	1970005802	TT Air Hurtt Patti ,UT 0913-0916 Shknbaby-CAMI	272.60
08/03/2006	1970005802	TT AgtFee Hurtt Patti ,UT 0913-0916 Shknbaby-CAMI	6.00
01/16/2007	1970029323	TT RCN HURTT PAT Sknbaby 0913-0916>101/600/Jamila	51.16
01/26/2007	1970030643	TT RCN HURTT PAT Sknbaby 0913-0916>101/600/Jamila	10.00
08/03/2006	1970005802	TT Air Woods Charlene ,UT 0913-0916 Shknbaby-CAMI	272.60
08/03/2006	1970005802	TT AgtFee Woods Charle ,UT 0913-0916 Shknbaby-CAMI	6.00
08/24/2006	1970006313	TT RCN WOODS CHARLENE Shknbaby 0913-091606	895.32
07/23/2006	1270000076	TT Rgs WoodsChar 0913-0916 Utah Shakenbaby-Cami	420.00
11/03/2006	1770001853	TT Rcn WoodsCha Shknbaby 0913-091606Reimb-Cami	(128.20)
02/23/2007	1270002565	TT Casalino J SanDiego CA 0122-0126perdiem-CAMI...	320.00
02/23/2007	1270002565	TT Casalino J SanDiego CA 0122-0126PerdFC-CAMI...	8.00
11/08/2006	1970020046	TT Agtfee CasalinoJ San Diego, CA 0122-012606-Cami	6.00
11/08/2006	1970020046	TT Air Casalino Jon San Diego, CA 0122-012606-Cami	200.60
10/23/2006	1270001075	TT Rgs Casalino J SanDiego CA 0122 CHHC-Cami	375.00
02/23/2007	1270002331	TT Casalino J 0122-0126TOWNCOUNTRY ATLAS HOTL-Cami	(649.05)
02/23/2007	1270002565	TT Casalino J 0122-0126TOWNCOUNTRY ATLAS HOTL-Cami	614.40
02/23/2007	1270002565	TT Casalino J 0122-0126TOWNCOUNTRY ATLAS HOTL-Cami	649.05
10/23/2006	1270001075	TT Rgs Danner Deb SanDiego CA 0122 CHHC-Cami	375.00
12/04/2006	1970022651	TT RCN DannerDeb SanDeigo CA 0122 ck>101/600/Tida	954.40
11/27/2006	1970020973	TT REV DannerDeb SanDeigo CA 0122 ck>101/600/Tida	911.40
11/08/2006	1970020046	TT Air DannerDeb San Diego, CA 0122-012606-Cami	200.60
11/08/2006	1970020046	TT Agtfee DannerDeb San Diego, CA 0122-012606-Cami	6.00
11/27/2006	1770002616	TT REV DannerDeb SanDeigo CA 0122 ck>101/600/Tida	(911.40)
10/23/2006	1270001075	TT Rgs Dodson Kara SanDiego CA 0122 CHHC-Cami	375.00
11/27/2006	1770002614	TT REV DodsonKara SanDeigo CA 0122 ck>101/600/Tida	(911.40)
11/08/2006	1970020046	TT Air Dodson Kara San Diego, CA 0122-012606-Cami	200.60
11/08/2006	1970020046	TT Agtfee Dodson Kara SanDiego,CA 0122-012606-Cami	6.00
11/27/2006	1970020971	TT REV DodsonKara SanDeigo CA 0122 ck>101/600/Tida	911.40
12/04/2006	1970022649	TT RCN DodsonKara SanDeigo CA 0122 ck>101/600/Tida	954.40
03/26/2007	1970039807	TT RCN DodsonKara SanDeigo 0122 ck>101/600/Jamila	49.20
10/23/2006	1270001075	TT Rgs Despain Meagan SanDiego CA 0122 CHHC-Cami	375.00
11/27/2006	1770002615	TT REV DespainMeg SanDeigo CA 0122 ck>101/600/Tida	(911.40)
11/08/2006	1970020046	TT Air DeSpain M SanDiego, CA 0122-012606-CAMI	200.60
11/08/2006	1970020046	TT Agtfee DeSpain M SanDiego, CA 0122-012606-CAMI	6.00
12/04/2006	1970022650	TT RCN DESPAIN MEG SanDeigo CA 0122 -012607	954.40
11/27/2006	1970020972	TT REV DespainMeg SanDeigo CA 0122 ck>101/600/Tida	911.40
10/23/2006	1270001075	TT Rgs Carter Eric SanDiego CA 0122 CHHC-Cami	375.00
11/27/2006	1770002617	TT REV CarterEric SanDeigo CA 0122 ck>101/600/Tida	(911.40)
11/08/2006	1970020046	TT Air Carter Eric San Diego, CA 0122-012606-Cami	200.60

11/08/2006	1970020046	TT Agtfee Carter Eric SanDiego,CA 0122-012606-Cami	6.00
03/27/2007	1970039959	TT RCN Carter Eric SanDiego 0122-0126-Cami	1.00
11/27/2006	1970020974	TT REV CarterEric SanDeigo CA 0122 ck>101/600/Tida	911.40
12/04/2006	1970022647	TT RCN CARTER ERIC SanDeigo CA 0126	954.40
01/30/2007	1970030844	TT Rgs LoudenLaurie ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Stewart Greg ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Kelly Pat ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Winter Mace ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Carter Eric ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs ThompsonCarol ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs PerryMichael ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs BahnsonMargar ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Sahota Don ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs O'Donnell Bob ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Huffman Fred ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Mayo Terri ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs FellowsLori ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Fry Mark ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Sage Todd ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Green Miriam ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs JohnsonMaurit ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Harrigan Mary ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Bryan Sethyn ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Clark Shari ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Bolstad Leah ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Perkins Sara ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs Lamka Joy ChldAbusSum2007 0417-0420-CAMI	350.00
01/30/2007	1970030844	TT Rgs KaopuikiBrand ChldAbusSu2007 0417-0420-CAMI	350.00
01/30/2007	1970030854	TT Rgs Crow Pam NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Smith Becca NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Woodcock Sara NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Powell Lynda NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Hughes Toni NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Irving Antwon NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Thompson Tammy NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Havener Claudia NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Harroun Laurel NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Nakanishi Rich NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Foster Wendy NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Fritz Larry NCCAN 2007 0416-0421-CAMI	275.00
01/30/2007	1970030854	TT Rgs Spilde Bruce NCCAN 2007 0416-0421-CAMI	275.00
02/08/2007	1970032723	TT RGS emp(5) Oregon Chld Exp Ptlid 022107-envelope	250.00
03/23/2007	1070065005	TT RGS multiple Ptlid 022707 GSH RE127-2703-CAMI	200.00

Total 24,668.08

Amt/traveler

1,524.08

1,535.08

1,465.72 Please see Tida's email for expenses difference.

1,524.00

1,536.00

1,585.20

1,536.00

1,537.00

Please see Jamila's email for names.

Please see Jamila's email for names.

**CERTIFICATION OF MDT MEETINGS AND ATTENDANCE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION**
Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

MDT Monthly Meeting

Scheduled Meeting Date: Second Thursday of each month

Triage Meeting

Scheduled Meeting: Weekly

Red Flag Meeting

Scheduled Meeting: First and third Thursday of each month

Child Fatality

Scheduled Meeting: Quarterly

Attach a copy of your county's MDT Confidentiality Statement to this form.

Assurance

Our county MDT has been holding, and will continue to hold, meetings for the review, classification and assessment of child abuse cases under investigation by our MDT member agencies [ORS 418.747(1)-(7)]. Child fatality reviews have been and will continue to be conducted [ORS 418.747(8)-(13)].

Chair of Multidisciplinary Team: _____

Michael D. Seward

Signature

Date 4-30-07

MULTNOMAH COUNTY DISTRICT ATTORNEY

Agency

OREGON STATE

The purpose of the child fatality review process is to conduct a full examination of each suspicious child death incident. In order to assure a coordinated response that fully addresses all systemic concerns surrounding child fatality cases, members of the team engaged in reviewing child deaths must have access to all existing records on each child's death. This includes: social services reports, court documents, law enforcement records, autopsy and medical examiner reports, mental health records, hospital or medical related data, and any other information that may have a bearing on the involved child and family.

With this purpose in mind, I the undersigned, as a representative of my agency, agree that all information secured in this review will remain confidential and will not be used for purposes outside the purview of the review process.

PHONE NUMBER

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. On the left edge, there is a small, dark circular mark, possibly from a hole punch or a clip. The paper appears to be part of a notebook or a set of loose-leaf papers.

**Multnomah County
MDT Monthly Meeting Sign-In Sheet**

Date _____
(Use only one side of sheet)

I, the undersigned, as a representative of my agency, agree that all information secured in this meeting will remain confidential.

Agency	Name/Signature	Title/Job Position
District Attorney's Office		
DHS-Protective Services		
Law Enforcement		
School Representative		
County Health Department		
Juvenile Department		
CARES Northwest		

**MULTNOMAH COUNTY
CAMI INTERVENTION PLAN**

2007-2009

OVERVIEW

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Return the answers to these questions with your Application.

CAMI Intervention Plan: In developing your answers and the intervention plan, review the *Planning for a Coordinated Multidisciplinary Approach to Child Abuse* (see Section C) as a guide or suggestion list to make sure the plan you submit is a comprehensive plan that is tailored to your county (ORS 418.746(5)(a)(B)). Consider the child abuse response process in your county from the perspective of a child and family.

1. Identify and explain the needs your team has identified to provide a quality, coordinated multidisciplinary intervention for victims of child abuse. Include both the needs your county is addressing and the needs that are not being met. For those needs being met with CAMI funds, refer to question number 3. For those needs not being met, indicate what ideas or systems need to be developed to meet those needs. Indicate how the team members were involved in the process to create the intervention plan and how they were involved in the application process. During the 2007-2009 CAMI MDT grant application process we will be looking at how the team collaborates on identification of needs and development of a county wide intervention plan.

The overall plan for the Multnomah County MDT continues to be the provision of the highest quality service to children who have suffered abuse or neglect. Through this plan we will improve the medical response to these children as well as maintain the immediate professional law enforcement response to situations of serious abuse. We are also working to assure appropriate training for all MDT partners.

2. Identify barriers to providing services and your team's strategies to work within or overcome these barriers.

Barriers continue to be a lack of resources. We struggle with having enough detectives to handle investigations in a timely manner. Local budget woes make consistency in detective strength a constant challenge. We have used CAMI funds in the past to enhance the detective base and will continue to work with our agencies to make this work. We also have concerns about children who are placed in foster care receiving appropriate medical attention and follow up. We are working with all of our MDT partners to solidify the approach to this issue.

3. How will CAMI funds be used to address these needs? Describe the services or activities to be funded by CAMI. (See the example in budget page directions and sample budget pages, showing how to incorporate the budget narrative into the intervention plan and tie this information to the budget page and your team's Goals, Objectives and Measurable Outcomes.)

CAMI funds will be used to maintain the support of the CARES NW program, the police overtime fund which guarantees specially trained detectives for after hours call outs on child abuse investigations, the training of team members and the assessment of potential gaps in the provision of medical care to foster children.

4. How will non-CAMI fund be used to address these needs?

See worksheets for individual programs

5. What are the goals, objectives and measurable outcomes for the **first year** of the application period, July 1, 2007 - June 30, 2008? (By having these goals, objectives and measurable outcomes tied to each year you can more easily incorporate them into your CAMI Annual Report.)

See worksheets for individual programs

6. What are the goals, objectives and measurable outcomes for the **second year** of the application period, July 1, 2008 - June 30, 2009? (By having these tied to each year you can more easily incorporate them into your CAMI Annual Report.)

See worksheets for individual programs

7. List all service providers that will be receiving CAMI funds. Include information regarding who will be responsible for the provision of direct services and their qualifications. A job description or draft job description must be attached to this section of the application. **Reminder: MDT's must submit copies of all contracts and agreements with service providers.**

1. CARES NW
 2. Portland Police Bureau
 3. Gresham Police Department
 4. Multnomah County Sheriff's Office
 5. State of Oregon Department of Human Services
 6. Multnomah County District Attorney's Office
8. Complete the Budget page and the Supplemental Funding page in order to document the comprehensive fiscal support for the county child abuse intervention plan.
9. **Under a separate cover**, submit a complete and updated copy of your county MDT protocols and/or interagency agreements, including child fatality review protocols.

-Provided under a separate cover.-

CAMI INTERVENTION PLAN

CARES NORTHWEST

2007-2009

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah County

Return the answers to these questions with your Application.

CAMI Intervention Plan: In developing your answers and the intervention plan, review the *Planning for a Coordinated Multidisciplinary Approach to Child Abuse* (see Section C) as a guide or suggestion list to make sure the plan you submit is a comprehensive plan that is tailored to your county (ORS 418.746(5)(a)(B)). Consider the child abuse response process in your county from the perspective of a child and family.

1. Identify and explain the needs your team has identified to provide a quality, coordinated multidisciplinary intervention for victims of child abuse. Include both the needs your county is addressing and the needs that are not being met. For those needs being met with CAMI funds, refer to question number 3. For those needs not being met, indicate what ideas or systems need to be developed to meet those needs. Indicate how the team members were involved in the process to create the intervention plan and how they were involved in the application process. During the 2007-2009 CAMI MDT grant application process we will be looking at how the team collaborates on identification of needs and development of a county wide intervention plan.

An estimated 154,327 children under the age of 18 resided in Multnomah County in the year 2005 (Portland State University Population Research Center). According to the Department of Human Services (DHS), there were 2,212 founded child abuse cases involving Multnomah County children in 2005. The number of child abuse victims in the county rose 39% from 2003. Across Oregon, "the number of children victimized by abuse and neglect reached a ten-year high in federal fiscal year 2005" (The Status of Children in Oregon's Child Protection System 2005, p. 11).

Child abuse comes at a significant cost to society. A report by Prevent Child Abuse America in 2001 estimated that nationally, the direct and indirect annual financial cost of child abuse and neglect was \$94 billion. The report noted it was impossible to overstate the impact of child abuse on the children themselves. Abused and neglected children are more likely to suffer from depression, alcoholism, drug abuse, and severe obesity. They are also more likely to require special education in school and to become juvenile delinquents and adult criminals.

In Multnomah County, our Multidisciplinary Team (MDT) of professionals work toward the goal of providing a coordinated response to all children alleged to have been abused and/or neglected. A core component of that response is a child centered, comprehensive medical evaluation at CARES Northwest by professionals trained in the assessment and treatment of child abuse.

Since 1987, CARES Northwest has been working to promote the health and safety of children living in Multnomah County by providing state-of-the-art medically based child abuse evaluation services in collaboration with our community partners. In 2006, CARES Northwest provided 1,348 appointments and triaged 2,731 referrals. Of the total appointments, 766 were for Multnomah County residents, an increase of 69 children or approximately 10% over the prior year. The Multnomah Family Support Team located at CARES Northwest participated in 80% of the appointments involving Multnomah County residents.

At CARES Northwest, children, families, and community partners benefit by receiving:

- expert triage by Masters level social workers
- children referred but not evaluated at CARES Northwest receive referral resources by Masters level social workers
- case coordination with law enforcement and DHS

- comprehensive medical evaluation and follow-up care by nationally recognized child abuse examiners and interviewers
- emergency medical exams and interviews to reduce the number of children needing to be seen in local emergency departments
- access to an on-call physician available for consultation 24 hours a day/365 days a year
- mental health care and referral (provided by Multnomah County Family Support Team)
- cross-training of other professionals
- cultural specific care by bi-lingual staff and an on-site Spanish speaking interpreter
- co-housing of staff from law enforcement and the DHS Child Abuse Hotline
- after-hour social worker response to Legacy Emanuel Emergency Department
- medical and social work ward consultation at Emanuel Children's Hospital
- expert court testimony
- expert consultation for law enforcement and DHS (e.g. child pornography review, Munchausen syndrome by proxy case review)
- community education on all aspects of child abuse

2. Identify barriers to providing services and your team's strategies to work within or overcome these barriers.

In the 2005-2007 CAMI Grant period, CARES Northwest and the Multnomah County MDT worked to improve children's access to a CARES Northwest medical evaluation for allegations of physical abuse, threat of harm/high risk environment and neglect. Data from the first year of the grant demonstrated improvement. However, child abuse statistics from DHS and CARES Northwest continue to indicate a gap. For example, in 2005 (the most recent data available from DHS), sexual abuse, and threat of harm by sexual abuse, represented 14.1% of the incidents of child abuse and neglect in Oregon. That same year at CARES Northwest, sexual abuse represented 76% of the presenting concerns of children seen for appointments. The data indicate that children presenting with concerns of physical abuse, threat of harm/high risk environment, and neglect are not receiving the same level of coordinated response as those presenting with a concern of sexual abuse. CARES Northwest will continue to work with our MDT partners through case reviews, presentations, and actively participating in collaborative efforts toward providing coordinated, comprehensive services to all victims of child abuse and their families.

3. How will CAMI funds be used to address these needs? Describe the services or activities to be funded by CAMI. (See the example in budget page directions and sample budget pages, showing how to incorporate the budget narrative into the intervention plan and tie this information to the budget page and your team's Goals, Objectives and Measurable Outcomes.)

CAMI funds are utilized to support child abuse medical assessments at CARES Northwest as part of the county multidisciplinary team's response to child abuse. Medical assessments include case triage, coordination with community partners, history gathering, physical exam, videotaped interview, a detailed report, formulation of treatment recommendations and follow-up support and referral services for more than 2,700 referrals and approximately 1,400 appointments. Funds are directed toward salaries, benefits and professional fees (see attached budget) to support the following staff positions: Physicians and Nurse Practitioners (5.3 FTE), Child Abuse Interviewers (6.975 FTE), Intake Counselors (4.45 FTE), Medical Assistant (1.0 FTE), and Support Staff (9.45 FTE). Funds are also used to support staff training.

4. How will non-CAMI fund be used to address these needs?

Like CAMI funds, the majority of non-CAMI revenue is applied toward child abuse medical evaluations and some administrative functions that make the evaluations possible. Other uses of non-CAMI dollars include:

- CARES Northwest's primary prevention program, *Kids Preventing Child Abuse (KPCA)*
- after-hour social worker response to Legacy Emanuel Emergency Department

- medical and social work ward consultation at Emanuel Children's Hospital
 - Replacement of computers
 - Emergency funds for families
 - Replacement of video equipment, and medical equipment
 - Snacks for children seen at CARES Northwest
 - Books, periodicals, and other media used for training staff
 - Funding of a part-time Volunteer Coordinator
 - Funding for research and data collection
 - Providing information and training to professionals and others in the community on issues related to child abuse and child abuse assessment
5. What are the goals, objectives and measurable outcomes for the **first year** of the application period, July 1, 2007 - June 30, 2008? (By having these goals, objectives and measurable outcomes tied to each year you can more easily incorporate them into your CAMI Annual Report.)
 6. What are the goals, objectives and measurable outcomes for the **second year** of the application period, July 1, 2008 - June 30, 2009? (By having these tied to each year you can more easily incorporate them into your CAMI Annual Report.)
 7. List all service providers that will be receiving CAMI funds. Include information regarding who will be responsible for the provision of direct services and their qualifications. A job description or draft job description must be attached to this section of the application. **Reminder: MDT's must submit copies of all contracts and agreements with service providers.**
 8. Complete the Budget page and the Supplemental Funding page in order to document the comprehensive fiscal support for the county child abuse intervention plan.
 9. **Under a separate cover**, submit a complete and updated copy of your county MDT protocols and/or interagency agreements, including child fatality review protocols.

STATE GRANT PROGRAM
FOR
CHILD ABUSE MULTIDISCIPLINARY
INTERVENTION PROGRAM

2007-2009 APPLICATION

ATTACHMENT

CARES Northwest Job Descriptions

	PAGE
Child Abuse Interviewer #5085	2
Child Abuse Interviewer Lead #5815	6
Child Abuse Specialist/Pediatrician #7971	10
Clerical Assistant #3526	15
Intake Counselor #5511	18
Intake Counselor Lead #5732	22
Language Interpreter Medical #2300	27
Medical Assistant 1 #4259	31
Medical Director CARES NW #7985	34
Nurse Practitioner Outpatient #6009	39
Medical Transcriptionist #3034	43
Office Assistant #3534	47
Supervisor Child Abuse Interviewer #5609	55

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 5085
FLSA: EXEMPT
Union Code: NON-UNION

TITLE: CHILD ABUSE INTERVIEWER

REPORTS TO: VARIES

DEPARTMENT: VARIES

DATE LAST REVIEWED: July 2005

JOB SUMMARY:

The Child Abuse Specialist Interviewer is responsible for developing a medical diagnosis of [possible] child abuse by participating with a medical examiner in an evaluation process that includes a physical examination and videotaped interview. Interviewer also assists in developing an appropriate follow-up treatment plan for the child and family as well as providing training and presentations on child abuse.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

EDUCATION/EXPERIENCE:

MSW, MA, or MEd in social work, counseling, or related field. Prefer Licensed Clinical Social Worker (LCSW) and/or Licensed Professional Counselor (LPC) with experience working with children. Minimum two years professional experience relating to child abuse issues, with preference to those with experience interviewing children about abuse.

SPECIAL SKILLS & ABILITIES:

Excellent verbal and written communication skills. Ability to relate well to children and adults in crisis. Strengths in working as a part of a multidisciplinary team.

PHYSICAL REQUIREMENTS AND WORK ENVIRONMENT:

Ability to work in close space with fast paced workload.

ENVIRONMENTAL SETTING:

Office setting

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all hospital departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills which convey a positive and supportive attitude.

Uses discretion in discussions related to staffing or personal concerns.

Gives constructive feedback in a non-blaming, positive and confidential manner.

Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.

Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.

Maintains a safe and clean work environment.

Promotes cost effectiveness through the proper use and conservation of supplies and equipment.

Identifies cost saving measures.

Reports needed repairs or potential hazards to the appropriate department as soon as identified.

Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on projects willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Networks with police, child protective agencies through contact with agency personnel. Information is gathered and reviewed prior to the assessment and results of the evaluation are communicated following the appointment.

- Makes all appropriate contacts with outside agency personnel either by phone or in person at time of the appointment to ensure understanding of relevant historic information and appropriate planning for the evaluation process.
- Debriefs in person or by telephone with same agency personnel to develop cooperative plan for follow-up on assessment and treatment.

2. Training and orientation of new staff. If requested, assumes the role of clinical supervisor with individual new interviewers. Develops and implements an orientation and training plan with the new employee.

- Routinely shares ideas and training materials to support staff development through peer consultation.

3. Dictates in a timely manner ensuring all relevant information is included and is well organized and professionally written.

- Dictates from notes and review of the videotape, the interview. Produces the document in a timely manner. Reviews and corrects reports to ensure accuracy.

4. Promotes community awareness of child abuse issues through educational programs.

- Trains other professionals regarding interviewing techniques, child development, abuse dynamics. Develops education materials.

5. Testifies in court as to the results of child interviews and does this in a professional manner.

- Integrates current research into court testimony and is available as a resource for other staff preparing for court. Makes appropriate arrangements for court testimony.

6. Interviews children, obtaining when possible relevant information about allegations of abuse.

CHILD ABUSE SPECIALIST INTERVIEWER
Job Description

PAGE 4

- Develops innovative approaches to interview process while consistently following program interview guidelines. Obtains relevant information and conducts interview in a therapeutic manner. Demonstrates competency in evaluating children in an age appropriate and culturally sensitive manner.
7. Maintains professionalism and state of the art expertise in the field of child abuse interviewing.
- Takes initiative to research and share new information on this specialty. Attends trainings and fully utilizes available consultations. Seeks input from others on own work.

The above accountabilities represent work performed by this position and is not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\5000prof\5085.doc...8/05

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 5815
FLSA: EXEMPT
Union Code: NON-UNION

TITLE: CHILD ABUSE INTERVIEWER LEAD

REPORTS TO: PROGRAM MANAGER AND CHILD ABUSE
INTERVIEWER SUPERVISOR

DEPARTMENT: CARES NORTHWEST

DATE LAST REVIEWED: April 2004

JOB SUMMARY:

The Child Abuse Interviewer Lead is a working team member who assists the Interviewer Supervisor in maintaining the flow and balance of work and in helping to solve problems with Interviewer staff, ensuring that the daily operations of the group function smoothly. The Lead, as a Child Abuse Interviewer, is also responsible for developing a medical diagnosis of possible child abuse by participating with a medical examiner, in an evaluation process including a physical examination, and videotaped interview. Position also assists in developing an appropriate follow-up treatment plan for the child and family as well as providing training and presentations on child abuse.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

EDUCATION/EXPERIENCE:

Education and Experience:

Masters degree in counseling, social work or related field. Minimum of three years work experience related to the medical model of forensic interviewing of children for abuse. Experience and knowledge of clinical supervision practices and interdisciplinary team development.

Certifications/Licensures.

None Required. L.C.S.W. or L.P.C. preferred.

SPECIAL SKILLS & ABILITIES:

Desire skills in team planning and development; strong communication skills; and demonstrated ability in team leadership and judgment. Demonstrated interpersonal and effective communication skills which promote cooperation and teamwork.

Demonstrated ability to work within multi-disciplinary groups; ability to work independently, however, to seek management supervision appropriately. Knowledge of community resources related to children/families, mandatory child abuse reporting laws, and experience with crisis triage preferred.

Environmental Setting:

Office setting: Fluctuations from sedentary to limited demands such as lifting of small children. Constant auditory stimuli. Work indoors in areas which may vary in size and temperature. Works at rapid pace in often stressful situations. Occasional travel out of town.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills which convey a positive and supportive attitude.

Uses discretion in discussions related to staffing or personal concerns.

Gives constructive feedback in a non-blaming, positive and confidential manner.

Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.

Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.

Maintains a safe and clean work environment.

Promotes cost effectiveness through the proper use and conservation of supplies and equipment.

Identifies cost saving measures.

Reports needed repairs or potential hazards to the appropriate department as soon as identified.

Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on projects willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Works with the Interviewer Supervisor to assist in maintaining the flow and balance of work for the Interviewer team. Plans and coordinates daily work schedules and ensures that daily operations of the group function smoothly.

- Provides consultation and support to Interviewers regarding child abuse cases, including preparation for court testimony.
- Fields calls from community partners, parents, and others and addresses their concerns and questions.
- Provides input in hiring of new Interviewers.
- Coordinates orientation and training of new Interviewers, including monitoring cases and reviewing reports.
- Coordinates CQI process for Interviewers, including videotape and report review.
- Provides feedback and consultation to Interviewer Supervisor regarding Interviewer staff performance.
- Provides back-up to Interviewer Supervisor when Supervisor is out of the clinic.
- Staffs cases with Intake Counselors as needed.
- Assists in monitoring appointment schedule book and works to assure adequate coverage of appointments.

2. Networks with police, child protective agencies through contact with agency personnel. Information is gathered and reviewed prior to the assessment and results of the evaluation are communicated following the appointment.

- Makes all appropriate contacts with outside agency personnel either by phone or in person at time of the appointment to ensure understanding of relevant historic information and appropriate planning for the evaluation process.

CHILD ABUSE INTERVIEWER LEAD
Job Description

PAGE 4

- Debriefs in person or by telephone with same agency personnel to develop cooperative plan for follow-up on assessment and treatment.

3. Dictates in a timely manner ensuring all relevant information is included and is well organized and professionally written.

- Dictates from notes and review of the videotape, the interview. Produces the document in a timely manner. Reviews and corrects reports to ensure accuracy.

4. Promotes community awareness of child abuse issues through educational programs.

- Trains other professionals regarding interviewing techniques, child development, abuse dynamics. Develops education materials.

5. Testifies in court as to the results of child interviews and does this in a professional manner.

- Integrates current research into court testimony and is available as a resource for other staff preparing for court. Makes appropriate arrangements for court testimony.

6. Interviews children, obtaining when possible relevant information about allegations of abuse.

- Develops innovative approaches to interview process while consistently following program interview guidelines. Obtains relevant information and conducts interview in a therapeutic manner. Demonstrates competency in evaluating children in an age appropriate and culturally sensitive manner.

7. Maintains professionalism and state of the art expertise in the field of child abuse interviewing.

- Takes initiative to research and share new information on this specialty. Attends trainings and fully utilizes available consultations. Seeks input from others on own work.

The above accountabilities represent work performed by this position and is not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\5000prof\5815.doc02/05

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 7971
FLSA: Exempt
Union Code: N/A

TITLE: CHILD ABUSE SPECIALIST/PEDIATRICIAN

REPORTS TO: MEDICAL DIRECTOR

DEPARTMENT: CARES NORTHWEST

DATE LAST REVIEWED: 02/06

JOB SUMMARY: Provides medical evaluations, as part of a multi-disciplinary team, to alleged victims of child abuse. As a specialist in the field, acts as a trainer/consultant at CARES Northwest.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

Education: Graduate of four-year U.S. Medical School or equivalent. Specialty training in child abuse preferred.

Experience: At least one year clinical experience examining and treating pediatric patients.

Licensure/Certification: Medical License for the applicable state.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all hospital departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

CHILD ABUSE SPECIALIST/PEDIATRICIAN
Job Description

PAGE 2

Uses interpersonal skills which convey a positive and supportive attitude.
Uses discretion in discussions related to staffing or personal concerns.
Gives constructive feedback in a non-blaming, positive and confidential manner.

Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.

Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.

Maintains a safe and clean work environment.

Promotes cost effectiveness through the proper use and conservation of supplies and equipment.

Identifies cost saving measures.

Reports needed repairs or potential hazards to the appropriate department as soon as identified.

Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Medical evaluations of children for suspected abuse and neglect.

Takes appropriate histories, performs physical examinations, takes photographs of physical findings, performs colposcopic evaluations, and obtains as indicated cultures, lab tests, and imaging studies.

Performs overall health screenings with referral and follow-up to appropriate providers.

2. Legally acceptable reports of evaluations.

Dictates, reviews and signs, in a timely manner, detailed, legally acceptable reports of medical evaluations.

Reviews and corrects reports to ensure accuracy.

Includes diagnostic finding and treatment recommendations.

3. Assessments for suspected abuse.

Works in cooperation with other professionals, both at the CARES Northwest Program and in the community, in providing assessments for suspected abuse.

Makes all appropriate contacts with outside agency personnel either by phone or in person at the time of the appointment to ensure understanding of relevant historic information and appropriate planning for the evaluation process.

Debriefs in a timely manner at the time of appointment with agency personnel to develop cooperative plan for follow-up on assessment and treatment.

4. Provision of quality services.

Participates in supervision, peer review, and quality assurance exercises at the CARES Northwest Program.

Requests peer review on cases that pose diagnostic problems.

5. Telephone consultations to professionals in the community and state on medical aspects of suspected abuse.

As "examiner of the day", responds to telephone calls from other professionals requesting information regarding specific cases of alleged abuse or to provide expertise on general abuse concerns.

Assists intake specialists, through telephone consultation, to appropriately triage cases of alleged abuse.

6. Promotion of community awareness of child abuse issues through educational programs.

Trains other professionals regarding medical evaluations of alleged child abuse victims. Develops educational materials.

Provides assistance and teaching at CARES Northwest Program for child abuse professionals.

7. Expert testimony when subpoenaed to depositions or trials on cases evaluated at CARES Northwest.

Integrates current research into court testimony and is available as a resource for other staff preparing for court.

Makes appropriate arrangements for court testimony.

8. Continuing education for child abuse examiners.

Attends professional training for child abuse examiners and reads relevant literature.
Takes initiative to research and share new information on this specialty.
Attends trainings and fully utilizes available consultations.
Seeks input from others on own work.
Participates in clinical research conducted at CARES Northwest.

9. Night call coverage for child abuse consultations or examinations when necessary.

Responds to calls from Emanuel Emergency Department or from CARES Northwest Program, after hours, as indicated and appropriate. May include coming into the hospital to evaluate children.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\7900md\7971.doc.....08/05

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 3526
FLSA: Non-Exempt
Union Code: N/A

TITLE: CLERICAL ASSISTANT

REPORTS TO: VARIES

DEPARTMENT: VARIES

DATE LAST REVIEWED: MAY 19, 2004

JOB SUMMARY:

Using knowledge of department procedures and information systems, provides routine clerical and general office support services under general supervision. Helps support patients using Legacy services with information and direction. May be assigned to distribute test results and reports to the appropriate location. May handle inventory and stocking of equipment and supplies. May transport specimens or hospital paperwork. Duties are well defined and require little independent judgment.

Access Level to Protected Health Information (PHI):

C= Limited approved access to patient care areas and/or all records containing PHI as needed to carry out their duties.

QUALIFICATIONS:

- Six months experience in office or administrative support along with the ability to read and write commensurate with basic office processes required.
- Demonstrated 45 wpm keyboarding ability.
- Experience or training with standard office equipment, (e.g., facsimile, copier, multi-line telephone, etc.).
- Ability to use a personal computer and word processing software.
- Ability to learn department administrative procedures and assist with the flow of clerical support work as per specific instructions.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills that convey a positive and supportive attitude.
Uses discretion in discussions related to staffing or personal concerns.
Gives constructive feedback in a non-blaming, positive and confidential manner.
Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.
Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.
Maintains a safe and clean work environment.
Promotes cost effectiveness through the proper use and conservation of supplies and equipment.
Identifies cost saving measures.
Reports needed repairs or potential hazards to the appropriate department as soon as identified.
Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.
Supports improvement and innovation in the workplace.
Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.
Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Processes/types routine forms, reports, and correspondence in use by the department according to department procedures.
2. Operates standard office equipment such as typewriter, personal computer, facsimile machine, photocopy equipment and multi-line telephones as per instructions.
3. Distributes mail, records, files, and supplies to staff members.

CLERICAL ASSISTANT
Job Description

PAGE 3

4. Establishes, processes and maintains unit records, logs, files and reports; sorts, inspects, and completes forms according to established procedures.
5. May scan forms for information and enter data into the system.
6. May act as departmental receptionist: Greets and directs visitors/patients as per department procedures and hospitality standards.
7. Facilitates communication between visitors, external customers and departmental staff to ensure the smooth flow of departmental functions.
8. May use computerized information systems to inform patients and staff of appropriate data.
9. May be assigned to distribute test results and reports to the appropriate location.
10. May handle inventory and stocking of equipment and supplies.
11. May transport specimens or hospital paperwork.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

P:\JOBDESC\3000CLRC\3526.doc...8/05

LEGACY HEALTH SYSTEM
Job Description

Job Code: 5511
FLSA: Non-Exempt
Union Code: N/A

TITLE: INTAKE COUNSELOR
REPORTS TO: PROGRAM MANAGER
DEPARTMENT: CARES NORTHWEST

DATE LAST REVIEWED: MAY 14, 2004

JOB SUMMARY:

The Intake Counselor acts as part of a multidisciplinary team and is responsible for receiving incoming intake calls from a variety of sources including physicians, parents, law enforcement and social service agencies wishing to schedule an evaluation appointment. Duties include crisis management, acquiring extensive information from the caller as well as necessary collateral contacts, triaging cases to determine what services would be most appropriate for the child/family, coordinating with the parent and community agencies to schedule child abuse assessments, and making referrals to appropriate community resources, when necessary.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

Education/Experience: Masters degree in social work or related field preferred.
Minimum Bachelors degree and two years experience in a related field.

Skills: Excellent verbal and written communication skills. Demonstrated age-appropriate competency in the ability to obtain and interpret information regarding a patient's needs; knowledge of growth and development; understanding of the range of evaluations and treatments needed by children alleged to have been abused. Knowledge of community resources related to children/families, mandatory child abuse reporting laws, and experience with crisis triage preferred.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.
Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.
Fulfills work schedule and commitments.
Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills that convey a positive and supportive attitude.
Uses discretion in discussions related to staffing or personal concerns.
Gives constructive feedback in a non-blaming, positive and confidential manner.
Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.
Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.
Maintains a safe and clean work environment.
Promotes cost effectiveness through the proper use and conservation of supplies and equipment.
Identifies cost saving measures.
Reports needed repairs or potential hazards to the appropriate department as soon as identified.
Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.
Supports improvement and innovation in the workplace.
Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.
Promotes professional development and contributes to the professional growth of others.
GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Receives intake calls and records all necessary information while dealing with callers in a courteous, professional, helpful and timely manner.

Answers incoming calls on a regularly scheduled basis from a variety of sources including physicians, parents, law enforcement and social service agencies, all wishing to schedule an appointment.
Returns voice mail messages from the above on the same or next working day.

Gathers pertinent information from referral sources to determine the appropriateness of the referral, to determine evaluation needs and to obtain insurance information.
Contacts all relevant collaterals dependent upon the individual situation, such as therapist, former evaluators, and non-custodial parent(s), to gather needed specific information.
Makes mandatory reports, when necessary.

2. Assesses individual cases for appropriateness for scheduling with staff input.

Reviews information gathered to determine whether a CARES NW evaluation is appropriate. Staffs cases with CARES NW personnel, or community partners, as necessary. Makes recommendations, and completes necessary referrals, to facilitate follow-up (e.g. medical exam, counseling) in cases where a CARES NW evaluation is not appropriate. Demonstrates competency in screening and scheduling appointments as appropriate to the ages of patients served.

3. Schedules individual intakes for an evaluation appointment in as timely a manner as possible, maximizing the program's staffing resources.

Intake Counselor schedules appointments following the guidelines of the intake scheduling protocol and in conjunction with the parties to be attending.
Informs, by telephone and in writing, relevant parties of specific appointment time.
In time urgent cases, sends information packet, complete with release of information forms, to the patient/family or social services agency responsible.

4. Completes intake documents fully, ensuring they are well-written and organized in a manner to facilitate the best possible evaluation process.

Upon return of signed release of information forms, obtains necessary records needed to complete history.

Monitors all incoming records for completeness.
Completes the intake face sheet as well as written narrative compiling and summarizing the history given by the original caller and subsequent collaterals.
Ensures all necessary items of outside information are included in the intake file prior to the appointment time to allow evaluators adequate time for review. These will include prior medical examinations and evaluations and any other information deemed appropriate for a full assessment.

5. Completes Intake data sheet/tracking form weekly to monitor number of intakes received, the number referred to outside agencies and the amount of time taken to get into the program for evaluation.

Intake Counselor completes Intake Data Sheet in a timely manner to evaluate current workload.

INTAKE COUNSELOR
Job Description

Page 4

Communicates swiftly with program coordinator if work load issues are resulting in a delay of intake completion or scheduling of appointments.

6. Participates in community education and trainings.

The Intake Counselor, either alone or as part of the multidisciplinary team, may represent the agency in community trainings.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

P:\jobdesc\5000prof\5511.doc...8/05

LEGACY HEALTH SYSTEM
Job Description

Job Code: 5732
FLSA: Non-Exempt
Union Code: N/A

TITLE: INTAKE COUNSELOR LEAD

REPORTS TO: CLINIC OPERATIONS SUPERVISOR and PROGRAM
MANAGER

DEPARTMENT: CARES NORTHWEST

DATE LAST REVIEWED: May 2005

JOB SUMMARY: The Intake Counselor Lead is a working team member who assists in maintaining the flow and balance of work and in helping to solve problems with Intake staff. They plan and coordinate daily work schedules and ensure that daily operations of the group function smoothly. They staff cases with Intake Counselors or other CARES NW team members, and problem solve with community agencies as needed. They may represent the agency in community forums and trainings. In addition to lead duties, they are responsible for receiving incoming intake calls from a variety of sources including physicians, parents and social service agencies wishing to schedule an evaluation appointment. Duties include acquiring extensive information from the caller as well as necessary collateral contacts, and triaging cases to determine what services would be most appropriate for the child/family.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

Education/Experience: Masters degree in social work or related field. Minimum two years experience in a related field. Intake experience preferred.

Skills: Desire skills in team planning and development; strong communication skills; and demonstrated ability in team leadership and judgment. Demonstrated interpersonal and effective communication skills, which promote cooperation and teamwork. Demonstrated ability to work within multi-disciplinary groups; to work independently, however, seek management supervision appropriately.

Excellent verbal and written communication skills. Demonstrated age-appropriate competency in the ability to obtain and interpret information regarding a patient's needs; knowledge of growth and development; and an understanding of the range of evaluations and treatments needed by these patients. Knowledge of community

resources related to children/families, mandatory child abuse reporting laws, and experience with crisis triage preferred.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all hospital departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills which convey a positive and supportive attitude.

Uses discretion in discussions related to staffing or personal concerns.

Gives constructive feedback in a non-blaming, positive and confidential manner.

Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.

Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.

Maintains a safe and clean work environment.

Promotes cost effectiveness through the proper use and conservation of supplies and equipment.

Identifies cost saving measures.

Reports needed repairs or potential hazards to the appropriate department as soon as identified.

Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Assists in maintaining the flow and balance of work and in helping to solve problems with Intake staff. Plans and coordinates daily work schedules and ensures that daily operations of the group function smoothly.

Staffs cases with Intake Counselors as needed, directing them to other staff to consult as appropriate.

Develops and implements the orientation and training of staff.

Initiates and fosters a self-directed team approach with staff in providing high quality patient care as well as identifying and resolving problems.

Provides leadership to Intake department to meet or exceed internal and external customer expectations as evidenced by quality indicators.

Seeks supervision appropriately from Clinic Operations Supervisor.

With Clinic Operations Supervisor, participates in the hiring of new Intake staff.

Acts as mentor and consultant to team members.

Coordinates, conducts and documents weekly team meetings.

2. Develops working relationships with other professionals/community agencies involved with children and their families referred to CARES NW, as well as influences different service delivery systems in an effort to deliver consistent high quality care.

Develops working relationship with Multnomah County DHS on-site Hotline screener, assisting in identifying and solving problems.

Develops working relationship with law enforcement professionals on-site at CARES NW, assisting in identifying and solving problems.

Is available for consultation and directs the work of other staff as appropriate.

Participates in case reviews with community partners.

3. Receives intake calls and records all necessary information while dealing with callers in a courteous, professional, helpful and timely manner.

Answers incoming calls on a regularly scheduled basis from a variety of sources including physicians, parents and social service agencies, all wishing to schedule an appointment.

Returns voice mail messages from the above on the same or next working day.

Gathers pertinent information from referral sources to determine the appropriateness of the referral, to determine evaluation needs and to obtain insurance information.

Contacts all relevant collaterals dependent upon the individual situation, such as therapist, former evaluators, and non-custodial parent(s), to gather needed specific information.

4. Assesses individual cases for appropriateness for scheduling with staff input.

Reviews information gathered to determine whether a CARES NW evaluation is appropriate. Staffs cases with CARES NW personnel, or community partners, as necessary. Makes recommendations, and completes necessary referrals, to facilitate follow-up (e.g. medical exam, counseling) in cases where a CARES NW evaluation is not

appropriate. Demonstrates competency in screening and scheduling appointments as appropriate to the ages of patients served.

5. Schedules individual intakes for an evaluation appointment in as timely a manner as possible, maximizing the program's staffing resources.

Intake Counselor schedules appointments following the guidelines of the intake scheduling protocol and in conjunction with the parties to be attending.

Informs, by telephone and in writing, relevant parties of specific appointment time.

Sends information packet, complete with release of information forms, to the patient/family or social services agency responsible.

6. Completes intake documents fully, ensuring they are well written and organized in a manner to facilitate the best possible evaluation process.

Upon return of signed release of information forms, obtains necessary records needed to complete history.

Sends patient information to funding specialist for insurance authorization verification, as necessary.

Monitors all incoming records for completeness.

Completes the intake face sheet as well as written narrative compiling and summarizing the history given by the original caller and subsequent collaterals.

Ensures all necessary items of outside information are included in the intake file prior to the appointment time to allow evaluators adequate time for review. These will include prior medical examinations and evaluations and any other information deemed appropriate for a full assessment.

7. Completes Intake data sheet/tracking form weekly to monitor number of intakes received, the number referred to outside agencies and the amount of time taken to get into the program for evaluation.

Intake Counselor completes Intake Data Sheet in a timely manner to evaluate current workload.

Communicates swiftly with program coordinator if workload issues are resulting in a delay of intake completion or scheduling of appointments.

The above accountabilities represent work performed by this position and is not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\5000prof\5732.doc.....08/05

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 2300
FLSA: Non-exempt
Union Code: n/a

TITLE: LANGUAGE INTERPRETER, MEDICAL

REPORTS TO: VARIOUS

DEPARTMENT: VARIOUS

DATE LAST REVIEWED: DECEMBER 2, 2003

JOB SUMMARY:

Provides interpretative services as a communication bridge between the non- or limited-English speaking patient and or family and health care provider and support staff in a variety of settings and locations as needed.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

High school diploma required. College level education preferred.
Medical terminology.
Certificate of interpreter training.
Medical Interpreter State certification.
One year of experience as a medical interpreter.
Demonstrated fluency in a designated foreign language.
Positive interpersonal skills to handle diverse working situations.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all hospital departments.
Establishes and maintains open communication to enhance team effort.
Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.
Fulfills work schedule and commitments.
Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills that convey a positive and supportive attitude.
Uses discretion in discussions related to staffing or personal concerns.
Gives constructive feedback in a non-blaming, positive and confidential manner.
Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.
Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.
Maintains a safe and clean work environment.
Promotes cost effectiveness through the proper use and conservation of supplies and equipment.
Identifies cost saving measures.
Reports needed repairs or potential hazards to the appropriate department as soon as identified.
Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on projects willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.
Supports improvement and innovation in the workplace.
Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.
Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Provides a communication bridge between the non- or limited- English speaking patient and or family and health care providers and staff. Technical information such as consent forms, medical explanations, reports and correspondence will be interpreted as necessary for the safety of the patient care. All information provided to the patient will only be approved and initiated via the health care provider.
2. Translates medical information as directed by health care professionals. Written translations may be formal (i.e., teaching or legal documents) or informal (written discharge instructions, letters from patients, etc.).
3. Recommends alternative communication approaches to medical staff to ensure appropriate medical treatment for non- or limited- English speaking patient. Will appraise health care providers of cultural issues that may compromise the health care of the patient.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\2000serv\2300.doc...08/05

UNIT OR JOB SPECIFIC ADDENDUM

In addition to the elements in the attached job description, the following items apply to this specific unit:

SUBTITLE: Spanish Interpreter, CARES NW

JOB CODE: 2300

REPORTS TO: Clinical Supervisor

DEPARTMENT: CARES NW

DATE LAST REVIEWED: 9/6/01

JOB SUMMARY: Provides Spanish speaking interpretive services at CARES NW for staff, families and community partners.

GENERAL ACCOUNTABILITIES:

1. Participates in the abuse evaluation process by providing Spanish interpretation for staff, patients (children and family members) and community partners (law enforcement, DHS). Remains a neutral party and does not function as an actual participant in team making decisions or treatment recommendations.
2. Provides interpretive services for the Intake Department for Spanish speaking families by assisting with the intake process. This includes speaking with families, community partners or others by telephone and completing the intake form in English for staff. Provides callers with appropriate information and orientation to the CARES NW program.
3. Works directly with administrative staff that need assistance in providing families or individuals with appropriate information about the CARES NW program (in person, in writing or by telephone). Completes required forms or translates information into Spanish.
4. Interacts and provides necessary assistance with the Family Support Team when interpretative services are needed.
5. Interacts with law enforcement and DHS either by phone or with personnel assigned to CARES NW.
6. Meets with designated individuals for supervision and to actively seek consultation on work performed.

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 4259
FLSA: Non-exempt
Union Code: N/A

TITLE: MEDICAL ASSISTANT I
REPORTS TO: (ADMINISTRATIVELY) MANAGER
(CLINICALLY) SUPERVISING PHYSICIAN
DEPARTMENT: VARIES

DATE LAST REVIEWED: JUNE 2, 2004

JOB SUMMARY:

Responsible for assisting with patient care, maintaining department/clinic efficiency and other duties, as assigned. Participates as a member of the health care team in cooperation with and under the direction of a physician or their physician assistant. Participates in daily operations under the supervisor or manager.

Access Level to Protected Health Information (PHI):

B=Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

Experience:

Experience as a back office medical assistant in a clinic setting. One-year experience preferred.

Education:

Graduate of a medical assisting program or higher level training such as LPN; or proof of comparable military training equivalent to that of a certified medical assistant.

Certification:

Certified Medical Assistant preferred.

Current CPR certification required.

Specialized certification such as audiometry and spirometry may be required.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.
Fulfills work schedule and commitments.
Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills that convey a positive and supportive attitude.
Uses discretion in discussions related to staffing or personal concerns.
Gives constructive feedback in a non-blaming, positive and confidential manner.
Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.
Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.
Maintains a safe and clean work environment.
Promotes cost effectiveness through the proper use and conservation of supplies and equipment.
Identifies cost saving measures.
Reports needed repairs or potential hazards to the appropriate department as soon as identified.
Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.
Supports improvement and innovation in the workplace.
Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.
Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Prepare patients and rooms for exams and procedures.
2. Perform basic laboratory testing, point of care testing, phlebotomy and other quality controls.

MEDICAL ASSISTANT I
Job Description

Page 3

3. Administer medications as directed by physician/ nurse practitioner (as per site operations).
4. Assist physician/nurse practitioner with exams and procedures.
5. Performs procedures within scope of practice.
6. Accurate documentation of medical information in the patient records.
7. Tracks and routes test results to physician(s)/nurse practitioner(s) for review, and file results in medical records (as per site operations).
8. Communicate test results with patients when deemed appropriate by physician/nurse practitioner.
9. Facilitate patient care activities, to include scheduling ancillary tests, reinforcing patient education, and triage as appropriate and directed by physician/nurse practitioner (as per site operation).
10. Maintain adequate inventory of medical, office, and pharmaceutical supplies.
11. Demonstrate and maintains professional behavior in accordance with established standards.
12. Timely, concise, and appropriate use of telephone to meet needs of external and internal customers.
13. Perform basic computer skills.
14. Processes orders appropriately and accurately.
15. Perform other related duties as assigned.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\4000tech\4259.doc...10/05

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 7985
FLSA: Exempt
Union Code: N/A

TITLE: MEDICAL DIRECTOR CARES NW

REPORTS TO: CLINICAL VP OF PEDIATRICS

DEPARTMENT: CARES NW

DATE LAST REVIEWED: 02/27/07

JOB SUMMARY: Provides leadership and direction for CARES NW while conducting an active medical practice as a child abuse examiner.

Provides medical evaluations, as part of a multi-disciplinary team, to alleged victims of child abuse. As a specialist in the field, acts as a trainer/consultant at CARES NW.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

Education: Graduate of four-year U.S. Medical School or equivalent. Specialty training in child abuse preferred.

Experience: At least one year clinical experience examining and treating pediatric patients and five years experience evaluating children for abuse and neglect.

Licensure/Certification: Medical License for the applicable state.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all hospital departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills which convey a positive and supportive attitude.

Uses discretion in discussions related to staffing or personal concerns.

Gives constructive feedback in a non-blaming, positive and confidential manner.

Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.

Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.

Maintains a safe and clean work environment.

Promotes cost effectiveness through the proper use and conservation of supplies and equipment.

Identifies cost saving measures.

Reports needed repairs or potential hazards to the appropriate department as soon as identified.

Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

LEADERSHIP ACCOUNTABILITIES

1. Works toward the success of Legacy system as a whole while upholding Legacy's core values, strategic pathways, mission and vision.

Regularly communicates and demonstrates through actions the norms, values and vision of the organization to colleagues and staff.

Works collaboratively to ensure continued success in programs which contribute to LHS goals.

Functions effectively in partnership with others.

2. Ensures that customer expectations are met or exceeded through practices that use CQI principles, tools and processes.

Demonstrates personal commitment to quality improvement.

Clearly understands and meets customer expectations.

Resolves customer complaints in a timely manner.

3. Takes responsibility for development of self and others.

Continues own education to strengthen knowledge to attain current and future goals.
Assists staff in developing their skills and abilities.

4. Builds and maintains a work environment that reflects a positive atmosphere, high employee satisfaction and competence and strong evidence of teamwork.

Makes high quality staffing decisions and effectively delegates work appropriate to staff capabilities.

Encourages successful team development by actively involving staff in planning, decision making and solving team conflicts.

Creates an environment in which diversity is encouraged and honored.

Understands, interprets and consistently applies LHS and CARES NW policies and procedures.

5. Communicates effectively.

Establishes and communicates clear expectations.

Models open, clear, consistent communication.

Demonstrates effective listening.

6. Plans strategically and manages resources to produce desired results.

Develops and manages an effective plan for the future direction of CARES NW.

Achieves results within budgetary parameters.

Complies with all laws and regulations and Legacy and CARES NW policies in performing job responsibilities.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

Administrative

- Maintaining state of the art program: Assessment Center is recognized regionally and nationally as a role model for child abuse evaluations.
- Collaborates with colleagues and other staff to develop policies and procedures for Child Abuse Examiners at CARES NW.
- Participates in quality assurance and continuous improvement in medical care of patients.
- Participates in marketing/outreach for CARES NW as requested.
- Serves on Legacy Health System committees as requested.
- Participates in local and state organizations and activities requiring CARES NW medical representation.
- Provides supervision for CARES NW examiners.
- Provides supervision to Regional Training and Consultation Center (RTCC) as needed.

Clinical:

1. Medical evaluations of children for suspected abuse and neglect.

Takes appropriate histories, performs physical examinations, takes photographs of physical findings, performs colposcopic evaluations, and obtains as indicated, lab tests, and imaging studies.

Performs overall health screenings with referral and follow-up to appropriate providers.

2. Legally acceptable reports of evaluations.

Dictates, reviews and signs, in a timely manner, detailed, legally acceptable reports of medical evaluations.

Reviews and corrects reports to ensure accuracy.

Includes appropriate diagnostic finding and treatment recommendations.

3. Assessments for suspected abuse.

Works in cooperation with other professionals, both at the CARES NW Program and in the community, in providing assessments for suspected abuse.

Makes all appropriate contacts with outside agency personnel either by phone or in person at the time of the appointment to ensure understanding of relevant historic information and appropriate planning for the evaluation process.

Debriefs in a timely manner at the time of appointment with agency personnel to develop cooperative plan for follow-up on assessment and treatment.

4. Provision of quality services.

Participates in supervision, peer review, and quality assurance exercises at the CARES NW Program.

Requests peer review on cases that pose diagnostic problems.

5. Telephone consultations to professionals in the community and state on medical aspects of suspected abuse.

Responds to telephone calls from other professionals requesting information regarding specific cases of alleged abuse or to provide expertise on general abuse concerns.

Assists intake counselors, through consultation, to appropriately triage cases of alleged abuse.

6. Promotion of community awareness of child abuse issues through educational programs.

Provides lectures and training for professionals regarding medical evaluations of alleged child abuse victims.

Develops educational materials.

Provides training, on and off site, for CARES NW Program regarding child abuse issues.

7. Expert testimony when subpoenaed to depositions or trials on cases evaluated at CARES NW.

Integrates current research into court testimony and is available as a resource for other staff preparing for court.

Makes appropriate arrangements for court testimony.

8. Continuing education for child abuse examiners.

Attends professional training for child abuse examiners and reads relevant literature.

Takes initiative to research and share new information on this specialty.

Attends trainings and fully utilizes available consultations.

Seeks input from others on own work.

Participates in clinical research conducted at CARES NW.

9. Night call coverage for child abuse consultations or examinations when necessary.

Provides on-call coverage as indicated and appropriate as the on-call examiner is responsible for child abuse phone consultation and Legacy Emanuel Children's Hospital child abuse in-patient evaluation and treatment.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\7900md\7985.doc 02/07

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 6009
FLSA: Exempt
Union Code: Non-Union

TITLE: NURSE PRACTITIONER / OUTPATIENT

REPORTS TO: VARIES

DEPARTMENT: VARIES

DATE LAST REVIEWED: 01/06

JOB SUMMARY: Works in collaboration with physicians to provide complete physical examinations, diagnosis, and treatment of both chronic and episodic disorders. Assigned principal responsibility for primary health care of patients under professional medical direction from physicians. Seeks the expert opinion or advice of a physician whenever the incumbent decides a case falls outside the scope authorized by policies and protocol. The Nurse Practitioner plans and implements and a physician reviews and confirms health care goals for patients.

The Nurse Practitioner typically remains responsible for the patient throughout the course of the treatment, provides the physical examination, the diagnosis, and the health care plan, determines when the patient has recovered, and releases the patient. The Nurse Practitioner may refer the patient to physicians for consultation or to specialized health resources for treatment but retains responsibility for clinical management as well as any subsequent modification.

This job description is for use in Ambulatory/Outpatient departments and settings.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

Education:

Masters Degree from an accredited school of nursing.

Experience:

Clinical experience requirements are dependent upon the specific position, and include a minimum of 2 years of experience in a related field.

Licensure/Certification:

National certification as a Nurse Practitioner (NP) required.

Applicable state license as a Nurse Practitioner w/Prescriptive Privileges (NP-PP) required.

Current certification dependent upon the specific position to include Basic Life Support (CPR).

CORE ACCOUNTABILITIES

1. **TEAMWORK:** Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. **RESPECT AND CARING:** Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills which convey a positive and supportive attitude.

Uses discretion in discussions related to staffing or personal concerns.

Gives constructive feedback in a non-blaming, positive and confidential manner.

Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.

Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. **EFFECTIVE USE OF RESOURCES:** Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.

Maintains a safe and clean work environment.

Promotes cost effectiveness through the proper use and conservation of supplies and equipment.

Identifies cost saving measures.

Reports needed repairs or potential hazards to the appropriate department as soon as identified.

Reports all on-the-job injuries and seeks medical attention as appropriate.

4. **INITIATIVE:** Self-motivation, takes on projects willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Assesses the physical condition of a group of patients by performing physical examinations including ordering, interpreting and evaluating diagnostic tests and obtaining medical histories. Assumes ongoing responsibility for each patient from discovery of the disorder to recovery.
2. Formulates the medical plan and prognosis based on patient's condition.
3. Consults with physician(s) regarding patient health care plans and treatment.
4. Orders, interprets, and evaluates diagnostic tests to identify and assess the patient's clinical problems and health care needs.
5. Performs selected invasive procedures for therapeutic and/or diagnostic reasons within scope of validated competence.
6. Initiates and/or recommends medical drug therapies or other forms of related therapeutic treatment and procedures in accordance with approved protocols/policy.
7. Complies with medical records policies regarding the complete and accurate documentation of patient care. Initiates and maintains required records and legal documents.
8. Participates in quality improvement activities.
9. Counsels patients, families and significant others about health and illness, and promotes health maintenance.
10. Establishes and documents the health care plan and prognosis, maintaining records of each case that are sufficiently complete for any physician reviewing them to evaluate the effectiveness of the plan.
11. Initiates drug therapy, taking responsibility for such therapy when performed prior to consultation with a physician.
12. Determines when the patient has recovered from the disorder and releases the patient.

The above accountabilities represent work performed by this position and is not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

UNIT OR JOB SPECIFIC ADDENDUM

In addition to the elements in the attached job description, the following items apply to this specific unit:

JOB CODE: 06009
SUBTITLE: NURSE PRACTITIONER
REPORTS TO: VARIES
DEPARTMENT: CARES Northwest
DATE LAST REVIEWED: 03/00

JOB SUMMARY:

The Psychiatric Nurse Practitioner is an autonomous position who, under the auspices of the Psychiatric Consultation/Liaison Service provides consultation assessment and therapy for patients, families, and hospital staff. The responsibilities include crisis intervention, psychotherapy, consultation and/or liaison, coordination of outpatient referrals and provision of education/growth experiences for staff.

GENERAL ACCOUNTABILITIES:

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 3034
FLSA: Non-Exempt
Union Code: N/A

TITLE: MEDICAL TRANSCRIPTIONIST

REPORTS TO: MANAGER

DEPARTMENT: VARIES

DATE LAST REVIEWED: MAY 13, 2004

JOB SUMMARY:

This individual performs a variety of clerical, transcription, support functions and the processing of associated data. Responsibilities may include work as assigned in several any of the following areas: transcription, film file room, result charting, phone results and service, and general clerical duties as necessary.

Access Level to Protected Health Information (PHI):

C= Limited approved access to patient care areas and/or all records containing PHI as needed to carry out their duties.

QUALIFICATIONS:

Completion of a Medical Transcription course or equivalent (2 years) Medical transcription experience.

Medical terminology.

Typing \geq 80 WPM.

Computer experience.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills that convey a positive and supportive attitude.
Uses discretion in discussions related to staffing or personal concerns.
Gives constructive feedback in a non-blaming, positive and confidential manner.
Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.
Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.
Maintains a safe and clean work environment.
Promotes cost effectiveness through the proper use and conservation of supplies and equipment.
Identifies cost saving measures.
Reports needed repairs or potential hazards to the appropriate department as soon as identified.
Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.
Supports improvement and innovation in the workplace.
Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.
Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. DOCUMENTATION: Accurate and timely service to customers is provided by complete gathering and documentation of all pertinent information by following documented procedures.

Gathers and properly documents complete medical and informational data.
Complete and accurate information is obtained and transcribed on patient reports, logs and forms.
Follows confidentiality standard for patient information and results.

2. PRODUCTIVITY: Job responsibilities are performed efficiently and to completion.

Consistently productive while maintaining a clean, orderly and safe working environment.

Meets department productivity standard while completing all job duties.
Self motivated taking initiative to maintain and improve job skills.
Accepts responsibility to ensure efficient work flow.

3. ACCURACY AND TERMINOLOGY: Complete and accurate reports reflect thorough knowledge of medical transcription and terminology.

Demonstrates expertise with transcription terminology in all assigned areas.
Proficient with all aspects of transcription equipment.
Corrections to reports are minimal for spelling, grammar and format.
Maintain knowledge of the department procedures in order to provide assistance throughout the patient care process.

4. PROFESSIONAL BEHAVIOR: Physician, patient and coworkers respect and confidence is maintained by professional appearance, conduct, punctuality, attendance, dependability and attitude.

Meets established guest relations standards of professional behavior and confidentiality.
Presents professional image to customers and staff in a pleasant and helpful manner appropriate for age of individual.
Takes on special responsibilities and projects in areas as requested.
Reads communication logs and attends at least 80% of staff meetings.
Maintains knowledge of department procedures in order to provide assistance throughout the patient care process.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

UNIT OR JOB SPECIFIC ADDENDUM

In addition to the elements in the attached job description, the following items apply to this specific unit:

SUBTITLE: Medical Transcriptionist/Medical Records Clerk

JOB CODE: 3034

REPORTS TO: Intake/Administrative Support Staff Supervisor

DEPARTMENT: CARES Northwest

DATE LAST REVIEWED: 5/99

JOB SUMMARY:

This position entails part-time transcription, and part-time management of medical records.

GENERAL ACCOUNTABILITIES:

In addition to transcription, the job involves managing the checking in and out of the charts, with retrieval and filing accountability for all requests. Specific tasks include making up charts, filing material in the charts, mailing out reports, checking charts in and out of the file room, organizing and maintaining the file room, copying material, requesting charts from off-site storage, copying and filing videotapes. Knowledge of general principles regarding confidentiality, and release of information, is essential.

LEGACY HEALTH SYSTEM
Job Description

Job Code: 3534
FLSA: Non-Exempt
Union Code: N/A

TITLE: OFFICE ASSISTANT

REPORTS TO: MANAGER

ORGANIZATIONAL UNIT: VARIES

DATE LAST REVIEWED: 02/06

JOB SUMMARY:

Provides complex and diversified clerical and office support that requires advanced administrative skills and knowledge. Duties will vary depending on working environment (clinical vs. non-clinical). Responsibilities may include typing, transcription, file management, scheduling procedures and/or meetings, physician billing, ordering supplies and operation of office equipment. Work is generally performed independently requiring judgment and problem solving skills under limited supervision. May assist with orientation of new personnel. May register patients in absence of or as backup to Admitting. May act as a resource person for employees regarding staffing and payroll issues.

Access Level to Protected Health Information (PHI):

D= Minimal approved access to patient care areas and the patient directory only as needed to carry out their duties.

QUALIFICATIONS:

EDUCATION:

High school diploma or equivalent.

EXPERIENCE:

Three years in an administrative support role requiring judgment and performance of a wide range of secretarial and/or administrative functions.

Hospital or healthcare experience preferred.

SKILLS:

Advanced skill with appropriate computer systems and software packages.

Budget skills and the ability to organize and work independently.

May require ability to transcribe reports, forms, and correspondence, including the use of technical and medical terminology, from longhand or dictation.

Ability to compose routine correspondence and reports.

Ability to edit documents for grammar, punctuation, etc.

Knowledge of departmental policies and procedures.

Time management and organizational skills.
Ability to withstand varying job pressures and effectively prioritize related tasks.
Demonstrated interpersonal and effective communication skills that promote cooperation and teamwork.
Ability to work with credibility and effectiveness with medical and administrative staff.
Knowledge of payroll and personnel policies and procedures.
Ability to work in a fast-paced environment.
Ability to work with confidential information.
May require demonstrated sixty words per minute keyboarding skill.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.
Establishes and maintains open communication to enhance team effort.
Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.
Fulfills work schedule and commitments.
Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills that convey a positive and supportive attitude.
Uses discretion in discussions related to staffing or personal concerns.
Gives constructive feedback in a non-blaming, positive and confidential manner.
Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.
Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.
Maintains a safe and clean work environment.
Promotes cost effectiveness through the proper use and conservation of supplies and equipment.
Identifies cost saving measures.
Reports needed repairs or potential hazards to the appropriate department as soon as identified.
Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on project willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. PRIMARY ADMINISTRATIVE SUPPORT: Report generation, file management, operation of office equipment.

- Produces, organizes and distributes correspondence and reports according to department and operating unit needs.
- Types/processes and transcribes routine and complex reports, forms, and correspondence, including the use of technical and medical terminology when necessary, from notes or dictation.
- Composes routine correspondence and reports under general department guidelines.
- Edits documents for grammar, punctuation, etc. Responsible for file management. Maintains department records, files and logs in a complete, current and accessible manner. Respond to requests for records and locates previous medical records as needed.
- Files, retrieves, reviews, responds to and distributes documents and/or correspondence that may be complex and time-sensitive.
- Operates standard office equipment such as typewriter, personal computer, facsimile, copier, adding machine, postage machine and multi-line telephone.
- Operates both standard and highly specialized personal computer software such as desktop publishing, specialized graphics, spread sheet, calendar and project management software.

2. ALTERNATIVE ADMINISTRATIVE SUPPORT: May assist with ordering, L-timekeeping, billing and data collection as appropriate.

- May be assigned to analyze departmental data usually from a single source using routine data gathering and analytical procedures.
- May perform medical transcription.
- May order supplies for department.
- May monitor and audit department budget.
- May prepare monthly billing and input patient charges into the system.
- May reconcile daily books.
- May participate in department CQI activities, data collection and typing of reports as requested.

- May serve as L-time timekeeper. Handles any problems with staff paychecks by contacting the appropriate party (Payroll, Human Resources, etc.). Works with confidential information.

3. COORDINATION: Coordinates workflow for the department. May include independently scheduling meetings and/or procedures.

- Creates schedule types and work patterns as needed. Loads varying data into system about personnel, budget and staff coverage.
- Coordinates the workflow of clerical support personnel.
- Coordinates department activities within the limited scope of the position.
- Organizes and schedules meetings within the department or with other medical staff and contracted vendors or between physicians and other departments.
- Reports, files, logs and schedules information accurately and completely.
- May be responsible to maintain calendars, make appointments and meeting arrangements for departmental staff or manager.
- May make routine travel arrangements for departmental professional staff and manager.
- Attends and reports on meetings in the functional work area.
- Recommends department procedures and any changes to management.
- Works with other departments as needed, and notifies appropriate parties of their assigned cases, changes in their schedules, etc.
- Enters into the computer system any pertinent information needed for the procedure. Independently enters data as needed; may include daily patient/procedure data.

4. JOB KNOWLEDGE/JOB SKILLS: Technical, management and/or physician support is provided skillfully to maintain efficient and reliable workflow.

- Maintains knowledge of department procedures.
- Facilitates communication between department members and with other customers to help meet management's objectives.
- Independently initiates required reports. Maintains confidentiality.
- Anticipates the need to enhance skills and develops innovative responses to changes in the working environment.
- Takes the initiative to maintain and improve job skills.
- Performs all assigned duties accurately and effectively.

5. PRIORITIZATION OF WORK: Organizes and prioritizes daily workload and manages time to maximize efficiency.

- Anticipates critical workload times and high volume periods.
- Organizes time to deal with peak volume periods efficiently.
- Handles multiple tasks simultaneously in a confident and proficient manner.

6. **PROFESSIONAL BEHAVIOR:** Maintain the respect and confidence of others, including physicians, customers, patients and coworkers, by exhibiting professional appearance, proper conduct, punctual attendance, dependability and a positive attitude.
- Meets established guest relation's standards of professional behavior and confidentiality.
 - Greets and directs patients, visitors and other employees as per department procedures.
 - Provides customer service by phone or in person in a prompt, courteous and complete manner.
 - Responds to requests for information courteously and efficiently.
 - Takes complete, accurate and timely telephone and verbal messages in a professional manner.
 - Presents professional image to customers and staff in a pleasant and helpful manner.
 - Takes on special responsibilities and projects in areas as requested.
 - Acts as liaison to communicate departmental information to customers regarding department operations.

The above accountabilities represent work performed by this position and are not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

P:\JOBDESC\3000CLRC\3534.doc...02/07

UNIT OR JOB SPECIFIC ADDENDUM

In addition to the elements in the attached job description, the following items apply to this specific unit:

SUBTITLE: OFFICE ASSISTANT - CARES NORTHWEST

JOB CODE: 3534

REPORTS TO: ADMINISTRATIVE STAFF SUPERVISOR

DEPARTMENT: CARES NORTHWEST

DATE LAST REVIEWED: 10/25/99

JOB SUMMARY: Under limited supervision, provides complex clerical and office support to the Program Manager and related staff at the CARES NW program.

GENERAL ACCOUNTABILITIES:

In addition to those specified in the general description for the Office Assistant, the Incumbent:

1. Ensures accurate records are processed and maintained for department accounts receivable and payable, and cash receipts. Reviews monthly operating reports for accuracy and seeks corrective information as necessary. Compiles all needed budget reports. Completes hospital forms for payroll. Reports variances to Program Manager for any needed follow-up.
2. Coordinates conference/travel/hotel expense requests for staff, following hospital procedures. Ensures all arrangements are in place prior to the event.
3. Monitors E-Time and ensures discrepancies are brought to the attention of appropriate Supervisor and/or Program Manager. Makes corrections to E-Time as needed. Distributes and collects time sheets for CARES NW contract employees.
4. Develops and maintains systems to keep supplies stocked on par levels so that supplies are always available but not over ordered. Maintains supply costs within budget.
5. Provides orientation support to new clerical staff. Keeps written procedures current for use by staff backing up position.
6. Provides back-up assistance to co-workers as needed.
7. Responds to court subpoenas and requests for records promptly and courteously, and in compliance with legal requirements of CARES NW medical record release protocols.

UNIT OR JOB SPECIFIC ADDENDUM

In addition to the elements in the attached job description, the following terms apply to this specific unit:

TITLE: OFFICE ASSISTANT (RESEARCH), TRAINING
COORDINATOR, AND QUALITY
ASSURANCE COORDINATOR

JOB CODE: 3534

REPORTS TO: ADMINISTRATIVE STAFF SUPERVISOR

DEPARTMENT: CARES NORTHWEST – 95018

DATE LAST REVIEWED: OCTOBER 2004

JOB SUMMARY: Under limited supervision, provides complex administrative and grant-related research support to the Program Manager, Medical Director and related staff at the CARES NW program. Responsible for the quarterly and yearly Interviewer QA Program, including quarterly and yearly reports.

GENERAL ACCOUNTABILITIES:

RESEARCH:

1. Collects statistical data from internal and external sources (Intake, Front Office, Examiners, Transcription, metro-area District Attorneys, Department of Human Services.)
2. Performs data entry and database management in Access, SPSS, Excel and Word computer programs.
3. Prepares monthly statistical reports on patient population.
4. Prepares quarterly Legacy Health System QP&M Indicator Quarterly Summary Reports.
5. Prepares annual, semi-annual and quarterly statistical reports as required by granting agencies and funding sources.
6. Assembles mailing list of community partners for annual Customer Satisfaction Survey; prepares and mails out survey and records responses.
7. Responds to data requests from CARES NW administration and staff as needed.
8. Provides database management and assistance to CARES NW staff as needed.

QUALITY ASSURANCE COORDINATOR:

1. Ensure that each quarter individual interviewers submit QA forms on other interviewers' reports as predetermined by the QA schedule.

2. Collates and compiles the statistical data from the QA forms on a quarterly basis and provides a brief summary of the data.
3. Compiles a yearly report (to be completed in April) reflecting data from the entire four quarters, summarizing progress, areas of concern and plan for change in the QA procedure for the coming year.

LEGACY HEALTH SYSTEM
Job Description

Job Code #: 5609
FLSA: Exempt
Union Code: Non-union

TITLE: CHILD ABUSE INTERVIEWER SUPERVISOR
REPORTS TO: PROGRAM MANAGER
DEPARTMENT: CARES NW PROGRAM

DATE LAST REVIEWED: JANUARY 2004

JOB SUMMARY:

Provides clinical direction and supervision to the child abuse specialist interviewers. Trains new interviewers. Participates in Operations Committee of CARES NW. May provide direct patient care for alleged child abuse victims. May supervise or provide consultation to other staff depending on clinic needs. Coordinates the education and training activities for the CARES NW. Provides back up to child abuse specialist interviewers and other staff, as needed.

Access Level to Protected Health Information (PHI):

B= Approved access to patient care areas and medical records of patients under their care as needed to carry out their duties.

QUALIFICATIONS:

Education and Experience:

Masters degree in counseling, social work or related field. Minimum of five years work experience related to the specialty of child abuse interviewing. Experience and knowledge of clinical supervision practices and interdisciplinary team development.

Certifications/Licensures.

None Required. L.C.S.W. or L.P.C. preferred.

Skill Requirements:

Ability to supervise a staff of highly qualified clinicians in a work intensive environment through implementation of a self-directed team approach. A willingness to lead by example, with strong interpersonal, communication and leadership skills.

Environmental Setting:

Office setting: Fluctuations from sedentary to limited demands such as lifting of small children. Constant auditory stimuli. Work indoors in areas which may vary in size and temperature. Works at rapid pace in often stressful situations. Occasional travel out of town.

CORE ACCOUNTABILITIES

1. TEAMWORK: Cooperation, adaptability, flexibility, communication, dependability, supports team goals.

Works collaboratively with all departments.

Establishes and maintains open communication to enhance team effort.

Demonstrates flexibility in response to unexpected changes in work volume, emergencies, staffing and scheduling.

Fulfills work schedule and commitments.

Looks for opportunities to assist co-workers.

2. RESPECT AND CARING: Compassion, customer relations, professional behavior, confidentiality, valuing diversity.

Uses interpersonal skills which convey a positive and supportive attitude.

Uses discretion in discussions related to staffing or personal concerns.

Gives constructive feedback in a non-blaming, positive and confidential manner.

Makes continuous effort to identify opportunities to meet/exceed customer needs and expectations.

Demonstrates commitment to understanding and valuing individual differences and fosters an environment of acceptance, fairness and mutual respect.

3. EFFECTIVE USE OF RESOURCES: Effective use of time, people, supplies, safe and attentive work practices.

Works in a safe manner.

Maintains a safe and clean work environment.

Promotes cost effectiveness through the proper use and conservation of supplies and equipment.

Identifies cost saving measures.

Reports needed repairs or potential hazards to the appropriate department as soon as identified.

Reports all on-the-job injuries and seeks medical attention as appropriate.

4. INITIATIVE: Self-motivation, takes on projects willingly, acts on opportunities to improve, contributes new ideas.

Takes the initiative to identify and solve problems.

Supports improvement and innovation in the workplace.

Demonstrates awareness of and supports Legacy Health System departmental and operating unit goals through participation in continuous quality improvement and departmental activities.

Promotes professional development and contributes to the professional growth of others.

GENERAL ACCOUNTABILITIES AND ESSENTIAL FUNCTIONS

1. Maintain state of the art interviewing component: CARES NW Program is recognized regionally and nationally as a role model for child abuse interviewing.

Functions/Tasks:

- a) Ensures basic principles, new techniques and current research in the field of child abuse interviewing are integrated in the CARES NW Program.
- b) Encourages and organizes opportunities for a staff to maintain and increase knowledge and expertise through trainings, consultation and research.
- c) Through the use of CQI principles, uses national benchmarks to evaluate CARES NW Program interviewing in relationship to other similar Centers.
- d) Arranges and participates in local and national forums to maintain visibility of the program as well as to support improved levels of practice in this field.

2. Human Resources: Work environment reflects a professional atmosphere, high employee motivation and competence and strong evidence of teamwork which promotes quality outcome for patients and families.

Functions/Tasks:

- a) Is knowledgeable of and in compliance with hospital and departmental policies and procedures, e.g. hiring practices, compensation and corrective action.
- b) Recruits and hires, in conjunction with the administrative manager, interviewers and other staff as appropriate to meet present and future skill requirements and program staffing needs.
- c) Regularly monitors the performance of the interviewers, including written narratives, and provides timely feedback to support coaching. Implements corrective action practices when appropriate.
- d) Involves administrative manager in a timely manner in corrective action plans, as appropriate.
- e) Provides interviewers with the necessary training, information and support to solve problems and improve operations at the staff level.

- f) Encourages team work philosophy leading to challenging and satisfying work environment.

3. Operations and Management: Services are provided effectively/efficiently and established resources are managed to optimize Children's Hospital and CARES NW Program goals.

Function/Tasks:

- a) Shows initiative in maximizing available interviewer staffing hours.
- b) Ensures agreed upon operating objectives are met in projected interviewer coverage.
Explains variance with a plan for resolution.
- c) Coordinates the plan for patient and care delivery with the physician component.

4. Patient Care: Provides patient care and staff support and/or relief when necessary which may include back up for child abuse specialist interviewers and other staff.

The above accountabilities represent work performed by this position and is not all-inclusive. The omission of a specific accountability will not preclude it from the position if the work is similar, related, or a logical extension of the position.

p:\jobdesc\5000prof \5609.doc.....08/05

CAMI

CARES Northwest

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2007-2008

CAMI 2007 – 2008		ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Provide and enhance comprehensive services to victims of alleged child abuse through a program that establishes and maintains county multi-disciplinary teams (MDT) that provide a coordinated community response to allegations of child sexual abuse, physical abuse, and neglect.	<p>90% of families will be offered CARES NW medical evaluations within two weeks of referral (when a CARES NW evaluation is warranted).</p> <p>Less than 10% of delays will be due to CARES NW staff.</p>	Maintain CARES NW staffing at a level sufficient to attain objective. Continue to look for ways to streamline processes and improve services. Flex FTE up or down depending on volume.	Data from appointment book and transcription reports will be recorded daily and analyzed quarterly.	
	90% of non-urgent reports will be mailed within three weeks of the child's CARES NW evaluation. Urgent reports will be available by date identified by community partners.	CARES NW will maintain adequate staffing (e.g. Examiners, Interviewers, Transcriptionists, Medical Records) and equipment needed to achieve goals.	Data from transcription reports will be entered daily and analyzed quarterly.	
	90% of children and families attending	CARES NW will solicit feedback	Comment cards will be collected, reviewed and	

CAMI 2007 – 2008		ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT- TERM OUTCOMES
	evaluations will report that staff treat them with sensitivity and respect.	from parents/guardians by providing comments cards in the waiting areas and encouraging their use.	analyzed quarterly.	
	Parents/guardians will understand how Crime Victims Compensation funds can be utilized not only for CARES NW evaluation but also for further services needed by child victims.	CARES NW will provide CVC form to families and assist them in completing the form as necessary.	The number of Crime Victim Compensation forms submitted on behalf of eligible evaluated children will be tracked daily and reviewed monthly.	

CAMI

CARES Northwest

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2008-2009

CAMI 2008 – 2009		ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Provide and enhance comprehensive services to victims of alleged child abuse through a program that establishes and maintains county multi-disciplinary teams (MDT) that provide a coordinated community response to allegations of child sexual abuse, physical abuse, and neglect.	<p>90% of families will be offered CARES NW medical evaluations within two weeks of referral (when a CARES NW evaluation is warranted).</p> <p>Less than 10% of delays will be due to CARES NW staff.</p>	Maintain CARES NW staffing at a level sufficient to attain objective. Continue to look for ways to streamline processes and improve services. Flex FTE up or down depending on volume.	Data from appointment book and transcription reports will be recorded daily and analyzed quarterly.	
	90% of non-urgent reports will be mailed within three weeks of the child's CARES NW evaluation. Urgent reports will be available by date identified by community partners.	CARES NW will maintain adequate staffing (e.g. Examiners, Interviewers, Transcriptionists, Medical Records) and equipment needed to achieve goals.	Data from transcription reports will be entered daily and analyzed quarterly.	
	90% of children and families attending evaluations will report that staff treat	CARES NW will solicit feedback from parents/ guardians by	Comment cards will be collected, reviewed and analyzed quarterly.	

CAMI 2008 – 2009		ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
	them with sensitivity and respect.	providing comments cards in the waiting areas and encouraging their use.		
	Parents/guardians will understand how Crime Victims Compensation funds can be utilized not only for CARES NW evaluation but also for further services needed by child victims.	CARES NW will provide CVC form to families and assist them in completing the form as necessary.	The number of Crime Victim Compensation forms submitted on behalf of eligible evaluated children will be tracked daily and reviewed monthly.	

CAMI
Budget Page
CARES Northwest
2007-2008

BUDGET PAGE CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 -- June 30, 2009

BUDGET YEAR: X FY 2007-2008 ____ FY 2008-2009County Name: MultnomahAgency Name: CARES NW

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST	TOTAL PROJECT COST
Assessment (1)				
Medical Assessment	\$384,379	\$1,827,532	#####	\$2,211,911
Intervention Service	\$0	\$0	\$0	\$0
Psycho-Social Assessment	\$0	\$0	\$187,009	\$0
Sub-total Assessment	\$384,379	\$1,827,532	#####	\$2,211,911
Advocacy Services (1)				
Protective Services	\$0	\$7,000	\$37,402	\$7,000
Intervention Advocacy	\$0	\$0	\$44,902	\$0
Prevention Advocacy	\$0	\$45,825	\$69,219	\$45,825
Professional Training/Education	\$3,000	\$13,240	\$22,420	\$16,240
Sub-total Advocacy Services	\$3,000	\$66,065	\$173,943	\$69,065
Treatment Services (1)				
Information	\$0	\$0	\$74,804	\$0
Referral	\$0	\$0	\$37,402	\$0
Treatment	\$0	\$0	\$18,701	\$0
Sub-total Treatment Services	\$0	\$0	\$130,906	\$0
Other Operational Costs (1)				
Staff (i.e. Director/Coordinator salary)	\$0	\$0	\$374,018	\$0
Administration Costs (5% cap)	\$0	\$0	\$14,196	\$0
Supplies	\$0	\$211,968	\$56,148	\$211,968
Rent	\$0	\$178,812	\$172,428	\$178,812
Services & Equipment (identify)	\$0	\$0	\$233,782	\$0
For additional detail, please see attached CARES NW FY08 Budget.				
Sub-total Other Operational Costs	\$0	\$390,780	\$850,572	\$390,780
EXPENDITURES GRAND TOTAL	\$387,379	\$2,284,377	#####	\$2,671,756
FUNDS CARRIED OVER	\$0	\$0	\$0	\$0
Assessment, Advocacy & Treatment Services	\$0	\$0	\$0	\$0
Other Operational Costs	\$0	\$0	\$0	\$0
CARRY OVER GRAND TOTAL	\$0	\$0	\$0	\$0

(1) Provide information, in your county's Intervention Plan, on each CAMI funded position
(make additional copies of this page as needed)

Return this form with your Application.

CAMI
Supplemental Funding Page(s)
CARES Northwest
2007-2008

CARES Northwest SUPPLEMENTAL FUNDING (NON-CAMI FUNDS ONLY)
CAMI APPLICATION PERIOD JULY 1, 2007 – JUNE 30, 2008

Please provide the amounts, proposed use and sources of other funding allocated for the CAMI Intervention Plan
See attached CARES Northwest Budget for more detail.

CATEGORY OF FUNDS	SOURCE OF FUNDS	AMOUNT OF PLANNED FUNDING	(1) PROPOSED USE OF PLANNED FUNDING
FEDERAL (excluding VOCA)	N/A	\$0	N/A
VOCA FUNDS	N/A	\$15,000	Assessment Services (Medical Assessment)
STATE FUNDS	CAMI Funds from Washington County	\$259,000	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational Costs (Rent)
	CAPTA	\$7,000	Advocacy Services (Protective Services)
LOCAL GOVERNMENT FUNDS	N/A	\$0	N/A
OTHER SOURCES	Adjusted Outpatient Revenue (this includes contribution from Kaiser Permanente)	\$836,094	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational Costs
	Consortium Support (Legacy Emanuel Children's Hospital, Kaiser Permanente and OHSU Doernbecher Children's Hospital)	\$300,000	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational Costs

	Interest Income	\$21,445	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational Costs
	Other Operating Revenue (Copying, court reimb)	\$31,963	Assessment Services (Medical Assessment), Other Operational Costs
	Fundraising - revenue from private foundations, events, and other activities related to fundraising	\$336,871	Assessment Services (Medical Assessment), Advocacy Services (Prevention Advocacy, Professional Training and Education), Other Operational Costs
	Budget deficit. Funding resource not identified as of April 2006. If revenue can not be found, expenses will be adjusted down to meet budget.	\$477,004	Assessment Services (Medical Assessment), Advocacy Services (Prevention Advocacy, Professional Training and Education), Other Operational Costs
TOTAL		\$2,284,377	

CARES NORTHWEST
TWELVE MONTH BUDGET--
ENDED JUNE 30, 2008
1,393 APPOINTMENTS PER
YEAR

		12 MONTHS ENDED	
Acct #		6/30/08	Explanation
REVENUES			
520500	Outpatient Revenue	1,881,399	Includes Kaiser Permanente reimbursement per appointment
567004	Funds from Gov-STATE	646,379	CAMI Funds of \$387,379 (Multnomah) and \$259,000 (Washington)
568000	Other Operating Revenue	53,963	CAPTA (\$7,000), VOCA (\$15,000), payment for misc. services
568001	Funds From Industry-General	200,000	OHSU and Kaiser Permanente direct contributions
569930	Instit Support-CARES Program	100,000	Emanuel direct contribution
569940	Instit Support-Foundation	336,871	Fundraising revenue (\$54,910 for KPCA)
580000	Interest Income-other	21,445	Interest Income
	TOTAL INCOME	3,240,057	
740025	Adjustments to revenue	(1,045,305)	55.56% write-off of outpatient revenue charges
	INCOME AFTER WRITE-OFF	2,194,752	
EXPENSES			
611000	Total Legacy Staff Salaries	1,405,707	\$34,564 is for KPCA prevention program
613000	APL (Vacation, Sick Leave, Holiday)	181,773	
618000	Flex Benefits (FICA, Pension, Medical, Other)	517,201	\$11,261 is for KPCA prevention program
620000	Professional Fees	152,181	Includes Kaiser Permanente Staff, County FNP
620200	Consulting	1,248	
620900	Other Prof Fees	6,626	
	SALARIES, BENEFITS, PRO FEES	2,264,736	
630900	Other Medical Supplies	825	
632100	Office & Administration Supplies	19,697	
632300	Minor Equipment	12,842	
632400	Food	803	
632900	Other Non-med Supplies	2,670	
635000	Repairs & Maintenance	1,344	
635300	Contract Services	14,666	Agency interpreter services; film processing

635412	Contract Maintenance-Bio Med	5,930	Medical equipment service
635700	Linen Allocation	374	
636900	Other Purchased Services	15,449	Off-site medical record storage; monthly cleaning
638600	Telephone	20,352	
640000	Depreciation	7,692	
660000	Travel	7,587	
660001	Travel & Meetings - Mileage	2,500	\$1,335 is for KPCA prevention program
660100	Training & Education	5,163	
661100	Rent - Buildings	178,812	
663200	Catering & Food	2,641	
664000	Printing & Marketing	3,344	
664500	Postage, Courier, Freight	1,375	
667000	Special Events	617	
667500	Dues and Fees	2,198	
667700	Subscriptions & Journals	1,426	
669501	Indirect Costs	76,128	Includes Human Resources, Legal, Accounting, Billing Services
684904	Intercompany Expense-Foundation	22,585	Misc expenses reimbursed by the Foundation (\$7,750 for KPCA)
	TOTAL OTHER EXPENSE	<u>407,020</u>	
	TOTAL LABOR & OTHER EXPENSE	<u>2,671,756*</u>	
	SURPLUS (DEFICIT)	<u><u>(477,004)</u></u>	

**CAMI
Budget Page**

CARES Northwest

2008-2009

BUDGET PAGE CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 -- June 30, 2009

BUDGET YEAR: FY 2007-2008 X FY 2008-2009County Name: MultnomahAgency Name: CARES NW

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment	\$384,379	\$1,904,949	\$2,289,328
Intervention Service	\$0	\$0	\$0
Psycho-Social Assessment	\$0	\$0	\$0
Sub-total Assessment	\$384,379	\$1,904,949	\$2,289,328
Advocacy Services (1)			
Protective Services	\$0	\$7,000	\$7,000
Intervention Advocacy	\$0	\$0	\$0
Prevention Advocacy	\$0	\$47,429	\$47,429
Professional Training/Education	\$3,000	\$13,808	\$16,808
Sub-total Advocacy Services	\$3,000	\$68,237	\$71,237
Treatment Services (1)			
Information	\$0	\$0	\$0
Referral	\$0	\$0	\$0
Treatment	\$0	\$0	\$0
Sub-total Treatment Services	\$0	\$0	\$0
Other Operational Costs (1)			
Staff (i.e. Director/Coordinator salary)	\$0	\$0	\$0
Administration Costs (5% cap)	\$0	\$0	\$0
Supplies	\$0	\$219,387	\$219,387
Rent	\$0	\$185,070	\$185,070
Services & Equipment (identify)	\$0	\$0	\$0
For additional detail, please see attached CARES NW FY08 Budget.			
Sub-total Other Operational Costs	\$0	\$404,457	\$404,457
EXPENDITURES GRAND TOTAL	\$387,379	\$2,377,643	\$2,765,022
FUNDS CARRIED OVER	\$0	\$0	\$0
Assessment, Advocacy & Treatment Services	\$0	\$0	\$0
Other Operational Costs	\$0	\$0	\$0
CARRY OVER GRAND TOTAL	\$0	\$0	\$0

Return this form with your Application.

CAMI
Supplemental Funding Page(s)
CARES Northwest
2008-2009

CARES Northwest SUPPLEMENTAL FUNDING (NON-CAMI FUNDS ONLY)
CAMI APPLICATION PERIOD JULY 1, 2008 – JUNE 30, 2009

Please provide the amounts, proposed use and sources of other funding allocated for the CAMI Intervention Plan
See attached CARES Northwest Budget for more detail.

CATEGORY OF FUNDS	SOURCE OF FUNDS	AMOUNT OF PLANNED FUNDING	(1) PROPOSED USE OF PLANNED FUNDING
FEDERAL (excluding VOCA)	N/A	\$0	N/A
VOCA FUNDS	N/A	\$70,000	Assessment Services (Medical Assessment)
STATE FUNDS	CAMI Funds from Washington County	\$259,000	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational Costs (Rent)
	CAPTA	\$7,000	Advocacy Services (Protective Services)
LOCAL GOVERNMENT FUNDS	N/A	\$0	N/A
OTHER SOURCES	Adjusted Outpatient Revenue (this includes contribution from Kaiser Permanente)	\$865,357	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational Costs
	Consortium Support (Legacy Emanuel Children's Hospital, Kaiser Permanente and OHSU Doernbecher Children's Hospital)	\$300,000	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational Costs
	Interest Income	\$21,445	Assessment Services (Medical Assessment), Advocacy Services (Professional Training and Education), Other Operational

			Costs
	Other Operating Revenue (Copying, court reimb)	\$33,082	Assessment Services (Medical Assessment), Other Operational Costs
	Fundraising - revenue from private foundations, events, and other activities related to fundraising	\$348,661	Assessment Services (Medical Assessment), Advocacy Services (Prevention Advocacy, Professional Training and Education), Other Operational Costs
	Budget deficit. Funding resource not identified as of April 2006. If revenue can not be found, expenses will be adjusted down to meet budget.	\$473,098	Assessment Services (Medical Assessment), Advocacy Services (Prevention Advocacy, Professional Training and Education), Other Operational Costs
TOTAL		\$2,377,643	

CARES NORTHWEST
TWELVE MONTH BUDGET-- ENDED
JUNE 30, 2009
1,393 APPOINTMENTS PER YEAR

		12 MONTHS ENDED		Explanation - Items marked with a * assume a 3.5% increase
Acct #		6/30/09		
REVENUES				
520500	Outpatient Revenue*	1,947,248		Includes Kaiser Permanente reimbursement per appointment
567004	Funds from Gov-STATE	646,379		CAMI Funds of \$387,379 (Multnomah) and \$259,000 (Washington)
568000	Other Operating Revenue	110,082		CAPTA (\$7,000), VOCA (\$70,000), payment for misc. services*
568001	Funds From Industry-General	200,000		OHSU and Kaiser Permanente direct contributions
569930	Instit Support-CARES Program	100,000		Emanuel direct contribution
569940	Instit Support-Foundation*	348,661		Fundraising revenue (\$56,832 for KPCA)
580000	Interest Income-other*	21,445		Interest Income
	TOTAL INCOME	3,373,815		
740025	Adjustments to revenue*	(1,081,891)		55.56% write-off of outpatient revenue charges
	INCOME AFTER WRITE-OFF	2,291,924		
EXPENSES				
611000	Total Legacy Staff Salaries*	1,454,662		\$35,774 is for KPCA prevention program
613000	APL (Vacation, Sick Leave, Holiday)*	188,135		
618000	Flex Benefits (FICA, Pension, Medical, Other)*	535,303		\$11,655 is for KPCA prevention program
620000	Professional Fees*	157,507		Includes Kaiser Permanente Staff, County FNP
620200	Consulting*	1,292		
620900	Other Prof Fees*	6,858		
	SALARIES, BENEFITS, PRO FEES	2,343,757		
630900	Other Medical Supplies*	854		
632100	Office & Administration Supplies*	20,386		
632300	Minor Equipment*	13,291		
632400	Food*	831		
632900	Other Non-med Supplies*	2,763		
635000	Repairs & Maintenance*	1,391		
635300	Contract Services*	15,179		Agency interpreter services; film processing
635412	Contract Maintenance-Bio Med*	6,138		Medical equipment service

635700	Linen Allocation*	387	
636900	Other Purchased Services*	15,990	Off-site medical record storage; monthly cleaning
638600	Telephone*	21,064	
640000	Depreciation*	7,961	
660000	Travel*	7,853	
660001	Travel & Meetings - Mileage*	2,588	\$1,382 is for KPCA prevention program
660100	Training & Education*	5,344	
661100	Rent - Buildings*	185,070	
663200	Catering & Food*	2,733	
664000	Printing & Marketing*	3,461	
664500	Postage, Courier, Freight*	1,423	
667000	Special Events*	639	
667500	Dues and Fees*	2,275	
667700	Subscriptions & Journals*	1,476	
669501	Indirect Costs*	78,792	Includes Human Resources, Legal, Accounting, Billing Services
684904	Intercompany Expense-Foundation*	23,375	Misc expenses reimbursed by the Foundation (\$8,021 for KPCA
	TOTAL OTHER EXPENSE	421,266	
	TOTAL LABOR & OTHER EXPENSE	2,765,022**	
	SURPLUS(DEFICIT)	(473,098)	

**Note: Total expenses include costs associated with appointments, prevention program, triage, 24 hr/day phone consults, and inpatient ward consults (physician and social work), totaling approximately 4,500 children served per year.

CAMI INTERVENTION PLAN
LAW ENFORCEMENT OVERTIME PROJECT
2007-2009



CITY OF PORTLAND, OREGON



Bureau of Police

Tom Potter, Mayor

Rosanne M. Sizer, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000 • Fax: 503-823-0342

Integrity • Compassion • Accountability • Respect • Excellence • Service

April 9, 2007

Helen Smith
Chair, Multnomah County MDT Executive Committee
Multnomah County Courthouse
1021 SW Fourth Avenue, Room 804
Portland, Oregon 97204

Dear Ms. Smith,

Enclosed you will find the Department of Justice State Grant Program Child Abuse Multi-disciplinary Intervention 2007-2009 grant application materials from the Portland Police Bureau, Multnomah County MDT Child Abuse Team. MDT Child Abuse Team is requesting \$80,000 in CAMI funding from the Multnomah County MDT in the fiscal years 2007-2009.

The concept of the Multnomah County MDT Child Abuse Team is to provide highly trained investigators in the field of child abuse to the victims of sexual abuse, physical abuse and neglect in this county. As a prosecutor, you understand the importance of a complete and thorough investigation. As you know, it is important to have professional investigators from the beginning of the investigation to the end to maintain case integrity and continuity. It is for these reasons that the funding to provide after-hours on call MDT trained investigators is being requested. Without an adequate overtime budget, the team would be required to limit or possibly eliminate after-hours callouts.

For the year 2006, the Multnomah County Child Abuse Team responded to over 75 after-hours callouts. This MDT trained after-hours response was possible because of the funding provided by CAMI.

Thank you for considering this request. If you have any questions or need information, please feel free to call me at (503) 823-0103.

Sincerely,

Captain John Eckhart
Family Services Division

Community Policing: Making the Difference Together
An Equal Opportunity Employer

Police Information Line: 503-823-4636, TTY (for hearing and speech impaired): 503-823-4736 Website: <http://www.portlandpolicebureau.com>

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Return the answers to these questions with your Application.

CAMI Intervention Plan: Law Enforcement Overtime

1. The Multnomah County Child Abuse Team (CAT) has a small number of investigators highly trained and experienced in Child Abuse Investigations. (8 PPB Detectives, 1 Multnomah County Investigator and 2 Gresham Police Detectives). In order to ensure that trained investigators are available for after-hours and weekend call outs, a significant overtime budget must be in place to compensate the team members. For the year 2006, investigators of the Child Abuse Team responded to over 75 after-hours calls for investigation of serious abuse cases. CAMI overtime funds ensure that when the incident dictates, an investigator that is MDT trained conducts the investigation from beginning to end. This guarantees that the victim and the courts are provided with a thorough investigation from reporting to prosecution. Without an adequate overtime budget, the team would be required to limit or possibly eliminate after-hours call outs. Overtime funds are essential to meeting the goals of the Child Abuse Team response plan.

It should be noted, that a small amount of these funds go to pay the sergeants to respond to after hours emergency telephone calls requesting service for child abuse investigators. By having the sergeants scrutinize requests for services, it assures that investigators are only responding to after-hours calls they are truly needed on. This step ensures fiscal responsibility to the CAMI funds. Some of the calls only require the sergeant to provide assistance over the phone to an officer and having the officer's report forwarded to the child abuse team the next day as opposed to the cost of sending an investigator out. However, if the call dictates, the sergeant does not hesitate to respond by dispatching a trained investigator to the scene. The telephone screening by the sergeants ensures complete and financially appropriate response to child abuse investigations.

Another step that has been taken to ensure fiscal responsibility of the CAMI overtime funds was the establishment of two detectives being assigned to the shift of 1400 hours to Midnight. These detectives will hopefully reduce the amount of overtime funds expended by twenty-five percent. Needless to say, this number is dependent on the number of calls that come in during the time that the afternoon detectives are working. This afternoon shift is dependant on the maintenance of current staffing levels.

2. The primary barrier is the lack of resources to respond to the increasing number of critical cases. The strategy for overcoming this barrier is to work with our community partners (DA, DHS, CARES) to develop a priority system of response for service. Enhances systems of communication, triaging cases and strengthening MDT relationships will also assist in overcoming this barrier.
3. These CAMI funds will be dedicated to covering overtime expenses related to after-hours call outs for CAT detectives and sergeants. These funds will make it possible to provide child abuse investigators or investigative assistance 24 hours a day, seven days a week.
4. Funds from the Portland Police Bureau (PPB), Gresham Police Department (GPD) and the Multnomah County Sheriff's Office (MCSO) will be used to pay for other overtime expenses related to child abuse investigations such as follow up, report writing, case preparation and court appearances.

5. **Goal:** To continue to provide optimal child abuse intervention for all reports of serious child abuse that occur within Multnomah County.

Objectives: To ensure trained child abuse investigations are available for call-outs 24 hours per day, 7 days a week and 365 days per year.

Outcomes: Consistent CAT detective response to all child abuse, after-hours calls for service providing investigative intervention and follow up and coordination with the Multnomah County District Attorney, State of Oregon DHS and other law enforcement agencies.

6. The goals, objectives and anticipated outcomes would be the same for the second year.

7. **Gresham Police Department (GPD)**

Multnomah County Sheriff's Office (MCSO)

Portland Police Bureau (PPB)

8. See attached budget page

CAMI

Law Enforcement Overtime Project

**Goals, Objectives, Strategies &
Measurable Outcomes
for
2007-2008**

CAMI 2007 – 2008		ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
To continue to provide optimal child abuse intervention for all reports of child abuse that occurs within Multnomah County	To ensure victims of child abuse are provided highly trained investigators to respond 24 hours per day, 7 days a week, 365 days per year.	Continue to provide on call response of the Child Abuse Team's investigators.	Provide after-hours service to ensure professional investigators	
To continue to provide optimal child abuse intervention for all reports of child abuse that occurs within Multnomah County	To ensure that victims of child abuse are provided highly trained investigators to respond 24 hours per day, 7 days a week, 365 days per year.	Assign two detectives to work the hours from 2 PM to Midnight	Decreased number of after hours call outs	

CAMI

Law Enforcement Overtime Project

**Goals, Objectives, Strategies &
Measurable Outcomes
for
2008-2009**

CAMI 2008 – 2009		ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
To continue to provide optimal child abuse intervention for all reports of child abuse that occurs within Multnomah County	To ensure victims of child abuse are provided highly trained investigators to respond 24 hours per day, 7 days a week, 365 days per year.	Continue to provide on call response of the Child Abuse Team's investigators.	Provide after-hours service to ensure professional investigators	
To continue to provide optimal child abuse intervention for all reports of child abuse that occurs within Multnomah County	To ensure that victims of child abuse are provided highly trained investigators to respond 24 hours per day, 7 days a week, 365 days per year.	Assign two detectives to work the hours from 2 PM to Midnight	Decreased number of after hours call outs	

CAMI

Budget Page

Law Enforcement Overtime Project

2007-2008

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 – September 30, 2009

BUDGET YEAR: XX FY 2007-2008

FY 2008-2009

County Name: Multnomah

Agency Name: Portland Police Bureau

EXPENDITURES LINE ITEM – SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			
Intervention Service			
Psycho-Social Assessment			
Sub-total Assessment			
Advocacy Services (1)			
Protective Services			
Intervention Advocacy	40,000	27,000	67,000
Prevention Advocacy			
Professional Training/Education			
Sub-total Advocacy Services	40,000	27,000	67,000
Treatment Services (1)			
Information			
Referral			
Treatment			
Sub-total Treatment Services			
Other Operational Costs (1)			
Staff (i.e. Director/Coordinator salary)			
Administrative Costs (5% cap)			
Supplies			
Rent			
Services & Equipment (identify)			
Sub-total Other Operational Costs			
EXPENDITURES GRANT TOTAL	40,000	27,000	67,000

- (1) Provide information, in your county's Intervention Plan, on each CAMI funded position (make additional copies of this page as needed).

CAMI

Supplemental Funding Page(s)

Law Enforcement Overtime Project

2007-2008

ORGANIZATION / PROGRAM SUPPLEMENTAL FUNDING (NON-CAMI FUNDS ONLY)

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – June 30, 2008

Please provide the amounts, proposed use and sources of other funding allocated for the CAMI Intervention Plan.

CATEGORY OF FUNDS	SOURCE OF FUNDS	AMOUNT OF PLANNED FUNDING	(1) PROPOSED USE OF PLANNED FUNDING (Salary, Services, Purchases)
FEDERAL (excluding VOCA)			
VOCA FUNDS			
STATE FUNDS			
LOCAL GOVERNMENT FUNDS	City of Portland-Police City of Gresham- Police Multnomah Sheriff's Office	\$27,000 \$3,500 \$3,500	Non-CAMI funded overtime to be used for after-hours investigative follow up.
OTHER SOURCES			

(1) Tie the proposed use of the funds to the service categories indicated on the CAMI Budget Page of the application

CAMI
Budget Page
Law Enforcement Overtime Project
2008-2009

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2008 – September 30, 2009

BUDGET YEAR: FY 2007-2008

XX FY 2008-2009

County Name: Multnomah

Agency Name: Portland Police Bureau

EXPENDITURES LINE ITEM – SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			
Intervention Service			
Psycho-Social Assessment			
Sub-total Assessment			
Advocacy Services (1)			
Protective Services			
Intervention Advocacy	40,000	27,000	67,000
Prevention Advocacy			
Professional Training/Education			
Sub-total Advocacy Services	40,000	27,000	67,000
Treatment Services (1)			
Information			
Referral			
Treatment			
Sub-total Treatment Services			
Other Operational Costs (1)			
Staff (i.e. Director/Coordinator salary)			
Administrative Costs (5% cap)			
Supplies			
Rent			
Services & Equipment (identify)			
Sub-total Other Operational Costs			
EXPENDITURES GRANT TOTAL	40,000	27,000	67,000

(1) Provide information, in your county's Intervention Plan, on each CAMI funded position (make additional copies of this page as needed).

CAMI

Supplemental Funding Page(s)

Law Enforcement Overtime Project

2008-2009

ORGANIZATION / PROGRAM SUPPLEMENTAL FUNDING (NON-CAMI FUNDS ONLY)

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2008 – June 30, 2009

Please provide the amounts, proposed use and sources of other funding allocated for the CAMI Intervention Plan.

CATEGORY OF FUNDS	SOURCE OF FUNDS	AMOUNT OF PLANNED FUNDING	(1) PROPOSED USE OF PLANNED FUNDING (Salary, Services, Purchases)
FEDERAL (excluding VOCA)			
VOCA FUNDS			
STATE FUNDS			
LOCAL GOVERNMENT FUNDS	City of Portland-Police City of Gresham-Police Multnomah Sheriff's Office	\$27,000 \$3,500 \$3,500	Non-CAMI funded overtime to be used for after-hours investigative follow up.
OTHER SOURCES			

(1) Tie the proposed use of the funds to the service categories indicated on the CAMI Budget Page of the application

CAMI INTERVENTION PLAN
VICTIM ADVOCATE/TEAM COORDINATOR
2007-2009

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Return the answers to these questions with your Application.

CAMI Intervention Plan: Victim Advocate/Team Coordinator

1. The team requires an individual to provide direct victim intervention services to ensure that the needs of victims are being met and to also act as coordinator to serve the team as a whole. It was determined early that the best way to meet these needs was to combine the roles in order to make the best and most efficient use of resources.
2. Lack of cooperative victims or witnesses, inability of the victim to obtain counseling, lack of awareness of training opportunities for the team and limited knowledge of partner agency's protocols and methods would be considered barriers to providing services for this position.
3. The CAMI grant funds activities of the Victim Advocate/Coordinator in support of the goal of achieving a multidisciplinary approach to child abuse intervention. The Victim Advocate/Coordinator is involved in all cases issued by the child abuse unit and also has contact routinely with victims and their families where a case is not prosecuted. The Victim Advocate/Coordinator provides timely information and education about the court process, emotional support, accompanies victims to court hearings, provides referrals to appropriate agencies and has ongoing contact with the victim and their family. This contact is essential to assure that the victim feels supported and in turn is supportive of the criminal justice process. The Victim Advocate/Coordinator has had no fewer than 309 individual contacts with victims this calendar year.

The Victim Advocate/Coordinator assists team members in accessing training opportunities and coordinates their attendance. This assists the team in upgrading skill levels, which improves intervention services. CAMI funds are used to send MDT members to several trainings each year. The annual Child Abuse Summit and the San Diego International Conference on Child and Family Maltreatment are all attended regularly by team members. It has also been possible to send team to the Child Exploitation Conference and the North American Conference on Shaken Baby Syndrome. In 2005 and year to date 69 team members attended 6 trainings. The Advocate/Coordinator also provides information to team members about the uses of the MDT training room. The training room is utilized by no fewer than 6 community partners on a monthly basis. The Victim Advocate/Coordinator is responsible for coordinating the preparation of the CAMI plan and the annual report. In addition, the Victim Advocate/Coordinator arranges presentations for and attends the monthly MDT meeting, executive committee meeting, agency director meeting and prepares minutes as needed.

4. Does not apply to this position.
5. See "Goals, Objectives, Activities and Measurable Outcomes" worksheet for 2007-2008.

6. See "Goals, Objectives, Activities and Measurable Outcomes" worksheet for 2008-2009
7. Does not apply to this position.
8. See attached Budget section.
9. What are the goals, objectives and measurable outcomes for the **second year** of the application period, July 1, 2008 - June 30, 2009? (By having these tied to each year you can more easily incorporate them into your CAMI Annual Report.)
10. List all service providers that will be receiving CAMI funds. Include information regarding who will be responsible for the provision of direct services and their qualifications. A job description or draft job description must be attached to this section of the application. **Reminder: MDT's must submit copies of all contracts and agreements with service providers.**
11. Complete the Budget page and the Supplemental Funding page in order to document the comprehensive fiscal support for the county child abuse intervention plan.
12. **Under a separate cover**, submit a complete and updated copy of your county MDT protocols and/or interagency agreements, including child fatality review protocols.

VICTIM ADVOCATE/MDT COORDINATOR

DEFINITION: To contact, aid, assist and support felony crime victims with issues and problems arising from their victimization. Coordinate and support the activities of the Child Abuse Multidisciplinary Team.

EXAMPLES OF DUTIES – Duties may include, but are not limited to, the following:

Assist victims through the criminal justice system; provide immediate crisis intervention and/or short-term counseling and education to the victim; consult with victim to determine the full extent of the crime and assess victim's needs; assist victim with problem solving; serve as a liaison for the victim in dealing with police, attorneys, physicians, family, community and others; accompany victim to grand jury, trials and hearings; refer victims to appropriate community resources; respond to walk-in and telephone inquiries from victims and the public; assist victims with Crime Victims Compensation applications, restitution requests and property/evidence release; investigate restitution in appropriate cases and document victim's losses to the court; inform victims and/or families of case status; assist with workshops and training programs; organize MDT activities, set meetings and agendas, oversee training and educational opportunities and assist with preparing the annual report and grant application; assist Deputy District Attorneys as needed; perform related duties as assigned.

Knowledge of:

Crisis intervention and reaction to trauma.

Police, circuit court, medical, parole and probation procedures, lab techniques.

Victim's rights and applying to court process for compensation/restitution.

Crime Victims' Compensation Program.

Restitution statutes.

Ability to:

Prioritize work.

Assess, acquire and document pertinent information.

Use a computer.

Relate effectively with people in crisis.

Testify in court.

Organize and conduct training sessions and workshops.

Diffuse stressful or traumatic situations.

Empathize and establish rapport with victims, communicate court procedures, provide emotional support.

Write and speak concisely; compile and interpret statistical data and maintain records and files;

Safely operate a motor vehicle.

Experience and Training Guidelines: Any combination of experience and training that would be likely to provide the required knowledge and abilities are qualifying. A typical way to obtain the knowledge and abilities would be:

Experience: Two years of responsible community service experience which would demonstrate the ability to do the job; direct experience dealing with victims of crime or other persons in stressful or crisis situations is highly desirable.

Training: Equivalent to an associate degree or greater with major course work in social work, psychology, sociology or related field.

Licenses/Certificates: A valid driver's license

CAMI

Victim Advocate/Team Coordinator

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2007-2008

CAMI 2007 – 2008	Victim Advocate/Coordinator	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Assist victims, their families and/or guardians through the prosecution process. Improve direct victim intervention services.	Provide thorough and timely response to questions, concerns and needs posed by victims and families	Obtain and review reports early in process, contact and establish rapport with victim, family and/or nonoffending parent(s) and keep ongoing contact. Case status/victim rights information provided as needed.	Advocate/Coordinator has reviewed and contacted victims in approximately 90 cases this calendar year. No fewer than 309 individual victim contacts have been made this calendar year. This number does not reflect contact made in cases that will not be prosecuted.	Concerns and questions addressed effectively and families assisted to constructively deal with the stress and uncertainty of criminal justice process. Victims/families feel supported and better knowledge of the judicial system.
		Assess needs and make referrals to community resources. Assist in problem solving.		Victims/family receive needed services.
		Assist with obtaining and completing Crime Victims' Compensation applications. Track number of applications provided.	Number of victims/family members receiving CVC information.	CVC information provided for no fewer than 50 cases. This number does not reflect claim forms provided for children who are seen at CARES Northwest.
		Escort victims to grand jury, hearings and trial.		Victims participate effectively in the prosecution process.

CAMI 2007 – 2008	Victim Advocate/Coordinator	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Support and facilitate MDT team member intervention activities.	Provide team members with information regarding training opportunities	Send out training announcements and assists in coordinating attendance at training.	MDT teams and members have opportunities to attend advanced trainings, particularly when other funds are not available. Information on number of trainings attended is readily available.	Team members upgrade skill levels and provide information and training to others. Between 2005 and year to date, 69 team members attended 6 trainings.
		Provide information to community partners regarding uses of MDT training room and encourage use of room with state of the art equipment for quality presentations to improve response to reports of child abuse. Add to and maintain MDT library.	Team members have access to a large classroom and state of the art AV equipment. Team members have access to child abuse information and other training materials.	The new MDT training room is widely utilized by no fewer than 6 community partners to accomplish interagency training and meetings.
	Coordinates monthly meeting and arrange for presentations of interest to team.	Gather and distribute any necessary materials, schedule speakers.	Stimulates and reinforces effective communication among multiple agencies, which results in a more effective and	Team members meet regularly to discuss issues of concern, strategies and share information. For example, the team now reviews a specific case

CAMI 2007 – 2008	Victim Advocate/Coordinator	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
	Assist team in obtaining resources as needed.		coordinated response to child abuse.	each month to help improve communication between agencies and problem solve. It was also identified that there was a lack of service with regard to medical follow up for children in foster care. A subcommittee was formed to address this issue and meets monthly before the regular MDT meeting. The monthly MDT meeting averages 20-25 attendees.
	Assist MDT Executive Committee in their review of the progress and effectiveness of projects funded by CAMI grant.	Attend quarterly meetings, take minutes and disseminate to committee.	Executive Committee makes recommendations for funding to the directors of member agencies.	
	Assist team with completion of CAMI grant application.	Provide information and applications to agencies through the MDT Executive Committee	Grant application is completed.	

CAMI

Victim Advocate/Team Coordinator

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2008-2009

CAMI 2008 – 2009	Victim Advocate/Coordinator	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Assist victims, their families and/or guardians through the prosecution process. Improve direct victim intervention services.	Provide thorough and timely response to questions, concerns and needs posed by victims and families	Obtain and review reports early in process, contact and establish rapport with victim, family and/or nonoffending parent(s) and keep ongoing contact. Case status/victim rights information provided as needed.	Statistics will show number and type of victim/witness contact that occurs.	Concerns and questions addressed effectively and families assisted to constructively deal with the stress and uncertainty of criminal justice process. Victims/families feel supported and better knowledge of the judicial system.
		Assess needs and make referrals to community resources. Assist in problem solving.		Victims/family receive needed services.
		Assist with obtaining and completing Crime Victims' Compensation applications. Track number of applications provided.	Number of victims/family members receiving CVC information.	
		Escort victims to grand jury, hearings and trial.	Number of court escorts and appearances by Advocate/Coordinator are kept.	Process is less intimidating when advocate is available to address questions and concerns immediately. Victims engage effectively in process.

CAMI 2008 – 2009	Victim Advocate/Coordinator	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Support and facilitate MDT team member intervention activities.	Provide team members with information regarding training opportunities	Send out training announcements and assists in coordinating attendance at training.	MDT teams and members have opportunities to attend advanced trainings, particularly when other funds are not available. Information on number of trainings attended is readily available.	Team members upgrade skill levels and provide information and training to others.
		Provide information to community partners regarding uses of MDT training room and encourage use of room with state of the art equipment for quality presentations to improve response to reports of child abuse. Add to and maintain MDT library.	Team members have access to a large classroom and state of the art AV equipment. Team members have access to child abuse information and other training materials.	The MDT training room is widely utilized by no fewer than community partners to accomplish interagency training and meetings.
	Coordinates monthly meeting and arrange for presentations of interest to team.	Gather and distribute any necessary materials, schedule speakers.	Stimulates and reinforces effective communication among multiple agencies, which results in a more	Team members meet monthly regularly to discuss issues of concern, strategies and share information. The team now

CAMI 2008 – 2009	Victim Advocate/Coordinator	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
	Assist team in obtaining resources as needed.		effective and coordinated response to child abuse.	does a case review at the monthly meeting to discuss potential problems, strategize and problem solve. The monthly MDT meeting averages 20-25 attendees.
	Assist MDT Executive Committee in their review of the progress and effectiveness of projects funded by CAMI grant.	Attend quarterly meetings, take minutes and disseminate to committee.	Executive Committee makes recommendations for funding to the directors of member agencies.	
	Assist team with completion of CAMI grant application.	Provide information and applications to agencies through the MDT Executive Committee	Grant application is completed.	

CAMI

Budget Page

Victim Advocate/Team Coordinator

2007-2008

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 -- September 30, 2009

BUDGET YEAR: X FY 2007-2008 and FY 2008-2009

County Name: Multnomah County
 Agency Name: District Attorney's Office
 Victim Advocate/Coordinator

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			-
Intervention Service			-
Psycho-Social Assessment			-
Sub-total Assessment	-	-	-
Advocacy Services (1)			
Protective Services			-
Intervention Advocacy	57,392		57,392
Prevention Advocacy			-
Professional Training/Education			-
Sub-total Advocacy Services	57,392	-	57,392
Treatment Services (1)			
Information			-
Referral			-
Treatment			-
Sub-total Treatment Services	-	-	-
Other Operational Costs (1)			
Staff (Victim Advocate)	19,131		19,131
Administration Costs (5% cap)			-
Supplies			-
Rent			-
Services & Equipment (identify)			-
Misc. Expenses			-
Sub-total Other Operational Costs	19,131	-	19,131
EXPENDITURES GRAND TOTAL	76,523	-	76,523
FUNDS CARRIED OVER			
Assessment, Advocacy & Treatment Services			
Other Operational Costs			
CARRY OVER GRAND TOTAL			

CAMI

Budget Page

Victim Advocate/Team Coordinator

2008-2009

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 -- September 30, 2009

BUDGET YEAR: _____ FY 2007-2008 and X FY 2008-2009

County Name: Multnomah County

Agency Name: District Attorney's Office

Victim Advocate/Coordinator

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			-
Intervention Service			-
Psycho-Social Assessment			-
Sub-total Assessment	-	-	-
Advocacy Services (1)			
Protective Services			-
Intervention Advocacy	60,836		60,836
Prevention Advocacy			-
Professional Training/Education			-
Sub-total Advocacy Services	60,836	-	60,836
Treatment Services (1)			
Information			-
Referral			-
Treatment			-
Sub-total Treatment Services	-	-	-
Other Operational Costs (1)			
Staff (Victim Advocate)	20,279		20,279
Administration Costs (5% cap)			-
Supplies			-
Rent			-
Services & Equipment (identify)			-
Misc. Expenses			-
Sub-total Other Operational Costs	20,279	-	20,279
EXPENDITURES GRAND TOTAL	81,114	-	81,114
FUNDS CARRIED OVER			
Assessment, Advocacy & Treatment Services			
Other Operational Costs			
CARRY OVER GRAND TOTAL			

CAMI INTERVENTION PLAN

MDT CLERK

2007-2009

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Return the answers to these questions with your Application.

CAMI Intervention Plan: MDT Clerk

1. It was identified that the team required a person to provide essential clerical support services to aid in providing timely responses to child abuse issues as they arise.
2. Lack of adequate staff is a barrier to providing services. The team has developed protocols to address timely response to child protection issues. The implementation and updates of these protocols has created more demand clerical support of the team's efforts.
3. The CAMI grant funds the activities of the MDT clerk in support of the multidisciplinary approach to child abuse intervention. The clerk directly supports cross reporting efforts by providing information and support to the team. This position is an integral part of addressing third party reporting and staffing of cases by providing a link and follow up between agencies that work with overlapping client populations but have different data systems. Because of the duties the MDT clerk performs, in 2006 the team was able to triage 304 cases, review 141 red flag cases, 29 SIBS cases and 26 child fatalities in which 24 were new cases and 2 cases were re-reviewed. It is necessary for the MDT clerk to perform the following tasks.

Red Flag Meetings – Set the agenda, assure that all necessary parties are notified and invited to staffings, distribute agenda, take and distribute minutes, input the RED FLAG designation into the database, obtain criminal histories, track case histories and flag for follow-up.

Triage Meetings – Compile data and information for committee, obtain criminal histories, forward reports to other agencies and contact other jurisdictions for information as requested.

Child Fatality Review – Collect and distribute materials needed for meetings, including obtaining DHS histories, criminal histories, ordering police and DHS reports and complete data collection to forward to the Department of Human Services.

Under 12 Sexually Inappropriate Behavior Review Committee (SIBS) – Compile and maintain statistics for the team.

4. Does not apply to this position.
5. See "Goals, Objectives, Activities and Measurable Outcomes" worksheet for 2007-2008.
6. See "Goals, Objectives, Activities and Measurable Outcomes" worksheet for 2008-2009.
7. Does not apply to this position.
8. See attached Budget section.

MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
Learn the job duties assigned to the desk	<ul style="list-style-type: none"> • Must complete review of all job duties within one week and be able to perform them in a timely and accurate manner. • Communicate to supervisor a list of any areas where extra training will be necessary. 	<ul style="list-style-type: none"> • Complete review of duties by: • Provide a list of extra training needs in writing to supervisor by:
Criminal Cases	<ul style="list-style-type: none"> • Direct Presents: <ol style="list-style-type: none"> a. Review the criminal case envelope for completeness and if necessary, run a complete criminal history printouts (DACTS, LEDS, NCIC, PPDS and JIN) and order any missing police reports and/or photos. b. Enter and assign the cases to a DDA for review. • Criminal History Reports: <ol style="list-style-type: none"> a. Run complete criminal history printouts (DACTS, LEDS, NCIC, PPDS and JIN). b. Review the printouts for convictions. c. Prepare a criminal history report listing the convictions and forward the report to the assigned DDA. d. Order a certified copy(ies) of conviction(s) if the defendant contests the listing of a conviction and prepare an amended criminal history report. 	<ul style="list-style-type: none"> • Complete as received. • Complete as received.
Dependency Cases	<ul style="list-style-type: none"> • Updating CRIMES: <ol style="list-style-type: none"> a. Review the court orders and file log notes for new data on new incoming and outgoing 	<ul style="list-style-type: none"> • Complete as received.

MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
	<ul style="list-style-type: none"> dependency files. b. Update the data in the computer. • Discovery: <ul style="list-style-type: none"> a. Order copies of the police reports, convictions, etc. b. Copy the materials for the defense attorneys and the Dept. of Human Services. c. Prepare a discovery card listing the cost of the discovery. Update CRIMES with the discovery information. • Order police reports and certified copies of convictions. • Dependency Subpoenas: <ul style="list-style-type: none"> a. Input the witness and event information into CRIMES. b. Prepare the subpoenas and distribute for mailing, faxing and personal service. c. Prepare a witness list and provide to the defense attorneys with a cover letter. d. Retain copies of the subpoenas, witness list and letter for the DDA and the Legal Assistant (who will track the subpoenas). • Update CRIMES database with daily docket information. 	<ul style="list-style-type: none"> • Complete as received. • As requested by the DDA. • Complete as received. • Daily.
Prelims	<ul style="list-style-type: none"> • Prelims: <ul style="list-style-type: none"> a. Print and post the prelim docket. b. Retrieve the prelim from the fax 	<ul style="list-style-type: none"> • Daily.

MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
	<p>machine and refer it to a DDA for review.</p> <p>c. Add a note in CRIMES to which DDA the prelim is given for review. (If necessary, pull the file and route it to the appropriate DDA and/or order any police reports or DHS case history.)</p> <p>d. Print the final prelim docket, with the dispositions included. Retain for use in preparation of statistics.</p>	
Red Flag Staffings	<ul style="list-style-type: none"> • Red Flags: <ul style="list-style-type: none"> a. Arrange for the meeting place of the staffings. b. Assist in the scheduling of the staffings. c. Send a reminder to the relevant parties the date and time for each staffing. d. Prepare and distribute the agenda for all meetings. e. Run complete criminal history printouts (DACTS, LEDS, NCIC, PPDS and JIN) of the all the adults related to the case. Give the criminal history printouts to the assigned DDA (or the DDA covering the staffing), along with the file. f. Attend all meetings and take minutes. Prepare the minutes and 	<ul style="list-style-type: none"> • Yearly. • Daily. • Bi-monthly.

**MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM**

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
	<p>refer them to the DDA for final approval; once approved, distribute the minutes to the relevant parties.</p> <ul style="list-style-type: none"> g. Order police reports, convictions, photographs, etc. h. Input the Red Flag designation in CRIMES. i. Add the case to the open Red Flag master list. j. Distribute the master list to the Dept. of Human Services supervisors. 	<ul style="list-style-type: none"> • As requested by the DDA. • After the staffing. • Quarterly.
Triage Meetings	<ul style="list-style-type: none"> • Triage Meetings: <ul style="list-style-type: none"> a. Organize the cases to be reviewed at each meeting from police reports, Dept. of Human Services (DHS) referrals, etc., referred for triage review. Track the cases that need further review and follow-up. b. Run complete computer printouts (DACTS, LEDS, NCIC, PPDS, JIN and CRIMES) of the relevant parties' criminal and/or dependency histories. c. Order copies of police reports, photographs, etc. d. Attend meetings, take notes and complete a triage form for each case reviewed. e. Copy the triage form, police reports, DHS referrals, etc., and distribute to the relevant parties. f. Input the triage information into the 	<ul style="list-style-type: none"> • Weekly. • As needed or requested by the DDA. • Weekly. • Weekly.

**MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM**

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
	<p style="text-align: center;">maintained Excel database.</p> <p style="text-align: center;">g. Maintain hard copies of the triage materials.</p>	
DHS Hotline Referrals (307's)	<ul style="list-style-type: none"> • 307's: <ul style="list-style-type: none"> a. Review the 307's to determine the nature of the allegations and the children affected by the allegations. b. Enter into Excel the report information (include the names of the children and the number of allegations) for the statistical report. c. Query the children's names in CRIMES/DACTS for open cases where they are listed as the victim. Forward the 307 with the case number and DDA's name on it to the assigned DDA. Purge the remaining 307's. h. Prepare a statistical report. Compare the children's names in the database against the final prelim dockets. Tally the number of cases, and the number of cases in each category. Include the number of Red Flag staffings and the cases reviewed by the SIBS Committee. 	<ul style="list-style-type: none"> • Completed as received. • Complete as received. • Monthly.
Child Fatality Review Committee	<ul style="list-style-type: none"> • Child Fatality Review Committee Meetings: <ul style="list-style-type: none"> a. At the end of year, prepare a mailing to the relevant parties regarding the meeting schedule for the coming year. Arrange a room 	<ul style="list-style-type: none"> • Quarterly • At the end of each year.

**MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM**

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
	<p>for the meeting</p> <ul style="list-style-type: none"> b. Contact DHS to receive a list of the child fatalities for each quarter. c. Fax a copy of this list to designated Child Fatality Review Committee members. d. Order police reports and/or medical examiner's reports regarding the child's death and any prior reported abuse or risk factors. e. Run a complete criminal history (DACTS, PPDS, LEDS, NCIC and JIN) on the parents of the deceased child. Send the police reports, medical examiner's reports and the criminal histories to DDA Helen Smith. f. Prepare the agenda for the meeting using new cases, pending cases, assignments and other items to be discussed as called in by the committee members. Prepare a mailing to the participants notifying them of the location and the time of the meeting, attaching a copy of the agenda. g. Attend the meeting and take minutes/notes on the cases reviewed. Have the participants sign in and sign the confidentiality agreement h. Complete the data collection form 	<ul style="list-style-type: none"> • Quarterly. • Quarterly. • After the meeting.

**MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM**

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
	<p>for each case reviewed, making copies to retain, and send the originals to DHS – STAT. From the notes maintain a record on the cases pending for further review and follow-up. Include a record of assignments made within the committee.</p> <p>i. Maintain a current list of committee members.</p>	
CAMI Grant Statistics	<ul style="list-style-type: none"> • CARES Northwest Program Statistics: <ul style="list-style-type: none"> a. Query the list of the children referred to the CARES Northwest Program for assessment of child abuse to determine whether they are victims in a criminal or delinquency case. If found, query information regarding the disposition of the case, i.e.: Has the case been reviewed? Have charges been filed and what are the charges? What is the status of the case? If convicted, what was the method conviction, what charges were they convicted of and what was the sentence? b. Provide the collected data to the CARES Northwest Program, retaining a copy for our records 	<ul style="list-style-type: none"> • January and July of each year, with additional lists in-between for updates.
Mail/Supplies	<ul style="list-style-type: none"> • Ordering Supplies: <ul style="list-style-type: none"> a. Review and maintain the levels of 	<ul style="list-style-type: none"> • As needed.

**MULTNOMAH COUNTY DISTRICT ATTORNEY OFFICE
DESCRIPTION OF WORK ASSIGNMENT
MDT SENIOR OFFICE ASSISTANT
WORK HOURS 7:30-4:30 PM**

JOB TASK	PERFORMANCE STANDARDS	PRODUCTS AND DUE DATES
	<ul style="list-style-type: none"> office supplies and order when needed. b. When ordering, separate the CAMI supplies from the MDT Unit's supplies. • Mail/Faxes: <ul style="list-style-type: none"> a. Prepare the mailbags for delivery of outgoing mail. b. Distribute incoming mail/faxes on dependency and criminal cases. 	<ul style="list-style-type: none"> • Daily.
Assist other staff member	<ul style="list-style-type: none"> • Back up to Legal Assistant 	<ul style="list-style-type: none"> • When called upon.
CAMI Grant Application	<ul style="list-style-type: none"> • Provide information concerning the CAMI Grant position at MDT. 	<ul style="list-style-type: none"> • As needed.

COMMENTS:

Accuracy must be maintained, and may be checked randomly.

Courtesy and confidentiality are of utmost importance. Please be aware that you are located in a somewhat public place and that what you say may be overheard.

The ability to work well with co-workers and attorneys will be evaluated as part of your probation review.

Not every duty associated with this desk may be outlined in this description of work assignment; however, I believe that this will provide a good foundation for evaluating job performance. I encourage you to make suggestions and ask questions.

Please let the lead worker know of any ideas for proposed changes. No changes shall be made into procedures without prior approval of lead worker.

Refer to the Office Policy Manual General Policies 8.65 for information regarding Internet and E-mail usage. Incidental and occasional personal use may be permitted, but is intended for official business purposes. Incidental and occasional use should not interfere with work performance.

CAMI

MDT CLERK

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2007-2008

CAMI 2007-2008 GOALS	MDT CLERK OBJECTIVES	ACTIVITIES (Strategies)	MEASURABLE OUTCOMES	
			PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Provide assistance and facilitate a Multi-Disciplinary Team (MDT) collaborative approach to the protection of children from physical and sexual abuse and the prosecution of alleged child abuse in Oregon.	Provide assistance and facilitate the MDT Triage Meeting regarding reports for prosecution of alleged child abuse and the protection of children from the alleged perpetrators.	<ul style="list-style-type: none"> Gather the cases referred to the MDT Triage Committee to be reviewed at each meeting. Provide computer printouts of the relevant parties' criminal and/or dependency histories, and provide copies of police reports, photographs, etc., to the MDT Triage Committee. Input the triage information into a database and maintain the database. Also, maintain hardcopies of the triage materials. Provide information from the database to the MDT Triage Committee, upon request. 	<ul style="list-style-type: none"> All cases reviewed are timely and effective in reducing the barriers to the prosecution of alleged perpetrators of child abuse and the protecting of children. 	The MDT Triage Committee reviewed 304 cases during the 2006 calendar year. Of these, 169 cases were new and 135 cases were ones that were reviewed further.
	Provide assistance and facilitate the MDT "Red Flag" Committee meeting regarding the identification, review and protection of children in families that are deemed "Red Flag" or at high risk for child abuse.	<ul style="list-style-type: none"> Maintain the scheduling of "Red Flag" cases and provide an agenda for each meeting, inviting relevant parties to the meetings. Provide computer printouts of the relevant persons' criminal histories and provide copies of police reports, photographs, convictions, etc., upon request. Attend the meetings and take minutes. Prepare and provide the minutes to the relevant MDT "RedFlag" Committee 	<ul style="list-style-type: none"> Approximately 99% of "Red Flag" cases are assigned and monitored to a positive outcome. 	The "Red Flag" Committee completed 141 staffings on high-risk cases during the 2006 calendar year.
	Provide assistance	<ul style="list-style-type: none"> Provide to DDA 	<ul style="list-style-type: none"> Children are protected from 	The MDT Unit

	and facilitate the MDT preliminary hearings concerned with reviewing cases where children have been taken into protective custody due to child abuse.	<ul style="list-style-type: none"> copies of protective custody records for review. Retain a copy of the final docket for use in preparation of statistics, which are provided to the MDT. 	<p>their alleged abusers. Records and statistics are maintained and are easily retrievable.</p>	of the Multnomah County District Attorney's Office reviewed 182 incidences for the 2006 calendar year where children were placed into protective custody.
	Provide assistance and facilitate the MDT Child Fatality Review Committee meeting regarding review of child fatalities.	<ul style="list-style-type: none"> Provide a meeting schedule for the coming year and arrange for the meeting place. Receive a list of the children who have died each quarter and provide this list to designated MDT members. Order police reports and/or medical examiner's reports for each fatality. Provide computer printouts of the relevant parties' criminal and/or DHS histories. Provide an agenda for the meeting, including new and pending cases, assignments and other items to be discussed as called in by the committee members. Attend the meetings in order to gather information for The State of Oregon Child Fatality Review form. Maintain a record of the cases pending for further review and follow-up. Complete the data collection forms and forward the 	<ul style="list-style-type: none"> Preventative programs are identified to reduce child fatalities. 	The MDT Child Fatality Review Committee reviewed a total of 26 cases for the 2006 calendar year.

		<p>form to The State of Oregon Child Fatality Review Form, retaining copies of the completed forms.</p> <ul style="list-style-type: none"> ▪ Maintain a current list of the committee members. 		
	Review referrals to the Hotline for the purpose of providing new case information to assist in the protection of children from child abuse and threat of harm.	<ul style="list-style-type: none"> ▪ Query the cases and forward the referrals on the open dependency cases to the assigned DDA. 	<ul style="list-style-type: none"> ▪ New case information will be used to alert the DDA to dangerous situations and to determine the best course of action to remedy those situations and ensure that children are protected from child abuse or threat of harm. 	
	Research and provide to the CARES Northwest Program the dispositions of criminal cases regarding children who have been referred for assessment of child abuse.	<ul style="list-style-type: none"> ▪ Query the list of children referred to the CARES Northwest Program for assessment of child abuse to determine whether they are victims in a criminal/delinquency case. If found, query information regarding the disposition of the case, i.e.: Has the case been reviewed? Have charges been filed and what are the charges? What is the status of the case? If convicted, what was the method of conviction, what charges were they convicted of and what was the sentence? ▪ Provide the collected data to the CARES Northwest Program. 	<ul style="list-style-type: none"> ▪ The collected data is used by the CARES Northwest Program to send a required bi-annual statistical report in support of their grant from the National Children's Alliance Program Support Grant, of which the CARES Northwest Program is a Full Member. The data is also used by the CARES Northwest Program to measure the usefulness of their evaluation process. Their evaluations strengthen the prosecution's cases concerning child abuse, thus reducing child abuse. 	
	Provide and maintain statistical information regarding the number of "Red Flag" staffings, SIBS cases,	<ul style="list-style-type: none"> ▪ Track the number of cases for each category. ▪ Compile and tabulate the 	<ul style="list-style-type: none"> ▪ The statistical information assists in the allocation of resources for the prosecution of criminal and dependency cases as regards to child 	

	Triage cases, SCAN Meetings and preliminary hearings of dependency cases.	<ul style="list-style-type: none"> number of cases for each category. Provide a monthly report with the statistical information. 	abuse.	
	Provide entry of criminal cases regarding child abuse, which have been referred by the MDT to the MDT Unit of the Multnomah County District Attorney's Office for prosecution, into the computer system.	<ul style="list-style-type: none"> Review for completeness of the case packet and obtain any missing materials, e.g.: police reports and/or computer printouts. Input into the computer system and provide to the DDA to review for prosecution. 	<ul style="list-style-type: none"> Alleged perpetrators of child abuse are prosecuted and child abuse is reduced. 	
	Provide updating of data in the computer system regarding dependency cases for the MDT Unit of the Multnomah County District Attorney's Office.	<ul style="list-style-type: none"> Review court orders and file log notes for new data. Update the data in the computer system. 	<ul style="list-style-type: none"> Maintaining current and accurate data aids in the prosecution and monitoring of dependency cases. 	
	Provide discovery for dependency cases for the MDT Unit of the Multnomah County District Attorney's Office.	<ul style="list-style-type: none"> Order copies of police reports, convictions, etc. Copy the materials and provide to the defense attorneys and DHS as discovery. 	<ul style="list-style-type: none"> The providing of discovery in dependency cases aids in the prosecution of dependency cases and reduces child abuse. 	
	Subpoenaing of witnesses for trials and hearings in dependency cases for the MDT Unit of the Multnomah County District Attorney's Office.	<ul style="list-style-type: none"> Input the witness and event information into the computer system. Prepare the subpoenas and distribute for mailing, faxing or personal service. Prepare a witness list and provide to the defense attorneys with a cover letter. Retain copies of the subpoenas, witness list and letter for the DDA and yourself. 	<ul style="list-style-type: none"> Subpoenaing witnesses for dependency trials and hearings aids in prosecuting dependency cases and reduces child abuse. 	
	Assist in the delivery and distribution of mail/faxes for the MDT Unit of the Multnomah County District	<ul style="list-style-type: none"> Prepare mailbags for delivery of outgoing mail. Distribute incoming 	<ul style="list-style-type: none"> Distribution of the materials for dependency and criminal cases aids in the prosecution and monitoring of the cases, thus reducing child abuse. 	

	Attorney's Office.	mail/faxes on dependency and criminal cases.		
	Provide office supplies for the functioning of the MDT Unit of the Multnomah County District Attorney's Office.	<ul style="list-style-type: none"> ▪ Review and maintain levels of office supplies and order needed supplies. 	<ul style="list-style-type: none"> ▪ The MDT Unit members are able to perform their jobs with the necessary equipment. 	
	Provide Medical Examiner's reports to MDT members upon request	<ul style="list-style-type: none"> ▪ Retain a log of whom the reports were given. 	<ul style="list-style-type: none"> ▪ The MDT members are able to obtain the necessary paperwork for the cases. 	
	Provide assistance to the other staff member in the MDT Unit of the Multnomah County District Attorney's Office.	<ul style="list-style-type: none"> ▪ Provide back-up to the Legal Assistant: <ol style="list-style-type: none"> a. Prepare daily appearance and call dockets and distribute. b. Notify witnesses regarding trial dates. c. Respond to all in-coming calls and provide assistance. d. Input into the computer system custody cases referred for prosecution. Prepare and process the necessary paperwork. e. Provide other assistance as required. 	<ul style="list-style-type: none"> ▪ The efficient functioning of the MDT Unit is maintained. 	

CAMI

MDT CLERK

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2008-2009

CAMI 2008-2009 GOALS	MDT CLERK OBJECTIVES	ACTIVITIES (Strategies)	MEASURABLE OUTCOMES PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Provide assistance to and facilitate a Multi-Disciplinary Team (MDT) collaborative approach to the protection of children from physical and sexual abuse and the prosecution of alleged child abuse in Oregon.	Provide assistance and facilitate the MDT Triage Meeting regarding reports for prosecution of alleged child abuse and the protection of children from the alleged perpetrators.	<ul style="list-style-type: none"> ▪ Gather the cases referred to the MDT Triage Committee to be reviewed at each meeting. ▪ Provide computer printouts of the relevant parties' criminal and/or dependency histories, and provide copies of police reports, photographs, etc., to the MDT Triage Committee. ▪ Input the triage information into a database and maintain the database. Also, maintain hardcopies of the triage materials. ▪ Provide information from the database to the MDT Triage Committee, upon request. 	All cases reviewed are timely and effective in reducing the barriers to the prosecution of alleged perpetrators of child abuse and the protecting of children.	
	Provide assistance and facilitate the MDT "Red Flag" Committee meeting regarding the identification, review and protection of children in families that are deemed "Red Flag" or at high risk for child abuse	<ul style="list-style-type: none"> ▪ Maintain the scheduling of "Red Flag" cases and provide an agenda for each meeting, inviting relevant parties to the meetings. ▪ Provide computer printouts of the relevant persons' criminal histories and provide copies of police reports, photographs, convictions, etc., upon request 	Approximately 99% of "Red Flag" cases are assigned and monitored to a positive outcome.	

		<ul style="list-style-type: none"> ▪ Attend the meetings and take minutes. Prepare and provide the minutes to the relevant MDT "Red Flag" Committee members. ▪ Maintain a master list of current "Red Flag" cases. Provide an updated list to the MDT "Red Flag" Committee quarterly. 		
	Provide assistance and facilitate the MDT preliminary hearings concerned with reviewing cases where children have been taken into protective custody due to child abuse.	<ul style="list-style-type: none"> ▪ Provide to DDA copies of protective custody records for review. ▪ Retain a copy of the final docket for use in preparation of statistics, which are provided to the MDT 	Children are protected from their alleged abusers. Records and statistics are maintained and are easily retrievable.	
	Provide assistance and facilitate the MDT Child Fatality Review Committee meeting regarding review of child fatalities	<ul style="list-style-type: none"> ▪ Provide a meeting schedule for the coming year and arrange for the meeting place. ▪ Receive a list of the children who have died each quarter and provide this list to designated MDT members 	Preventative programs are identified to reduce child fatalities.	
		<ul style="list-style-type: none"> ▪ Order police reports and/or medical examiner's reports for each fatality. ▪ Provide computer printouts of the relevant parties' criminal and/or DHS histories ▪ Provide an agenda for the meeting, including new and pending cases assignments and other items to be discussed as called in by the committee members. 		

		<ul style="list-style-type: none"> ▪ Attend the meetings in order to gather information for The State of Oregon Child Fatality Review form. Maintain a record of the cases pending for further review and follow-up. ▪ Complete the data collection forms and forward the form to The State of Oregon Child Fatality Review Form, retaining copies of the completed forms. ▪ Maintain a current list of the committee members. 		
	Review referrals to the Hotline for the purpose of providing new case information to assist in the protection of children from child abuse and threat of harm	<ul style="list-style-type: none"> ▪ Query the cases and forward the referrals on the open dependency cases to the assigned DDA. 	New case information will be used to alert the DDA to dangerous situations and to determine the best course of action to remedy those situations and ensure that children are protected from child abuse or threat of harm	
	Research and provide to the CARES Northwest Program the dispositions of criminal cases regarding children who have been referred for assessment of child abuse	<ul style="list-style-type: none"> ▪ Query the list of children referred to the CARES Northwest Program for assessment of child abuse to determine whether they are victims in a criminal/ delinquency case. If found, query information regarding the disposition of the case, i.e.: Has the case been reviewed? Have charges been filed and what are the charges? What is the status of the case? 	The collected data is used by the CARES Northwest Program to send a required bi-annual statistical report in support of their grant from the National Children's Alliance Program Support Grant, of which the CARES Northwest Program is a Full Member. The data is also used by the CARES Northwest Program to measure the usefulness of their evaluation process. Their evaluations strengthen the prosecution's cases concerning child abuse, thus reducing child abuse.	

		<ul style="list-style-type: none"> ▪ If convicted, what was the method of conviction, what charges were they convicted of and what was the sentence? ▪ Provide the collected data to the CARES Northwest Program. 		
	Provide and maintain statistical information regarding the number of "Red Flag" staffings, SIBS cases, Triage cases, SCAN Meetings and preliminary hearings of dependency cases.	<ul style="list-style-type: none"> ▪ Track the number of cases for each category. ▪ Compile and tabulate the number of cases for each category. ▪ Provide a monthly report with the statistical information. 	The statistical information assists in the allocation of resources for the prosecution of criminal and dependency cases as regards to child abuse.	
	Provide entry of criminal cases regarding child abuse, which have been referred by the MDT to the MDT Unit of the Multnomah County District Attorney's Office for prosecution, into the computer system.	<ul style="list-style-type: none"> ▪ Review for completeness of the case packet and obtain any missing materials, e.g.: police reports and/or computer printouts. ▪ Input into the computer system and provide to the DDA to review for prosecution. 	Alleged perpetrators of child abuse are prosecuted and child abuse is reduced.	
	Provide updating of data in the computer system regarding dependency cases for the MDT Unit of the Multnomah County District Attorney's Office.	<ul style="list-style-type: none"> ▪ Review court orders and file log notes for new data. ▪ Update the data in the computer system. 	Maintaining current and accurate data aids in the prosecution and monitoring of dependency cases.	
	Provide discovery for dependency cases for the MDT Unit of the Multnomah County District Attorney's Office.	<ul style="list-style-type: none"> ▪ Order copies of police reports, convictions, etc. ▪ Copy the materials and provide to the defense attorneys and DHS as discovery. 	The providing of discovery in dependency cases aids in the prosecution of dependency cases and reduces child abuse.	

	Subpoenaing of witnesses for trials and hearings in dependency cases for the MDT Unit of the Multnomah County District Attorney's Office.	Input the witness and event information into the computer system. Prepare the subpoenas and distribute for mailing, faxing or personal service. Prepare a witness list and provide to the defense attorneys with a cover letter. Retain copies of the subpoenas, witness list and letter for the DDA and yourself.	Subpoenaing witnesses for dependency trials and hearings aids in prosecuting dependency cases and reduces child abuse.	
	Assist in the delivery and distribution of mail/faxes for the MDT Unit of the Multnomah County District Attorney's Office.	Prepare mailbags for delivery of outgoing mail. Distribute incoming mail/faxes on dependency and criminal cases.	Distribution of the materials for dependency and criminal cases aids in the prosecution and monitoring of the cases, thus reducing child abuse.	
	Provide office supplies for the functioning of the MDT Unit of the Multnomah County District Attorney's Office.	Review and maintain levels of office supplies and order needed supplies.	The MDT Unit members are able to perform their jobs with the necessary equipment.	
	Provide Medical Examiner's reports to MDT members upon request	Retain a log of whom the reports were given.	The MDT members are able to obtain the necessary paperwork for the cases.	
	Provide assistance to the other staff member in the MDT Unit of the Multnomah County District Attorney's Office.	Provide back-up to the Legal Assistant: Prepare daily appearance and call dockets and distribute. Notify witnesses regarding trial dates. Respond to all incoming calls and provide assistance. Input into the computer system custody cases referred for prosecution. Prepare and process the necessary paperwork. Provide other assistance as required.	The efficient functioning of the MDT Unit is maintained.	

CAMI

Budget Page

MDT Clerk

2007-2008

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 -- September 30, 2009

BUDGET YEAR: X FY 2007-2008 and FY 2008-2009

County Name: Multnomah County
Agency Name: District Attorney's Office
 MDT Team Clerk

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			-
Intervention Service			-
Psycho-Social Assessment			-
Sub-total Assessment	-	-	-
Advocacy Services (1)			
Protective Services			-
Intervention Advocacy			-
Prevention Advocacy			-
Professional Training/Education			-
Sub-total Advocacy Services	-	-	-
Treatment Services (1)			
Information			-
Referral			-
Treatment			-
Sub-total Treatment Services	-	-	-
Other Operational Costs (1)			
Staff (Office Assistant Senior)	61,448		61,448
Administration Costs (5% cap)			-
Supplies			-
Rent			-
Services & Equipment (identify)			-
Misc. Expenses			-
Sub-total Other Operational Costs	61,448	-	61,448
EXPENDITURES GRAND TOTAL	61,448	-	61,448
FUNDS CARRIED OVER			
Assessment, Advocacy & Treatment Services			
Other Operational Costs			
CARRY OVER GRAND TOTAL			

CAMI

Budget Page

MDT Clerk

2008-2009

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 -- September 30, 2009

BUDGET YEAR: _____ FY 2007-2008 and X FY 2008-2009

County Name: Multnomah County
Agency Name: District Attorney's Office
MDT Team Clerk

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			-
Intervention Service			-
Psycho-Social Assessment			-
Sub-total Assessment	-	-	-
Advocacy Services (1)			
Protective Services			-
Intervention Advocacy			-
Prevention Advocacy			-
Professional Training/Education			-
Sub-total Advocacy Services	-	-	-
Treatment Services (1)			
Information			-
Referral			-
Treatment			-
Sub-total Treatment Services	-	-	-
Other Operational Costs (1)			
Staff (Office Assistant Senior)	65,135		65,135
Administration Costs (5% cap)			-
Supplies			-
Rent			-
Services & Equipment (identify)			-
Misc. Expenses			-
Sub-total Other Operational Costs	65,135	-	65,135
EXPENDITURES GRAND TOTAL	65,135	-	65,135
FUNDS CARRIED OVER			
Assessment, Advocacy & Treatment Services			
Other Operational Costs			
CARRY OVER GRAND TOTAL			

CAMI INTERVENTION PLAN
TRAINING & TEAM RESOURCES
2007-2009

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

CAMI Intervention Plan: Training

10. Members of the team need ongoing, advanced training in the area of child abuse and neglect in order to provide optimal intervention services. It is also necessary and very beneficial to the members to be able to attend trainings when other funds are not available.
11. Lack of consistent training among team members and necessary equipment can compromise the quality of response to child abuse.
12. The CAMI grant funds have been essential in making excellent training available to the team. The MDT has determined that whenever possible multidisciplinary groups of team members will attend trainings together. Due to cutbacks and the reduction of resources, attendance at out of state trainings is limited. MDT members will attend instate trainings whenever possible. Members of the team regularly attend the Clackamas County Child Abuse Summit, San Diego International Conference on Child and Family Maltreatment, and training provided by CARES Northwest. In addition a national conference on Shaken Baby Syndrome is presented approximately every two years. This has been an invaluable resource for team members who deal with those very serious and complex cases. On the local front, the team has a large training space available in the MDT building with state of the art audiovisual equipment to facilitate on site training for large groups. The training facility is used regularly by at least 6 team agencies for meetings and training.
13. No non-CAMI funds are used to support MDT training and resources.
14. See "Goals, Objectives, Activities and Measurable Outcomes" worksheet for 2007-2008.
15. See "Goals, Objectives, Activities and Measurable Outcomes" worksheet for 2008-2009.
16. Does not apply.
17. See attached Budget section.

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

Return the answers to these questions with your Application.

CAMI Intervention Plan: Team Resources

1. MDT members need access to a broad range of resources including reference materials and equipment in order to respond effectively to reports of child abuse.
2. The current economic climate leaves member agencies without funds to acquire many of the resources that would assist in child abuse intervention in this county.
3. The CAMI grant funds have been an important source to team members for acquiring needed resources during the year. In past years, CAMI funds in this category have been used to purchase medical equipment for the Child Assessment Service, computers and fax machines for team members, equipment for the team training room and relevant reference materials and texts for use by team members. The team coordinator maintains a small library at the MDT site, which is available to all members. These materials are also used frequently in trial preparation. It is anticipated that funds in this category will continue to be used to enhance the team's intervention efforts.
4. There are no non CAMI funds applicable to this effort.
5. See "Goals, Objectives and Measurable Outcomes" worksheet for 2007-2008.
6. See "Goals, Objectives and Measurable Outcomes" worksheet for 2008-2009
7. All members make requests through the District Attorney's office for such resources. No contracts are generally required. If they are, there are completed at the time the request is made.
8. See attached Budget section.

CAMI

Training & Team Resources

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2007-2008

CAMI 2007 – 2008	Training	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Improve the professional, consistent and expeditious intervention, investigation and prosecution of child abuse and neglect in Multnomah County.	Offer training opportunities for team members with CAMI dollars.	Send teams to annual Child Abuse Summit, San Diego Child and Family Maltreatment conference and other regional trainings.	Team members receive advanced training in child abuse intervention and work together as a team. Service delivery is improved.	Communication between MDT member agencies is enhanced and new knowledge is shared.
		Provide information to MDT partners regarding uses of MDT training room and encourage use of room with state of the art equipment for quality presentations to improve response to child abuse.	Team members have access to large classroom and AV equipment to provide quality training	More team members accomplish needed training. Local trainings provide improved knowledge and response to child abuse. Each MDT agency has access to equipment and space to train workers. No fewer than 6 large groups use the training room on a monthly basis.

CAMI 2007– 2008	Team Resources	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Improve the professional, consistent and expeditious intervention, investigation and prosecution of child abuse and neglect in Multnomah County.	Provide resources to team members which facilitate their timely and effective response to reports of child abuse.	Update and expand MDT library.	Purchase equipment and subscribe to resource and reference material relating to a broad range of child abuse issues.	Team members will access resource material and use it to enhance their expertise and response to reports of child abuse.

CAMI

Training & Team Resources

**Goals, Objectives, Strategies &
Measurable Outcomes
for**

2008-2009

CAMI 2008 – 2009	Training	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Improve the professional, consistent and expeditious intervention, investigation and prosecution of child abuse and neglect in Multnomah County.	Offer training opportunities for team members with CAMI dollars.	Send teams to annual Child Abuse Summit, San Diego Child and Family Maltreatment conference and other regional trainings.	Team members receive advanced training in child abuse intervention and work together as a team. Service delivery is improved.	
		Provide information to MDT partners regarding uses of MDT training room and encourage use of room with state of the art equipment for quality presentations to improve response to child abuse.	Team members have access to large classroom and AV equipment to provide quality training	

CAMI 2008– 2009	Team Resources	ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBJECTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
Improve the professional, consistent and expeditious intervention, investigation and prosecution of child abuse and neglect in Multnomah County.	Provide resources to team members which facilitate their timely and effective response to reports of child abuse.	Update and expand MDT library.	Purchase equipment and subscribe to resource and reference material relating to a broad range of child abuse issues.	Team members will access resource material and use it to enhance their expertise and response to reports of child abuse.

CAMI
Budget Page
Training & Team Resources
2007-2008

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 -- September 30, 2009

BUDGET YEAR: X FY 2007-2008 and FY 2008-2009

County Name: Multnomah County

Agency Name: District Attorney's Office

Training and Resources

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			-
Intervention Service			-
Psycho-Social Assessment			-
Sub-total Assessment	-	-	-
Advocacy Services (1)			
Protective Services			-
Intervention Advocacy			-
Prevention Advocacy			-
Professional Training/Education	30,000		30,000
Sub-total Advocacy Services	30,000	-	30,000
Treatment Services (1)			
Information			-
Referral			-
Treatment			-
Sub-total Treatment Services	-	-	-
Other Operational Costs (1)			
Staff			-
Administration Costs (5% cap)	32,841		32,841
Supplies			-
Rent			-
Services & Equipment (identify)			-
Misc. Expenses (Equipment, rent, professional services, local travel, office supplies, dues/subscriptions, motor pool, printing, utilities, distribution, etc.)	25,000		25,000
Sub-total Other Operational Costs	57,841	-	57,841
EXPENDITURES GRAND TOTAL	87,841	-	87,841
FUNDS CARRIED OVER			
Assessment, Advocacy & Treatment Services			
Other Operational Costs			
CARRY OVER GRAND TOTAL			

CAMI
Budget Page
Training & Team Resources
2008-2009

BUDGET PAGE
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
Project Period: July 1, 2007 -- September 30, 2009

BUDGET YEAR: _____ FY 2007-2008 and X FY 2008-2009

County Name: Multnomah County
 Agency Name: District Attorney's Office
 Training and Resources

EXPENDITURES LINE ITEM - SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			-
Intervention Service			-
Psycho-Social Assessment			-
Sub-total Assessment	-	-	-
Advocacy Services (1)			
Protective Services			-
Intervention Advocacy			-
Prevention Advocacy			-
Professional Training/Education	30,000		30,000
Sub-total Advocacy Services	30,000	-	30,000
Treatment Services (1)			
Information			-
Referral			-
Treatment			-
Sub-total Treatment Services	-	-	-
Other Operational Costs (1)			
Staff			-
Administration Costs (5% cap)	31,186		31,186
Supplies			-
Rent			-
Services & Equipment (identify)			-
Misc. Expenses (Equipment, rent, professional services, local travel, office supplies, dues/subscriptions, motor pool, printing, utilities, distribution, etc.)	21,599		21,599
Sub-total Other Operational Costs	52,785	-	52,785
EXPENDITURES GRAND TOTAL	82,785	-	82,785
FUNDS CARRIED OVER			
Assessment, Advocacy & Treatment Services			
Other Operational Costs			
CARRY OVER GRAND TOTAL			

CAMI INTERVENTION PLAN
DEPARTMENT OF HUMAN RESOURCES
CHILDREN'S MEDICAL NEEDS PROJECT
2007-2008



Oregon

Theodore R. Kulongoski, Governor

Department of Human Services

SDA 2 Core Services

2446 SE Ladd Ave.

Portland, OR 97214

Phone: (503) 731-3111

Fax: (503) 731-3377

April 10, 2007

Helen Smith
Chair, Multnomah County MDT Executive Committee
Multnomah County Courthouse
11021 SW 4th Avenue, Room 804
Portland, OR 97204



Dear Ms. Smith:

Please find enclosed the Oregon Department of Justice State Grant Program for Child Abuse Multidisciplinary Intervention 2007 – 2009 grant application from the Oregon Department of Human Services Child Welfare District 2. The Department of Human Services is requesting \$37,964 in CAMI funding from the Multnomah County MDT in fiscal year 2007 – 2008.

The mission of the Department of Human Services is "Helping people to become independent, healthy and safe." Child Welfare is charged with providing protective services to children who have been abused and neglected. These children often come from homes in which they have not received appropriate medical, dental and mental health care. In order to remediate the effects of this neglect, medical, dental and mental health assessments must be completed shortly after the children are placed in protective custody. Unfortunately, Child Welfare does not have staff or resources at present to track whether children are receiving the assessments in a timely manner, and whether recommendations for follow-up treatment are being carried out. The funding being requested in this grant proposal would allow Child Welfare to employ a full-time support staff to ensure that children being placed in its care are receiving the medical, dental and mental health services they need. Department of Human Services District 2 would commit to funding the full-time support staff to continue tracking the medical needs of foster children in Multnomah County after the CAMI grant were to end.

Thank you for considering this request. If you have any questions or need additional information, please do not hesitate to call me at 5003-872-5565.

Sincerely,

Carolyn Graf, Assistant District 2 Manager
Department of Human Services

"Assisting People to Become Independent, Healthy and Safe"
An Equal Opportunity Employer



CHILD ABUSE MUTIDISCIPLINARY INTERVENTION PLAN

Project Period: July 1, 2007 – September 30, 2009

County Name: Multnomah

CAMI Intervention Plan: Foster Children's Medical Needs and Services Tracker

1. Children who enter foster care have been abused and/or neglected. Very often the parents of these children have failed to obtain adequate medical, dental and mental health care for them. It is the goal of the Department of Human Services Child Welfare to remediate the effects of the abuse and neglect of the children who are placed in its care. Because of this, Oregon Administrative Rules require Child Welfare to refer children for medical and dental assessments within 30 days of entering care, and for mental health assessments within 60 days of entering care. Although it is the responsibility of the children's caseworkers to ensure referrals for these assessments are made and to document this, it is also the responsibility of the children's foster parents to make sure that their foster children receive routine medical care. In practice, children newly entering care change foster placements frequently, and Child Protective Services Workers who initiate Child Welfare cases often transfer the cases to Permanency workers within several weeks of opening cases. As a result of a blurring of responsibilities, Child Welfare frequently does not document whether children have received their required assessments, what the results and recommendations from the assessments are, and whether needed follow-up services for the children have been obtained. It is hence quite possible that some foster children's medical, dental and mental health needs continue to be neglected after coming into care, but that the agency is unaware of it.

A solution to these problems would be to assign to one staff in District 2 the tasks of following up with foster parents and caseworkers to make sure the dental, medical and mental health appointments are scheduled and attended, that recommendations from the assessments are followed, and documenting these activities.

2. Barriers to foster children receiving needed medical, dental and mental health services include too-frequent changes in placements and caseworkers, the lack of a single point of responsibility to ensure these needs are met, and poor documentation of the services that foster children do receive.

In practice, CPS caseworkers spend the majority of their efforts assessing safety threats and providing services to parents in order to remediate their inadequacies and fulfill court directives. Unless children have very obvious medical, dental and mental health issues at the time they are removed from their parents, CPS caseworkers tend to rely on foster parents to make sure the children receive the services they need. Foster parents very often do arrange for these services, but due to caseworkers' preoccupations with other responsibilities, this is frequently not documented in the case file. This creates a serious problem when children change placements, as much of the information the original foster parents had is lost. As a result, it is not uncommon for caseworkers to be unaware of many of the health issues of and services received by children for whom they are responsible.

3. The CAMI funds would be dedicated to funding a full-time support staff (Office Specialist 2) to track foster children's health needs and the services they have received. This staff would track all children from the time at which they enter care until assessments are completed and results of the assessments, including recommendations for follow-up

services, have been received. At that point, support staff in each of the District 2 Child Welfare branches will be responsible for tracking the service needs and services received by the children.

Specific Responsibilities for the Tracker would be:

- A) Ensure that all children entering care are referred for medical, dental and mental health assessments. Contact substitute care providers to verify that appointments have been scheduled. Efforts to contact substitute care providers and verification of appointments will be documented on a data base. Medical and dental referrals should be made within 30 days; mental health referrals, within 60 days.
- B) Follow-up with sub-care providers to make sure children attend their scheduled assessments. Alternatively, it would be possible to get information from OMAP about whether appointments have been billed for by providers. Verification that assessments were attended will be documented on the data base.
- C) Receive Information about Recommendations made at medical, dental and mental health assessments.
- D) Receive from the DHS CARES liaison treatment recommendations for children who have undergone assessments at CARES.
- E) Document on the data base the recommendations for follow-up treatment and services, and that caseworkers have been kept informed about what has happened with children on their case loads
- F) After receiving treatment recommendations, the Tracker will consult with nurses from MESD's school nurse program, which supports efforts to track, triage and refer children in foster care appropriately to community health providers. Recommendations made by the MESD nurses will be documented on the data base.
- G) Information for each child on follow-up treatment needs and recommendations that have been documented on the data base will be transferred to designated support staff and the child's caseworker at the appropriate Child Welfare branch. The branch-designated support staff will assist the caseworker in ensuring the recommendations are carried out.

- 4. The CAMI-funded staff will be housed in a DHS facility, most likely at the Child Abuse Hotline, and will have access to the entire DHS infrastructure available to other staff. The CAMI-funded staff will work closely with the DHS Administrative Medical Specialists, also located at the Hotline, whose duties include assisting foster parents and caseworkers access needed medical, dental and mental health services for foster children. Support staff in the branches will be assigned to help caseworkers keep up-to-date medical information on the children documented on the Child Welfare data system.
- 5. Please see Attachment A.
- 6. Not applicable
- 7. Oregon Department of Human Services. Please see Attachment C.
- 8. Please see Attachment D.
- 9. Not applicable

Attachment A

Goals, Objectives and Measurable Outcomes Year 1

CAMI 2007 – 2008		ACTIVITIES	MEASURABLE OUTCOMES	
GOALS	OBEJCTIVES	(Strategies)	PROCESS/OUTPUT	SHORT-TERM OUTCOMES
To help remediate the effects of the abuse and neglect that brought them into substitute care, all foster children entering care will receive adequate medical, dental and mental health care.	To ensure all children entering care are referred for medical, dental and mental health assessments in a timely manner.	The Child Welfare branch support staff will inform the CAMI-funded tracker whenever a child enters substitute care. Tracker will input the child's information on a data base devoted to this project. The Tracker will contact the foster parents of children newly in care on a regular basis until foster parents confirm assessments have been scheduled. Tracker will document activities and results on the data base and inform the caseworker after assessments have been scheduled.	90% of foster children will be referred for medical and dental appointments within 30 days of entering care, and referred for mental health assessments within 60 days of entering care.	
	To ensure all foster children entering care receive medical, dental and mental	After assessments have been scheduled, Tracker will contact foster parents and/or	90% of foster children will attend medical and dental appointments within 90 days of	

	health assessments in a timely manner.	providers after the scheduled assessment dates to ensure the foster children attended them. If the assessments were not attended, the Tracker will remind the foster parents that assessments must be re-scheduled. Tracker will document activities and results in the data base and inform caseworker after assessments have been attended.	entering care, and attend mental health assessments within 150 days of entering care.	
	To ensure recommendations stemming from the assessments are received and documented by DHS.	Tracker will regularly contact the provider of the assessments with reminders of the need for results and recommendations from the assessments until these are received. Activities and results will be entered on the data base, and caseworker will be informed when results are received.	DHS will receive and document results and recommendations from initial medical, dental and mental health assessments of 90% of foster children within 180 of their entering care.	

Attachment C

Position Description

OFFICE SPECIALIST 2 (Medical Services Tracker)

Qualifications:

Two years of general clerical experience, one year of which included typing or word processing or other experience generating documents; OR

An Associate's degree in Office Occupations or Office Technology; OR

Graduation from a private school of business with a Certificate in Office Occupations or Office Technology and one year of general clerical experience.

College courses in Office Occupations or Office Technology will substitute for the required experience on a year-for-year basis.

Job Requirements:

Requires an ability to work, on a daily basis, in an atmosphere of frequent interruption, with constant demands by others.

Requires an ability to process an unusually high volume of paperwork, on a daily basis, often within a very short time span and deal consistently with a multitude of deadlines.

Requires an ability to deal effectively, on a daily basis, with DHS staff, foster parents, medical, dental and mental health agency staff, and others.

This position requires a broad understanding of community public relations and of working with a diversity of people and issues. It demands awareness of and sensitivity to problems and interests of persons with disabilities and persons with diverse ethnic backgrounds. This is an 8 AM to 5PM position. However, when in the interest of operation needs, the starting and stopping times for a particular 8 hour day may be adjusted. Occasional compensated overtime may be required. All overtime must be pre approved by supervisor before working it.

Specific Tasks:

Maintain a data base of all children who enter substitute care in Department of Human Services District 2 to ensure that all children entering care are referred for medical, dental and mental health assessments. Obtain dates of assessments from substitute care providers and enter onto data base.

Follow-up with sub-care providers to make sure children attend their scheduled assessments. Alternatively, it may be possible to get information from OMAP about whether appointments have been billed for.

Receive Information about Recommendations made at assessments, and follow up with sub-care providers and caseworkers to make sure that Recommendations are carried out.

Document that children have attended assessments, what the recommendations are, and that recommendations have been carried out. Documentation will be such that caseworkers are kept informed about what has happened with children on their case loads.

Attachment D

Budget Information

BUDGET PAGE

CHILD ABUSE MULTIDISCIPLINARY INTERVENTION

Project Period: July 1, 2007 – September 30, 2009

11-Month Budget

BUDGET YEAR: ☒ FY 2007-2008 ☐ FY 2008-2009

County Name: Multnomah

Agency Name: Oregon Department of Human Services

EXPENDITURES LINE ITEM – SERVICE AREA	CAMI FUNDS USED	OTHER FUNDS	TOTAL PROJECT COST
Assessment (1)			
Medical Assessment			
Intervention Service			
Psycho-Social Assessment			
Sub-total Assessment			
Advocacy Services (1)			
Protective Services			
Intervention Advocacy			
Prevention Advocacy			
Professional Training/Education			
Sub-total Advocacy Services			
Treatment Services (1)			
Information			
Referral			
Treatment			
Sub-total Treatment Services			
Other Operational Costs (1)			
Staff (i.e. Director/Coordinator salary)	\$36,564		\$36,564
Administrative Costs (5% cap)		\$1898	\$1898
Supplies			
Rent			
Services & Equipment (identify)	\$1400 computer		\$1400 computer
Sub-total Other Operational Costs	\$37,964		\$39,862
EXPENDITURES GRANT TOTAL	\$37,964	\$1898	\$39,862

(1) Provide information, in your county's Intervention Plan, on each CAMI funded position (make additional copies of this page as needed).

ORGANIZATION / PROGRAM SUPPLEMENTAL FUNDING (NON-CAMI FUNDS ONLY)
CHILD ABUSE MULTIDISCIPLINARY INTERVENTION
 Project Period: July 1, 2007 – September 30, 2009

Please provide the amounts, proposed use and sources of other funding allocated for the CAMI Intervention Plan.

CATEGORY OF FUNDS	SOURCE OF FUNDS	AMOUNT OF PLANNED FUNDING	(1) PROPOSED USE OF PLANNED FUNDING (Salary, Services, Purchases)
FEDERAL (excluding VOCA)			
VOCA FUNDS			
STATE FUNDS	State of Oregon Personnel Funds	\$1898	Administrative Overhead costs for Support Staff tracking foster children's medical needs
LOCAL GOVERNMENT FUNDS			
OTHER SOURCES			

(1) Tie the proposed use of the funds to the service categories indicated on the CAMI Budget Page of the application

CAMI INTERVENTION PLAN

OVERALL BUDGET

2007-2009

Multnomah County - DA's Office MDT

CAMI FY08 & FY09 7/1/07-6/30/09

4/17/2007 13:06

Program Expenditure	FY08 Budget	FY09 Budget	Total
DA - MDT			
VA	76,523	81,114	157,637
OA	61,448	65,135	126,583
<i>Total Personnel</i>	<i>137,971</i>	<i>146,249</i>	<i>284,220</i>
Training	30,000	30,000	60,000
Misc. Expenses	25,000	21,599	46,599
Indirect @ 5%	32,841	31,186	64,027
<i>Total Others</i>	<i>87,841</i>	<i>82,785</i>	<i>170,626</i>
TOTAL	225,812	229,034	454,846
CARES NW (see email below)	387,379	387,379	774,758
OR State - DHS	37,964		37,964
CAT - Police Overtime			
PPB	35,500	35,500	71,000
MCSO	1,500	1,500	3,000
Gresham	3,000	3,000	6,000
OT Total	40,000	40,000	80,000
Expenditure Total	691,155	656,413	1,347,568

Revenue	FY08 Budget	FY09 Budget	Total
05-07 CFAA MDT Funding (revised allocation from State 091605):	655,444	655,444	1,310,888
Carryover from previous FY	36,680	-	36,680
Revenue Total	692,124	655,444	1,347,568

Expenditure - Revenue (969.40) 969.40 0.00

FY08 Projection Summary

Projected Expenditure

DA - MDT	\$ 225,812
CARES NW	387,379
OR State - DHS	37,964
CAT - Police Overtime	40,000
Total Expense	\$ 691,155

Projected Revenue

Allocation \$163,861.02 x 4qtrs	\$ 655,444
Carry-over from FY07	36,680
Total Revenue	\$ 692,124

Rev > Exp \$ 969

FY09 Projection Summary

Projected Expenditure

DA - MDT	\$ 229,034
CARES NW	387,379
	-
CAT - Police Overtime	40,000
Total Expense	\$ 656,413

Projected Revenue

Allocation \$163,861.02 x 4qtrs	\$ 655,444
Carry-over from FY08	969
Total Revenue	\$ 656,413

Exp = Rev \$ (0)



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-4
Est. Start Time: 10:15 AM
Date Submitted: 05/03/07

RESOLUTION Authorizing Issuance of a Tax-Exempt Loan, Bonds, or Bond
Agenda Anticipation Notes, by The Hospital Facilities Authority of Multnomah County,
Title: Oregon in an Amount Not to Exceed \$10,000,000

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Date Requested: May 17, 2007
Time Requested: 5 mins
Department: Department of County Management
Division: Finance & Risk Management
Contact(s): Mindy Harris
Phone: (503) 988-3786 **Ext.** 83786 **I/O Address:** 503 / 531
Presenter(s): Mindy Harris

General Information

1. What action are you requesting from the Board?

The Department of County Management recommends approval of this Hospital Facilities Resolution authorizing issuance of a Tax-Exempt Loan, Bonds or Bond Anticipation Notes, by The Hospital Facilities Authority of Multnomah County, Oregon in an amount not to exceed \$10,000,000.

2. Please provide sufficient background information for the Board and the public to understand this issue.

The Hospital Facilities Authority of Multnomah County, Oregon has received a request from Pacific Mirabella Portland, LLC (PMP) to execute and deliver a tax exempt loan, bonds or bond anticipation notes in an amount not to exceed \$10,000,000. The financing will enable PMP to acquire unimproved real property in the South Waterfront area. The intended use of the property is to develop a continuing care retirement community to be known as Mirabella at South Waterfront, and operated as a nonprofit corporation. Upon completion of the land acquisition and predevelopment of the land, PMP expects to request the Hospital Authority to consider issuance of long-term tax exempt and taxable bonds in an amount not to exceed \$200,000,000 on behalf of PMP to finance the construction of approximately 284 adult congregate care units or beds at the Mirabella at South Waterfront facility.

Staff with the County's Assessment and Taxation Division has reviewed the project and estimate that once complete; it will result in approximately \$500,000 of additional property tax, annually. In addition, an estimated 150 full time jobs will be created to staff the project. PMP has provided their financial statements and appear to be in a strong financial position and fully capable of repaying the loan or bonds at the current time.

The principal of and interest on the Bonds will not constitute a debt of Multnomah County, Oregon or the Multnomah Authority, nor shall the Bonds be payable from a tax of any nature levied upon any property within Multnomah County, Oregon nor any other political subdivision of the State of Oregon. The Bonds will be payable only from the revenues and resources provided by PMP.

3. Explain the fiscal impact (current year and ongoing).

The County will receive approximately \$10,000 for administrative expenses.

4. Explain any legal and/or policy issues involved.

Multnomah County's Hospital Authority authorizes this type of debt issue.

5. Explain any citizen and/or other government participation that has or will take place.

A Tax Equity and Fiscal Responsibility Act (TEFRA) Hearing will be held during the week of June 4, 2007. Notice of the hearing will be published in the Oregonian. A Hearings Officer report will be provided to the Chair.

Required Signatures

Department/
Agency Director:

Carol M. Ford

Date: 05/03/07

Pacific
Retirement
Services, Inc.



April 30, 2007

Board of Directors
The Hospital Facilities Authority
of Multnomah County, Oregon
c/o Mindy Harris, Chief Financial Officer
501 S.E. Hawthorne Blvd., Suite 531
Portland, OR 97214-3501

Re: Mirabella Portland Financings

Honorable Board of Directors:

Pacific Retirement Services, Inc., an Oregon nonprofit corporation ("PRS"), hereby requests that The Hospital Facilities Authority of Multnomah County, Oregon (the "Authority") provide tax-exempt financing to: (i) acquire land and related costs for construction of a continuing care retirement community (the "Project") in the South Waterfront District in Portland; (ii) provide predevelopment capital for certain architecture and engineering, systems development charges, marketing and other Project-related expenses; and (iii) provide permanent financing to construct and equip the Project, and to reimburse PRS and its affiliates for expenditures made on behalf of the Project prior to bond closing. As detailed below, we anticipate that financing of the Project will occur in two or three stages. At this time, we are currently seeking the Authority's approval for only the first stage of the Project, and we plan to return to the Authority in the future to seek approval for financing the other stages of the Project.

We appreciate the Authority's cooperation in the past to issue bonds on behalf of Holladay Park Plaza, which is another PRS-affiliated senior living facility located in Multnomah County. We also are interested in doing another financing for Holladay Park Plaza in the near future, and we anticipate returning to the Authority later this year to seek approval for an expansion of that facility as well.

Background. The PRS family of organizations began with the Rogue Valley Manor. The Rogue Valley Manor is an Oregon nonprofit corporation established in 1955, which operates the Rogue Valley Manor, a continuing care retirement community

("CCRC") in Medford. The Rogue Valley Manor was the first CCRC on the West Coast to be accredited by the Continuing Care Accreditation Commission of the American Association of Homes and Services for the Aging.

Today, PRS is the corporate parent of a family of affiliated organizations dedicated to enhancing senior living. In addition to the Rogue Valley Manor, PRS owns and operates five CCRCs, located in Portland, Eugene, Davis, California, Fort Worth, Texas, and Seattle, Washington (which is currently under construction). PRS is one of the nation's largest nonprofit providers of affordable senior housing, owning and operating twenty-five facilities for very low income residents, including twenty facilities in Oregon (located in Ashland, Bend, Central Point, Eagle Point, Eugene, Grants Pass, Klamath Falls, Medford, Myrtle Point, Portland and Reedsport). PRS also operates home health care organizations and community service groups throughout Oregon, California and Texas. The Board of Directors of PRS consists of community leaders with diverse professional backgrounds. The Board is very committed to the Project and will be actively involved in all phases of the Project.

Project and Community Benefits. The Project, as currently planned, will be located on a 1.16 acre site at Block 31 of the Central Riverblocks area of the South Waterfront District of downtown Portland (bound by Curry Street to the North, River Parkway to the East, Penoyer Street to the West, and Bond Avenue to the South). The Project will consist of the following units and beds upon completion:

Independent Living:	224 units
Residential Care:	15 units
Dementia Skilled Nursing Care:	22 units
Skilled Nursing Care:	<u>22 beds</u>
Total Units/Beds :	283 units/beds

The Project will consist of a 30 story structure approximately 507,300 gross square feet in size (including one level of underground parking) and will also include the following resident support and common areas:

- Housekeeping
- Resident storage
- Lobby / reception / concierge area
- Mail room
- Café / Bistro
- Library and business center
- Conference / meeting rooms

- Pool / spa
- Fitness area
- Auditorium / multi-purpose rooms
- Main / private dining rooms with adjacent bar / lounge area
- Kitchen
- Valet Parking

The Project is being developed in cooperation with Oregon Health & Science University ("OHSU") as part of an affiliation agreement. PRS and OHSU have established a working relationship that will allow Mirabella residents to take advantage of technological innovations and improved models of senior healthcare in Oregon. OHSU will offer residents healthcare and wellness services at the new OHSU Center for Health and Wellness.

Staff with the Multnomah County Division of Assessment and Taxation estimated that the Project will result in approximately \$500,000 per year of additional property tax revenue. We estimate that an additional 200 jobs will be created by the Project, 150 of which will be full time positions.

Structure of Financing. Financing of the Project is anticipated to occur in three stages:

A. First Stage. The first stage will consist of a tax-exempt unsecured loan in an amount not to exceed \$10 million. The purpose of the first stage is to provide funds to acquire land for the Project from OHSU (the "Land"), including related costs, due diligence and initial predevelopment costs. The borrower for the first stage will be Pacific Mirabella Portland, LLC, an Oregon limited liability company ("PMP") that has been formed by PRS. PRS is the sole member of PMP. Financing will be provided by Premier West Bank. Closing must occur no later than June 27, 2007. OHSU will not consent to closing beyond that date.

B. Second Stage. The second stage may consist of tax-exempt bond anticipation notes ("BANS"), or some other still to be determined debt issue backed a letter of credit-backed by a letter of credit, in an amount not to exceed of \$10 million. The purpose of the second stage is to provide funds for architecture and engineering, systems development charges, marketing and other pre-development costs related to Project development not covered by the first stage described above and before the third stage described below. The borrower for this second stage will be Mirabella at South Waterfront, an Oregon nonprofit corporation ("MBSW"). PRS is the sole member of MBSW. The tentative date for this financing is on or about September 1, 2007. If this component of the financing is necessary, we anticipate returning to the Authority to request this additional authorization.

C. Third Stage. The third stage will consist of issuing an amount not to exceed of \$200 million of variable rate demand revenue bonds, issued in one or more series on a tax-exempt and taxable basis (the "Bonds"). The borrower for the Bonds will be MBSW. At closing for the Bonds, PMP will convey title to the Land to MBSW, and the loan from the first stage in an amount not to exceed \$10 million will be satisfied in full and extinguished through use of the Bond proceeds. It is also anticipated that the first and second stage borrowing of not to exceed \$20 million will be satisfied in full and extinguished through the use of the bond proceeds. MBSW will own and operate the Project as a nonprofit corporation.

The Bonds will be secured by a letter of credit to be issued by a bank selected by MBSW (the "Letter of Credit"). Based on the Letter of Credit, the Bonds will be rated not less than "A" by one or more of the nationally recognized bond rating agencies based on the credit rating of the letter of credit bank selected by MBSW. Additionally, MBSW may enter into an interest rate swap agreement in connection with the Bonds. The tentative date for this financing is on or before July 1, 2008.

All stage 1, stage 2 and stage 3 financing amounts are subject to change prior to the actual closing date and represent the best estimates of PRS management as of the date of this letter. Additionally, the Finance Team would like to meet with the Authority, at its convenience, to review the process and details of the debt structure of the stage 2 BANs.

Finance Team. We propose that Herbert J. Sims & Co. and Cain Brothers & Co., LLC serve as joint underwriters for the Bonds. Herbert J. Sims & Co. will serve as the senior underwriter. Herbert J. Sims & Co. is an investment banking and financial services brokerage firm with over 40 years experience in financing senior living facilities. Cain Brothers & Co., LLC is an investment banking and financial advisory firm that focuses exclusively on the medical services and medical technology industries and their related businesses. Both firms have broad national experience in health care financings. In addition, we recommend that Orrick, Herrington & Sutcliffe LLP serve as bond counsel and special counsel to the Authority, and that U.S. Bank National Association serve as trustee, paying agent and registrar for the Bonds.

I have enclosed for your review the following: (i) a copy of PRS's Independent Auditors Report for the years ended September 30, 2006 and 2005; (ii) a tentative financing schedule for the first stage of the financing; (iii) a draft distribution list; and (iv) a preliminary schedule of sources and uses of funds and proposed debt service schedule.

Board of Directors
Hospital Facilities Authority of Multnomah County
April 30, 2007
Page 5

Thank you for your consideration. Please contact me at (541) 857-7738 if you have any questions.

Sincerely,

PACIFIC RETIREMENT SERVICES, INC.



Gerald R. Schoegg
Chief Financial Officer

Enclosures

cc: Douglas E. Goe, Esq., Orrick, Herrington & Sutcliffe, LLP (w/enc)
Walter A. ("Skip") Frey, III, Herbert J. Sims & Co. (w/enc)
Steven R. Rinkle, Esq., Pacific Retirement Services, Inc. (w/enc)
Richard M. Mazza, Pacific Retirement Services, Inc. (w/enc)

**Proposed Financing Schedule for
Pacific Mirabella Portland, LLC Land Loan**

APRIL						
S	M	T	W	H	F	SA
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY						
S	M	T	W	H	F	SA
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE						
S	M	T	W	H	F	SA
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

<u>Date</u>	<u>Event</u>	<u>Responsible Parties</u>
Week of April 23	• PRS Board approves land loan	PMP/PRS
Week of April 30	• Bank obtains approval for land loan	PWB
May 1	• Submit Application to Issuer	PMP/PRS
	• Submit Bond Resolution and Letter of Intent to Issuer	Bond Counsel
May 3	• Internal Multnomah County Deadline for Agenda Items	Issuer
Week of May 14	• Distribution of first drafts of Financing Documents	Bond Counsel
May 17	• Issuer Meeting at Multnomah County	Issuer, Bond Counsel, PMP/PRS
Week of May 21	• Conference call to discuss first drafts of Financing Documents	All
Week of May 21	• Publish TEFRA Notice	Bond Counsel
Week of May 28	• Distribution of second drafts of Financing Documents	Bond Counsel
Week of June 4	• Hold TEFRA Hearing	Issuer
Week of June 4	• Comments due on all Financing Documents	All
Week of June 11	• Distribution of Closing Documents and Opinions	Bond Counsel, Borrower's Counsel, Bank Counsel
June 26	• Preclosing on land loan and execute documents	All
June 27	• Closing on land loan	All
June 27	• Closing on land purchase	PMP/PRS

Issuer:	The Hospital Facilities Authority of Multnomah County, Oregon
Bond Counsel:	Orrick, Herrington & Sutcliffe LLP
PMP:	Pacific Mirabella Portland, LLC
PRS:	Pacific Retirement Services, Inc.
Borrower's Counsel:	Steve Rinkle
PWB:	PremierWest Bank
Bank Counsel:	To be determined



WORKING GROUP DISTRIBUTION LIST

PACIFIC RETIREMENT SERVICES – OHSU – MIRABELLA PORTLAND SERIES 2008 TAX-EXEMPT REVENUE BONDS April 24, 2007

ISSUER

**The Hospital Facilities Authority of
Multnomah County, Oregon**
Multnomah County, Oregon
Department of County Management
501 S.E. Hawthorne Blvd., Suite 531
Portland, OR 97214

Ms. Mindy L. Harris
Chief Financial Officer
Telephone: (503)988-3786
Fax: (503)988-3292
Email: mindy.l.harris@co.multnomah.or.us

BOND COUNSEL TO THE ISSUER

Orrick, Herrington & Sutcliffe LLP
1125 NW Couch Street
Suite 800
Portland, OR 97209

Douglas Goe
Partner
Telephone: (503) 943-4810
Fax: (503) 943-4801
Mobile: (503) 789-0490
Email: dgoe@orrick.com

Courtney C. Muraski
Associate
Telephone: (503) 943-4860
Fax: (503) 943-4801
Email: cmuraski@orrick.com

Scott Schickli
Tax Counsel
Telephone: (503)943-4830
Fax: (503) 943-4801
Email: sschickli@orrick.com

Greg Blonde
Associate
Telephone: (503)943-4823
Fax: (503) 943-4801
Email: gblonde@orrick.com

Sherri Graves
Project Manager
Telephone: (503)943-4811
Fax: (503) 943-4801
Email: sgraves@orrick.com

BORROWER

Pacific Retirement Services, Inc.
1200 Mira Mar Avenue
Medford, Oregon 97504-9979

Mr. Thomas Becker (Tom)
President/CEO
Telephone: (541) 857-7212
Fax: (541) 857-7599
E-mail: tom@retirement.org

Mr. Gerald Schoeggli (Jerry)
Chief Financial Officer
Telephone: (541) 840-7981
Fax: (541) 857-7599
E-mail: jerry@retirement.org

Mr. Richard M. Mazza (Rick)
Vice President, Business Development &
Planning
Telephone: (541) 857-7616
Fax: (541) 857-6514
Mobile: (541) 601-6476
E-mail: rick@retirement.org





WORKING GROUP DISTRIBUTION LIST

BORROWER'S COUNSEL

Pacific Retirement Services, Inc.
1200 Mira Mar Avenue
Medford, Oregon 97504-9979

Mr. Steven Rinkle (Steve)
General Counsel
Telephone: (541) 857-7226
Fax: (541) 857-7599
E-mail: srinkle@retirement.org

Ms. Reva Lohr
Legal Assistant
Telephone: (541) 857-7226
Fax: (541) 857-7599
E-mail: reva@retirement.org

UNDERWRITER

Herbert J. Sims & Co., Inc.
7575 Dr. Phillips Boulevard, Suite 235
Orlando, Florida 32819-7221

Mr. Walter A. Frey, III (Skip)
Executive Vice President
Telephone: (407) 363-4493
Fax: (407) 363-2036
E-mail: wfrey@hjsims.com

4195 Viking Way, Suite 180
Long Beach, CA 90808

Mr. Ogieva E. Guobadia
Associate
Telephone: (562) 597-5470 x 105
Fax: (562) 597-5474
E-mail: oguobadia@hjsims.com

UNDERWRITER'S COUNSEL

To be Determined

CREDIT ENHANCEMENT PROVIDER

To be Determined

TRUSTEE

To be Determined

TRUSTEE'S COUNSEL

To be Determined

BOND RATING AGENCY

To be Determined

BORROWER'S RATING AGENCY

To be Determined

REINVESTMENT ADVISOR

To be Determined

APPRAISER

To be Determined

TITLE INSURANCE

To be Determined

PRINTER

ImageMaster Financial Publishing, Inc.
1182 Oak Valley Drive
Ann Arbor, Michigan 48108

Ms. Marianne Hanus
Telephone: (800) 452-5152

Ms. Jennifer Braun
Telephone: (734) 821-2500
Fax: (734) 821-2501
E-mail: production@imagemaster.com

ARCHITECH

Ankrom Moisan Associated Architects
6720 SW Macadam, Suite 100
Portland, OR 97219

Mr. Jason Fifield
Telephone: (503) 892-5353
Fax: (503) 245-7710
E-mail: jasonf@amaa.com

Mr. Jeff Los
E-mail: jeffl@amaa.com

FEASIBILITY CONSULTANT

To be Determined





WORKING GROUP DISTRIBUTION LIST

MARKET FEASIBILITY CONSULTANT

To be Determined

WORKING GROUP EMAIL ADDRESSES:

cmuraski@orrick.com
dgoe@orrick.com
gblonde@orrick.com
jerry@retirement.org
oguobadia@hjsims.com
rick@retirement.org
reva@retirement.org
sgraves@orrick.com
srinkle@retirement.org
sschickli@orrick.com
tom@retirement.org
wfrey@hjsims.com

Pacific Mirabella Portland LLC
Stage 1 Financing
Source and Use

Source

Tax Exempt Loan	\$8,200,000
PRS Deposit	\$716,000

Total Source	<u>\$8,916,000</u>
--------------	--------------------

Use

Land Purchase	\$7,920,000
Issue and Closing Costs	\$100,000
Predevelopment Costs	\$180,000
Funded Interest Costs	\$716,000

Total use	<u>\$8,916,000</u>
-----------	--------------------



PremierWest

BANK

People doing business with people.

May 1, 2007

**Jerry Schoeggl, CFO
Pacific Retirement Services, Inc.
1200 Mira Mar #95
Medford, OR 97504**

Subject: Term Sheet on Land Purchase Loan for Mirabella Portland

Dear Mr. Schoeggl,

PremierWest Bank (Bank) is pleased to offer the following loan information regarding a financing request for the purchase of the above referenced property. We understand the sale price is \$7,920,000 and the financing request is for that amount plus expenses of financing, closing fees, and related costs of documentation of the loan. We also understand this loan will be a tax-exempt loan through The Hospital Facilities Authority of Multnomah County (Authority), subject to their approval of the entire financing package. The major terms and conditions of the prospective loan are highlighted below. The rate and fee assumes this will be a tax-exempt loan to the Bank. This information is for discussion purposes only and not a commitment to lend.

Borrower:	Pacific Mirabella Portland, LLC (Pacific Retirement Services, Inc. (PRS) as the sole member)
Guarantor:	Retirement Services, Inc. (wholly owned subsidiary of PRS)
Loan Amount:	Up to \$8,200,000
Interest Rate:	70% of Prime Rate, fully floating.
Repayment Terms:	Monthly payments of interest only with principal and any unpaid interest due at maturity. An interest reserve of approximately \$719,000 will be required at loan inception to be assigned as collateral and serve as the source of interest payments.

Maturity: 18 months from the loan date.

Loan Fee: ½ of 1% (.0050) of the loan amount.

Collateral: An "Abundance of Caution" lien filing on the land being purchased. This will consist of a Deed of Trust on the subject property to be filed immediately after the transfer deed at the time of purchase.

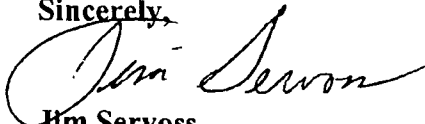
Appraisal: No appraisal will be required.

Closing Costs: Borrower is responsible for all closing and loan documentation expenses in properly securing the loan, including attorney fees and any related expenses of processing as a tax exempt loan through the Authority.

Deposit Relationship: As consideration for the Bank to make this loan we would require a deposit relationship from the borrower, PRS or a PRS related entity. The amount would be up to \$5 million and could be in the form of a Time Certificate, Money Market Account or other interest or non-interest bearing account with rates as previously discussed. By regulation, the FDIC insurance coverage on such certificate or deposit account will not exceed \$100,000. These balances would need to remain on deposit until the loan is repaid in full.

Please note that the "Term Sheet" is not a binding or formal commitment, but is for discussion purposes only and does not evidence any agreement to enter into a loan transaction without further internal approval procedures. We are looking forward to working with you for a formal approval and welcome any discussion on the contents of this letter. Please call me at (541) 282-5201 if you have any questions.

Sincerely,



Jim Servoss
SVP & Loan Production Manager

Note Model Statement

Date Quoted: May 01, 2007
 Product: Product Not Defined
 Interest Method: [7] 365/360 P&I Separate

Note Date: Jun 27, 2007
 Maturity Date: Dec 27, 2008

Principal Advance: \$8,200,000.00

Amount Financed: \$8,200,000.00

Finance Charge: \$719,037.53

APR: *5.75% using 365/360 factor.* 5.8299%

Total Principal: \$8,200,000.00

Total Interest: \$719,037.53

Total of Payments: \$8,919,037.53

Payment Schedule

Description	Date	Frequency	Number	Amount
Principal Payment	Dec 27, 2008	One Time	1	\$8,200,000.00

Amortization Schedule

Date	Description	Total Payment	P&I Payment	Principal Payment	Interest Payment	Principal Balance
Jun 27, 2007	Initial Loan					8,200,000.00
▼ Jul 27, 2007	Interest Only Payment	39,291.67	39,291.67		39,291.67	8,200,000.00
▼ Aug 27, 2007	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Sep 27, 2007	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Oct 27, 2007	Interest Only Payment	39,291.67	39,291.67		39,291.67	8,200,000.00
▼ Nov 27, 2007	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Dec 27, 2007	Interest Only Payment	39,291.67	39,291.67		39,291.67	8,200,000.00
▼ 2007 Totals		239,679.18	239,679.18		239,679.18	
▼ Jan 27, 2008	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Feb 27, 2008	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Mar 27, 2008	Interest Only Payment	37,981.94	37,981.94		37,981.94	8,200,000.00
▼ Apr 27, 2008	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ May 27, 2008	Interest Only Payment	39,291.67	39,291.67		39,291.67	8,200,000.00
▼ Jun 27, 2008	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Jul 27, 2008	Interest Only Payment	39,291.67	39,291.67		39,291.67	8,200,000.00
▼ Aug 27, 2008	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Sep 27, 2008	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Oct 27, 2008	Interest Only Payment	39,291.67	39,291.67		39,291.67	8,200,000.00
▼ Nov 27, 2008	Interest Only Payment	40,601.39	40,601.39		40,601.39	8,200,000.00
▼ Dec 27, 2008	Principal and Interest Payment	8,239,291.67	8,239,291.67	8,200,000.00	39,291.67	
▼ 2008 Totals		8,679,358.35	8,679,358.35	8,200,000.00	479,358.35	
▼ Grand Total		8,919,037.53	8,919,037.53	8,200,000.00	719,037.53	

Pacific Retirement Services, Inc.

*Combined Financial Statements and
Supplemental Combining Schedules as of and
for the Year Ended September 30, 2006, and
Independent Auditors' Report*

PACIFIC RETIREMENT SERVICES, INC.

TABLE OF CONTENTS

	Page
INDEPENDENT AUDITORS' REPORT	1
COMBINED FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED SEPTEMBER 30, 2006:	
Statement of Financial Position	2-3
Statement of Activities and Changes in Net Assets	4
Statement of Cash Flows	5-6
Notes to Combined Financial Statements	7-21
SUPPLEMENTAL COMBINING SCHEDULES AS OF AND FOR THE YEAR ENDED SEPTEMBER 30, 2006:	
Combining Schedule—Statement of Financial Position Information	22-25
Combining Schedule—Statement of Activities and Changes in Net Assets Information	26-29



Deloitte & Touche LLP
Suite 3900
111 SW Fifth Avenue
Portland, OR 97204-3642
USA

Tel: +1 503 222 1341
Fax: +1 503 224 2172
www.deloitte.com

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Pacific Retirement Services, Inc.

We have audited the accompanying combined statement of financial position of Pacific Retirement Services, Inc. and related organizations ("PRS") as of September 30, 2006, and the related combined statement of activities and changes in net assets, and of cash flows for the year then ended. These financial statements are the responsibility of PRS management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe our audit provides a reasonable basis for our opinion.

In our opinion, such financial statements present fairly, in all material respects, the combined financial position of Pacific Retirement Services, Inc. and related organizations at September 30, 2006, and the combined changes in their net assets and their combined cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was made for the purpose of forming an opinion on the basic combined financial statements taken as a whole. The combining schedules listed in the table of contents are presented for purposes of additional analysis of the basic combined financial statements rather than to present the financial position and changes in net assets of the individual parts of PRS and are not a required part of the basic combined financial statements. These schedules are the responsibility of PRS management. Such schedules have been subjected to the auditing procedures applied in our audit of the basic combined financial statements and, in our opinion, are fairly stated in all material respects when considered in relation to the basic combined financial statements taken as a whole.

Deloitte & Touche LLP

January 19, 2006

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF FINANCIAL POSITION AS OF SEPTEMBER 30, 2006

ASSETS

CURRENT ASSETS:

Cash and cash equivalents	\$ 21,582,920
Short-term investments (Note 3)	93,092,634
Accounts receivable—net (Note 4)	3,532,543
Supplies and prepaid expenses	2,319,285
Gift annuities receivable—current (Note 6)	<u>3,481</u>

Total current assets	<u>120,530,863</u>
----------------------	--------------------

PROPERTY AND EQUIPMENT—net (Note 5)	<u>295,294,737</u>
-------------------------------------	--------------------

OTHER ASSETS:

Assets held in trust (Note 6)	9,628,780
Long-term investments (Note 3)	11,659,431
Gift annuities receivable—noncurrent (Note 6)	2,266,269
Assets restricted under bond indenture agreements (Note 7)	10,758,969
Property held for investment	2,081,366
Bond issue costs and loan fees—net	7,557,519
Restricted deposits and funded reserves	21,195,232
Other noncurrent assets—net	<u>2,446,166</u>

Total other assets	<u>67,593,732</u>
--------------------	-------------------

TOTAL	<u>\$483,419,332</u>
-------	----------------------

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF FINANCIAL POSITION AS OF SEPTEMBER 30, 2006

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:

Accounts payable	\$ 3,035,372
Accrued expenses	6,360,077
Refundable deposits	4,196,554
Current portion of long-term debt (Note 8)	3,817,779
Arbitrage rebate liability (Note 8)	317,487
Other current liabilities	<u>19,355,595</u>

Total current liabilities 37,082,864

LONG-TERM DEBT (Note 8) 206,350,611

DEFERRED REVENUE FROM ENTRANCE FEES (Note 9) 123,948,618

SWAP AGREEMENTS (Note 8) 427,413

ASSET RETIREMENT OBLIGATION (Note 18) 620,030

Total liabilities 368,429,536

NET ASSETS:

Unrestricted	95,967,765
Temporarily restricted (Note 10)	15,228,626
Permanently restricted (Note 10)	<u>3,793,405</u>

Total net assets 114,989,796

TOTAL \$483,419,332

See notes to combined financial statements.

(Concluded)

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEAR ENDED SEPTEMBER 30, 2006

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
REVENUES, SUPPORT, AND OTHER CHANGES:				
Service fees	\$ 40,831,963	\$	\$	\$ 40,831,963
Health Center revenue	12,957,494			12,957,494
Entrance fees earned (Note 9)	15,907,510			15,907,510
Contributions	1,191,035	1,591,191	7,752	2,789,978
Gift annuity agreements (Note 6)		154,786	22,433	177,219
Actuarial loss on gift annuities receivable (Note 6)		(449,561)	(53,317)	(502,878)
Investment income (Note 3)	1,610,672	35,208		1,645,880
Trust income (Note 6)	355,074	1,407,190		1,762,264
Management fee revenue (Note 17)	2,010,259			2,010,259
Development fee revenue (Note 17)	1,628,727			1,628,727
Other revenue (Note 11)	13,188,563			13,188,563
Total revenues, support, and other changes	89,681,297	2,738,814	(23,132)	92,396,979
Net assets released from restrictions	689,181	(689,181)		
Total revenues	90,370,478	2,049,633	(23,132)	92,396,979
EXPENSES:				
Program expenses:				
Dietary	11,658,657			11,658,657
Facility services and utilities	14,982,408			14,982,408
Health and social services	17,737,507			17,737,507
General and administrative:				
Administrative and marketing	21,475,291	30,987		21,506,278
Interest expense and financing costs	8,608,131			8,608,131
Arbitrage rebate expense	66,766			66,766
Depreciation	14,034,954			14,034,954
Foundation program support	211,820	1,005		212,825
Other expenses	366,275			366,275
Loss on disposal of property and equipment	232,857			232,857
Total expenses	89,374,666	31,992		89,406,658
RESULTS OF OPERATIONS	995,812	2,017,641	(23,132)	2,990,321
NONOPERATING EXPENSE—net	7,816			7,816
OTHER CHANGES:				
Unrealized gains on investments and assets restricted under bond indenture agreements (Note 3)	3,965,539	209,280		4,174,819
Unrealized gains (losses) on assets held in trust—net of cash distributions and fees (Note 6)	5,947	(325,329)		(319,382)
Write-off of loan costs	(72,700)			(72,700)
Swap agreement gains (Note 2)	1,817,210			1,817,210
PROVISION FOR INCOME TAXES	(408,879)			(408,879)
CHANGE IN NET ASSETS BEFORE EXTRAORDINARY ITEM AND CUMULATIVE CHANGE IN ACCOUNTING PRINCIPLE	6,310,745	1,901,592	(23,132)	8,189,205
EXTRAORDINARY ITEM (Note 19)	835,865			835,865
CUMULATIVE CHANGE IN ACCOUNTING PRINCIPLE (Note 18)	(440,635)			(440,635)
CHANGE IN NET ASSETS	6,705,975	1,901,592	(23,132)	8,584,435
NET ASSETS—Beginning of year	\$4,288,029	13,327,034	3,816,537	101,431,600
Capital advances on HUD projects	4,973,761			4,973,761
NET ASSETS—End of year	\$ 95,967,765	\$ 15,228,626	\$3,793,405	\$ 114,989,796

See notes to combined financial statements.

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED SEPTEMBER 30, 2006

CASH FLOWS FROM OPERATING ACTIVITIES:

Change in net assets	\$ 8,584,435
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation	14,034,954
Cumulative change in accounting principle	440,635
Amortization included in financing costs	514,634
Unrealized gains on investments	(4,174,819)
Unrealized gains and reinvested income, net of fees paid, on assets held in trust	(1,442,882)
Realized gains on investments	(496,788)
Actuarial loss on gift annuities receivable	502,878
Swap agreement gains	(1,817,210)
Entrance fees received from new residents	24,796,512
Entrance fees earned	(15,907,510)
Entrance fees refunded	(948,294)
Loss on disposal of property and equipment	232,857
Gain on condemnation of property	(835,865)
Net change in:	
Accounts receivable—net	(233,865)
Gift annuities receivable	(226,279)
Supplies and prepaid expenses	(895,975)
Other noncurrent assets	(381,297)
Accounts payable	(2,130,289)
Accrued expenses	1,790,472
Refundable deposits	152,978
Arbitrage rebate liability	66,766
Other liabilities	17,626,096
Net cash provided by operating activities	<u>39,252,144</u>

CASH FLOWS FROM INVESTING ACTIVITIES:

Purchases of property and equipment and property held for investment	(42,291,251)
Proceeds from sale of property and equipment	3,282
Purchases of investments	(30,581,188)
Proceeds from sale of investments	25,091,174
Assets restricted under bond indenture agreements	2,133,184
Payment of asset retirement obligation	(155,615)
Cash disbursements from assets held in trust	1,138,537
Restricted deposits and funded reserves	(18,645,431)
Net cash used in investing activities	<u>(63,307,308)</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED SEPTEMBER 30, 2006

CASH FLOWS FROM FINANCING ACTIVITIES:

Proceeds from issuance of long-term debt	\$ 52,746,885
Cost of debt issuance	(728,112)
Repayments of long-term debt	<u>(15,364,564)</u>

Net cash provided by financing activities	<u>36,654,209</u>
---	-------------------

NET DECREASE IN CASH AND CASH EQUIVALENTS	12,599,045
---	------------

CASH AND CASH EQUIVALENTS—Beginning of year	<u>8,983,875</u>
---	------------------

CASH AND CASH EQUIVALENTS—End of year	<u>\$ 21,582,920</u>
---------------------------------------	----------------------

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:

Cash paid for interest	<u>\$ 7,361,768</u>
------------------------	---------------------

Cash paid for income taxes	<u>\$ 408,859</u>
----------------------------	-------------------

SUPPLEMENTAL DISCLOSURE OF NONCASH INVESTING AND FINANCING ACTIVITIES:

Property and equipment purchases financed with accounts payable	<u>\$ 568,630</u>
---	-------------------

Reduction of asset retirement obligation	<u>\$ 55,587</u>
--	------------------

Accounts receivable related to condemnation of property	<u>\$ 1,004,000</u>
---	---------------------

See notes to combined financial statements.

(Concluded)

PACIFIC RETIREMENT SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED SEPTEMBER 30, 2006

1. ORGANIZATION

Pacific Retirement Services, Inc. was founded as a private, not-for-profit, community-based organization to provide various services and sponsor programs for the elderly, including residential facilities and health and welfare programs. The accompanying combined financial statements include the accounts of Pacific Retirement Services, Inc. (including Miramar Green, LLC and 965 Ellendale Drive, LLC); and the following affiliated organizations: Retirement Services, Inc. (including Retirement Services, LLC and RS Bella Vita Management, LLC); Rogue Valley Manor, Inc. ("RVM"); The Cumberland Rest, Inc. ("Cumberland"); Cascade Manor, Inc.; Holladay Park Plaza, Inc. and Holladay Park Plaza Residents' Assistance Trust ("HPP"); University Retirement Community at Davis, Inc. ("URCAD"); Mirabella, Inc.; Affiliated Foundations (consisting of Rogue Valley Manor Foundation, Inc. ("RVM Foundation"); The Cumberland Rest Foundation, Inc.; University Retirement Community at Davis Foundation, Inc.; and Cascade Manor Foundation, Inc.); Rogue Valley Manor Housing Corporation, Inc. ("RVMHC"); Rogue Valley Manor Community Services, Inc.; Crest Park, Inc.; and The Centennial, Inc. (collectively referred to as "PRS" or the "Corporation"). Effective September 30, 2006, The Centennial Inc. and Quail Point, Inc. were combined under the name The Centennial Inc. All significant intercompany balances and transactions have been eliminated.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting—The financial statements of PRS have been prepared on the accrual basis of accounting and are presented in accordance with Financial Accounting Standards Board ("FASB") Statement No. 117, *Financial Statements of Not-for-Profit Organizations*, which requires classification of an organization's net assets and its revenues, expenses, gains, and losses based on the existence or absence of donor-imposed restrictions. It requires that the amounts for each of the three classes of net assets—permanently restricted, temporarily restricted, and unrestricted—be presented in a statement of financial position and that the amounts of change in each of those classes of net assets be presented in a statement of activities and changes in net assets. The assets, liabilities, revenues, expenses, and net assets of PRS are reported in the following categories:

- **Unrestricted Net Assets**—Accounts for all general operating revenues and expenses of PRS and contributions and investment income not donor-restricted by time or purpose. Unrestricted net assets include board-designated funds.
- **Temporarily Restricted Net Assets**—Accounts for contributions and investment income earned on contributions which are temporarily donor-restricted by time or purpose.
- **Permanently Restricted Net Assets**—Accounts for contributions which permanently restrict the principal contribution. Earnings on the principal contribution are reported as either temporarily restricted or unrestricted net assets, based on whether the donor stipulations limit the use of the related investment earnings.

Contributions—PRS reports unconditional contributions of cash and other assets at fair value at the date the contribution is made. Conditional contributions are reported at fair value at the date the conditions are substantially met. The gifts are reported as either temporarily or permanently restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, temporarily restricted net assets are reclassified as unrestricted net assets and reported in the statement of activities and changes in net assets as net assets released from restrictions. Donor-restricted contributions whose restrictions are met within the same year as received are reported as temporarily restricted contributions and net assets released from restriction in the financial statements.

PRS receives support from the Corporation for National Service, a federal government agency, for program services. PRS also receives grants and support from local governments and community service organizations.

Cash and Cash Equivalents—Cash and cash equivalents include cash, money market accounts, certificates of deposit, and other securities with maturities of three months or less at the date of acquisition.

Investments—Marketable equity investments, mutual funds, and debt securities are stated at fair market value based on quoted market prices. Money market funds included in assets restricted under bond indenture agreements and certificates of deposit are valued at cost which approximates fair market value. Investments acquired by gift are recorded at fair market value on the date received. Investments in marketable securities are adjusted to fair market value through recognition of unrealized gains and losses. Gains or losses are calculated based on specific identification of the investments.

Accounts Receivable—Accounts receivable primarily represents amounts due from residents for living accommodations, services, and property tax reimbursements, amounts due from third-party payors, amounts due from third parties with whom PRS has management agreements, and interest receivable. An allowance for doubtful accounts is established based on past collection history.

Property and Equipment—Purchased property and equipment are recorded at cost. Donated property and equipment are recorded at fair market value as of the date of contribution. Maintenance, repairs, and minor replacements are charged to expense when incurred. Major replacements and betterments are capitalized.

Depreciation is computed using the straight-line method over the estimated useful lives of the assets, which range from 2 to 50 years.

The Corporation, using its best estimates based on reasonable and supportable assumptions and projections, reviews for impairment of long-lived assets in accordance with FASB Statement No. 144, *Accounting for the Impairment or Disposal of Long-Lived Assets*, and of goodwill and certain intangibles in accordance with FASB Statement No. 142, *Goodwill and Other Intangible Assets*. The financial statements reflect all adjustments required by FASB Statement No. 144 and FASB Statement No. 142 as of September 30, 2006.

Property Held for Investment—Property held for investment is stated at cost (or fair value as of the date of contribution) and is depreciated over the estimated useful lives of the assets, which range from 2 to 40 years.

Bond Issue Costs and Loan Fees—Bond issue costs and loan fees are amortized over the term of the bonds. Accumulated amortization relating to bond issue costs and loan fees was \$1,424,733 at September 30, 2006.

Restricted Deposits and Funded Reserves—Restricted deposits and funded reserves are mainly comprised of deposits required by the Department of Housing and Urban Development (“HUD”) to fund HUD-approved fixed asset replacements and improvements by PRS.

Refundable Deposits—The Corporation requires applicants who enter into a continuing care retirement community (“CCRC”) contract to pay an application fee deposit. This deposit will be refunded if the application is denied. If the application is approved but subsequently withdrawn, a portion is refunded. When a unit becomes available, the applicant is also required to pay an entrance fee deposit, which varies in amount, to reserve the unit prior to occupancy. This deposit is refundable prior to occupancy.

Deferred Revenue from Entrance Fees—The Corporation records a portion of entrance fees paid by a resident upon entering into a continuing care contract as revenue. The remaining balance is recorded as deferred revenue. The Corporation has two different continuing care contracts. One of these contracts are non-refundable and are amortized to income over the estimated remaining actuarial life expectancy of the resident. The second contract is 90% refundable at the time of reoccupancy after termination of the contract. The refundable portion of the income for this type of contract is amortized to income over the estimated life of the facility, and the non-refundable portion is amortized to income over the estimated remaining actuarial life expectancy of the resident. As of September 30, 2006, \$662,091 is expected to be refunded.

Obligation to Provide Future Services—PRS annually calculates the present value of the net cost of future services and the use of facilities to be provided to current residents and compares that amount with the balance of deferred revenue from entrance fees. If the present value of the net cost of future services and the use of facilities exceeds the deferred revenue from entrance fees, a liability is recorded (obligation to provide future services and use of facilities) with the corresponding charge to income. The obligations are discounted at 6%, based on the expected long-term rate of return on government obligations. At September 30, 2006, no additional future service liability was deemed to exist.

Derivative Instruments—PRS has two derivative instruments, which consist of interest rate swap agreements (see Note 8), in order to manage its exposure to interest rate movements. PRS’s interest rate swaps effectively convert a portion of its variable rate debt to a fixed rate of interest. In accordance with the provisions of FASB Statement No. 133, *Accounting for Derivative Instruments and Hedging Activities*, PRS records changes in the fair value of the swap during a period as a change in net assets. The change in the fair value of the swap for the year ended September 30, 2006 resulted in a gain of \$1,817,210.

Asset Retirement Obligation—An accrued obligation was established for estimated costs to remediate issues related to asbestos located in internal piping, tank insulation, floor tiles, and textured ceilings throughout the buildings for three PRS entities.

In-Kind Revenue and Expenses—PRS includes in other revenue and other expenses service and meals contributed by other community service organizations and agencies which are utilized in program activities and for which PRS would normally pay. These in-kind services and meals are recorded as income and expense at their fair market values.

Resident Assistance—In some cases, through Affiliated Foundations or endowment funds, PRS has pledged to assist residents that are unable to pay their full financial obligations. Because PRS does not generally pursue collection of these amounts, they are not reported as revenue.

Revenue Recognition—Service fees and health center revenues are recognized in the month in which services are provided and collectibility is reasonably assured. In addition, health center revenue is presented net of third party rate adjustments. Other revenue is recognized as the related services are provided and includes pharmacy income, private duty income, catering income, and other miscellaneous income.

Tax-Exempt Status—PRS and its affiliates, except for Crest Park, Inc., The Centennial, Inc., Retirement Services, LLC ("RSLLC"), and Retirement Services, Inc. ("RS Inc."), have been recognized by the Internal Revenue Service as not-for-profit corporations as described in Section 501(c)(3) of the Internal Revenue Code and are exempt from federal and state income taxes on related activities. No tax provision for the tax-exempt entities has been made in the accompanying statement of activities and changes in net assets. The provision for the taxable entities is recorded in the combined financial statements.

Concentrations of Risks—PRS investments, assets held in trust, and assets restricted under bond indenture agreements consist of various financial instruments. These financial instruments may subject PRS to concentrations of risk as, from time to time, cash balances may exceed amounts insured by the Federal Deposit Insurance Corporation, the market value of securities are dependent on the ability of the issuer to honor its contractual commitments, and the investments are subject to change in market values.

Concentration of risk also results from PRS granting credit without collateral to its residents, most of whom are local residents (to the respective affiliate facility) and may be insured by third-party payor agreements.

Use of Estimates—The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains and losses during the reporting period. Actual results could differ from those estimates.

3. INVESTMENTS AND INVESTMENT INCOME

Investments at September 30, 2006 consisted of the following:

Mutual funds	\$ 31,048,878
Other fixed income securities	58,890,928
Equity securities	4,729,828
Cash management funds	<u>10,082,431</u>
Total	<u>\$ 104,752,065</u>
Short-term investments	\$ 93,092,634
Long-term investments	<u>11,659,431</u>
Total	<u>\$ 104,752,065</u>

Investment income, including interest on cash and cash equivalents and income earned on investments and assets restricted under bond indenture agreements (see Note 7) for the year ended September 30, 2006, are comprised of the following:

	Unrestricted	Temporarily Restricted	Total
Dividends and interest	\$ 1,578,510	\$ 25,489	\$ 1,603,999
Net realized and unrealized gains	<u>3,997,701</u>	<u>218,999</u>	<u>4,216,700</u>
Total investment income	5,576,211	244,488	5,820,699
Less net unrealized gains	<u>3,965,539</u>	<u>209,280</u>	<u>4,174,819</u>
Investment income reflected in current operations	<u>\$ 1,610,672</u>	<u>\$ 35,208</u>	<u>\$ 1,645,880</u>

Investment income is reported net of investment expenses.

4. ACCOUNTS RECEIVABLE

Accounts receivable at September 30, 2006 consisted of the following:

Resident billings	\$ 554,855
Health care	722,881
Property tax reimbursements due from residents	261,986
U.S. Department of Housing and Urban Development	23,346
Oregon Department of Transportation	1,004,000
Other receivables	<u>991,818</u>
	3,558,886
Less allowance for doubtful accounts	<u>(26,343)</u>
Accounts receivable—net	<u>\$ 3,532,543</u>

5. PROPERTY AND EQUIPMENT

Property and equipment at September 30, 2006 consisted of the following:

Land	\$ 65,229,445
Land improvements	17,030,035
Buildings, apartments, cottages, and improvements	281,018,162
Equipment and furnishings	28,746,200
Automotive equipment	<u>1,469,630</u>
	393,493,472
Less accumulated depreciation	(117,521,486)
Construction in progress	<u>19,322,751</u>
Property and equipment—net	<u>\$ 295,294,737</u>

6. ASSETS HELD IN TRUST AND GIFT ANNUITIES RECEIVABLE

Assets held in trust represent the principal of various perpetual trusts and charitable remainder trusts whose assets and distribution of income are controlled by a third-party trustee. The trust assets have been stated at fair market value at September 30, 2006:

Charitable remainder trusts	\$7,123,524
Perpetual trusts	<u>2,505,256</u>
Total assets held in trust	<u>\$9,628,780</u>

Income earned on assets held in trust for the year ended September 30, 2006 consists of the following:

	Unrestricted	Temporarily Restricted	Total
Dividends and interest	\$331,343	\$722,101	\$1,053,444
Trustee fees	(32,360)	(114,210)	(146,570)
Net realized and unrealized gains	<u>62,038</u>	<u>473,970</u>	<u>536,008</u>
Total trust income	361,021	1,081,861	1,442,882
Less net unrealized gains (losses)	<u>5,947</u>	<u>(325,329)</u>	<u>(319,382)</u>
Trust income reflected in current operations	<u>\$355,074</u>	<u>\$1,407,190</u>	<u>\$1,762,264</u>

HPP and RVM Foundation are the beneficiaries of several Charitable Remainder Unitrusts and Fixed Rate Gift Annuities. The assets are held by a third-party trustee and payments from these trusts are made to the donors during their lifetime. The remaining balance in the trust will be transferred to HPP and RVM Foundation following the termination of the payments to the donors. The present value of gift annuities received in the current year and recognized into income for the year ended September 30, 2006 was \$177,219.

Upon execution of the trust agreement, HPP and RVM Foundation record a gift annuity receivable based upon the actuarial present value of trust assets expected to be transferred to HPP and RVM Foundation. Accordingly, the liability for payments to the donor is not reflected in the statement of financial position. The present value of these trust asset receivables are readjusted annually. The current year adjustment resulted in a loss recognized on the statement of activities and changes in net assets for the year ended September 30, 2006 of \$502,878. The receivables at September 30, 2006 have been valued based on an actuarial calculation and are summarized below:

Gift annuities receivable expected to be received (based on life expectancy tables) in:	
Less than one year	\$3,481
One to five years	304,972
Over five years	<u>1,961,297</u>
Total gift annuities receivable	2,269,750
Less current portion	<u>3,481</u>
Gift annuities receivable—noncurrent	<u>\$2,266,269</u>

7. ASSETS RESTRICTED UNDER BOND INDENTURE AGREEMENTS

Under terms of various bond indenture agreements (see Note 8), PRS is required to establish trust funds (the "Bond Reserve Funds") for the payment of interest and principal on the related outstanding bond issues.

If PRS is deficient on any payment of principal or interest, the trustee is required to transfer funds from the Bond Reserve Funds to eliminate such deficiency. If funds are transferred by the trustee to pay a deficiency, PRS is then obligated to make additional deposits into the appropriate Bond Reserve Fund to maintain the minimum balance as outlined in the bond reserve requirements.

Investments comprising the assets restricted under bond indenture agreements are valued at fair market value at September 30, 2006 and include the following:

Cash and cash equivalents	\$ 6,136,567
Municipal bonds	4,299,963
Federal agency obligations	<u>322,439</u>
Total	<u>\$10,758,969</u>

8. LONG-TERM DEBT

Long-term debt at September 30, 2006 consisted of the following:

Cumberland Series 2002 Bonds—Tarrant County Health Facilities Development Corporation Revenue Refunding Bonds. At September 30, 2006, the interest rate was 3.87%. Due August 2032.	\$ 17,035,000
RVM Series 2002 Bonds—Hospital Facilities Authority of the City of Medford, Oregon Revenue Refunding Bonds. At September 30, 2006, the interest rate was 3.68%. Due August 2032.	69,050,000
URCAD Series 2003 Insured Revenue Refunding Bonds. At September 30, 2006, the interest rate was 3.53%. Due November 2030.	44,075,000
HPP Series 2003—Refunding Bonds. At September 30, 2006, the interest rate was 3.87%. Due March 2034.	16,685,000
Centennial Note Payable—Premier West Bank. At September 30, 2006, the interest rate was 8.25%. Management refinanced with new loan on October 17, 2006.	5,371,030
Centennial Note Payable—Premier West Bank. At September 30, 2006, the interest rate was 8.25%. Management refinanced with new loan on October 17, 2006.	7,464,285
PRS Loan Payable—Premier West Bank. At September 30, 2006, the interest rate was 8.25%. Due May 2007.	242,686
PRS Note Payable—Premier West Bank. At September 30, 2006, the interest rate was 5.78%. Due April 2015.	2,038,305
RVMHC Mortgage Notes Payable—The Department of Housing and Urban Development. Interest rates ranging from 7% to 9.25%. Various maturing dates through August 2035	2,908,577
Cascade Manor, Inc. Series 2006 Revenue Refunding Bonds. At September 30, 2006, the interest rate was 3.68%. Due July 2036.	18,000,000
Stern Note Payable. At September 30, 2006, the interest rate was 7.147%. Due July 2031.	655,907
PRS (Mirabella) Development Loan. At September 30, 2006, the interest rate was 7.13%. Due 2007. Management intends to refinance with bonds.	5,972,600
Mirabella Land Loan. At September 30, 2006, the interest rate was 7.21%. Due 2007. Management intends to refinance with bonds.	<u>20,650,000</u>
	210,168,390
Less current portion	<u>(3,817,779)</u>
Total long-term debt	<u>\$206,350,611</u>

Cumberland Series 2002 Bonds – Tarrant County Health Facilities Development Corporation Revenue Refunding Bonds—On August 12, 2002, the Tarrant County Health Facilities Development Corporation issued \$18,000,000 Series 2002 bonds. The proceeds of the bonds were primarily used to repay Cumberland's remaining balance of the Series 1995A and 1995B bonds and finance capital expenditures.

The 2002 bonds initially bear interest at a daily variable rate determined by Cain Brothers & Company, LLC and J.P. Morgan Securities, Inc., as co-remarketing agents. The interest rates on the bonds can be converted to other variable rates, or a fixed rate, at the discretion of The Cumberland Rest, Inc. subject to certain limitations.

The 2002 bonds are collateralized by a first lien mortgage and security interest in the facilities of Cumberland, the Debt Service Reserve Fund as defined in the bond indenture agreements (see Note 7) and a security interest in the gross revenues of Cumberland. The bond indenture agreement also contains provisions regarding the maintenance of certain covenants and financial ratios. Cumberland was in compliance with all provisions as of September 30, 2006.

RVM Series 2002 Bonds – Hospital Facilities Authority of the City of Medford, Oregon Revenue Refunding Bonds—On January 29, 2002, RVM has issued \$75,000,000 Series 2002 revenue refunding bonds. The Series 2002 bonds bear interest at 35-day auction period variable rate (SAVRS rate mode). On a date designated by RVM, the bonds can be converted to a weekly, daily, commercial paper, term, or fixed mode. Upon conversion, the bonds will be subject to mandatory tender on the conversion date at a price equal to 100% of the principal amount plus accrued interest, if any, to such date. A financial guaranty insurance policy was issued simultaneously with the issuance and delivery of the bonds. The policy is noncancelable during its term and provides for the prompt payment of principal and interest on the bonds to the extent that the bond trustee has not received sufficient funds from RVM for payment of the bonds on the due date. The policy does not insure against nonpayment of principal or interest on the bonds due to the insolvency, misconduct or negligence of the trustee.

As security for the bonds, RVM has granted to the Hospital Facilities Authority of the City of Medford, Oregon, a present security interest in the Debt Service Reserve Funds, its present and future accounts, general intangibles, gross revenues, and a deed of trust on RVM premises. The debt agreements contain provisions regarding the maintenance of certain financial ratios, the Debt Service Reserve Funds, and cash and marketable securities. Amounts held in the Debt Service Reserve Funds shall be counted in calculating the amount of cash and marketable securities maintained. RVM was in compliance with all provisions as of September 30, 2006. Also, RVM exceeds the liquid reserves required by ORS 101.060 for operations and debt service as of September 30, 2006.

Interest Rate Swap Agreement—As of September 30, 2003, RVM had entered into a contract for a fixed pay interest rate swap for a variable rate, for the benefit of RVM to manage interest rate risk on the RVM Series 2002 bonds as indicated below:

- Series 2002 bonds, \$37,500,000 notional amount fixed pay rate 3.8%, variable rate receipt of 65% of the one-month LIBOR (LIBOR was 5.2985% at September 30, 2006) maturing in annual installments through August 15, 2031.

Under this interest rate swap, RVM agrees with other parties to pay, at specified intervals, the fixed-rate, while receiving the variable-rate interest according to the outstanding notional principal amount. The effect of this interest rate swap is to reduce RVM's exposure to fluctuating interest rates. The outstanding notional principal amount decreases ratably with scheduled annual principal payments. The outstanding notional amount under the interest rate contract was \$35,562,500 at September 30, 2006.

The fair value of the swap at September 30, 2006 was a liability of \$1,374,528. See Note 2 for discussion of the gain recorded on the mark to market of this agreement.

Arbitrage Rebate Liability—The Corporation was required to pay the government the excess of income earned on certain funds invested from tax exempt bond proceeds over finance costs incurred. At September 30, 2006, there was \$317,487 liability relating to the Series 2002 bonds.

URCAD Series 2003 Insured Revenue Refunding Bonds—On December 3, 2003, the Corporation issued \$46,000,000 Series 2003 Insured Revenue Refunding Bonds, which initially bear interest at a daily rate mode, subject to rate mode changes in the future, and mature based on the rate mode in effect on November 15, 2030. At September 30, 2006, the interest rate was 3.53% and \$44,075,000 was outstanding.

The 2003 bonds are secured by bond insurance provided by Radian Asset Assurance, Inc., which provides prompt payment of principal and interest on the bonds to the extent that U.S. Bank National Association as Bond Trustee has not received sufficient funds from the Authority. In addition, the bonds are collateralized by a security interest in the facilities and gross revenues of the Corporation. The bond indenture agreement also contains provisions regarding the maintenance of certain covenants and financial ratios. The Corporation was in compliance with all provisions as of September 30, 2006.

Interest Rate Swap Agreement—On November 1, 2005, the Corporation entered into a contract for a fixed pay interest rate swap for a variable rate. This interest rate swap had a trade date of September 7, 2005, an effective date of November 1, 2005, and a termination date of November 15, 2030. It was entered into for the benefit of the Corporation to manage interest rate risk on the Series 2003 bonds as indicated below:

- Series 2003 bonds, \$45,085,000 notional amount fixed pay rate 3.215%, variable rate receipt of 67% of the three-month LIBOR. All payments are made monthly on a net basis on the fifth business day of the month.

Under this interest rate swap, the Corporation agrees with other parties to pay, at specified intervals, the fixed-rate, while receiving the variable-rate interest according to the outstanding notional principal amount. The effect of this interest rate swap is to reduce the Corporation's exposure to fluctuating interest rates. The outstanding notional principal amount decreases ratably with scheduled annual principal payments. The outstanding notional amount under the interest rate contract was \$44,075,000 at September 30, 2006. The fair value of the swap at September 30, 2006 was an asset of \$947,115. See Note 2 for discussion of the gain recorded on the mark to market of this agreement.

HPP Series 2003 – Refunding Bonds—On December 4, 2003, the Corporation issued \$17,200,000 in Series 2003 revenue and refunding bonds, initially bear interest at a daily rate mode, subject to rate mode changes in the future, with final maturity on March 20, 2034. At September 30, 2006, the interest rate was 3.87% and \$16,685,000 was outstanding.

The 2003 bonds are collateralized by a security interest in the facilities and gross revenues of the Corporation. The bond indenture agreement also contains provisions regarding the maintenance of certain covenants and financial ratios. The Corporation was in compliance with all provisions as of September 30, 2006.

Centennial Notes Payables—The Corporation entered into two loan agreements with Premier West Bank on December 23, 2005 and June 5, 2006 for the construction of the Centennial golf course. The total of the two loans was \$7,464,285 at inception as well as on September 30, 2006. The current interest rate is based on prime rate and was 8.25% on September 30, 2006.

In 2002, RVM purchased 293 acres of land from Naumes, Inc., a third party. Of the purchase price, \$6,250,000 was financed with a note payable. The interest rate was originally set at prime. The note was refinanced on August 26, 2003 with a tax-exempt loan through The Hospital Facilities Authority of the City of Medford, Oregon. The President of PRS is on the Board of Directors of Premier West Bank, the issuer of the note. Management believes the terms of the note are reflective of terms that would have been negotiated between unrelated parties. RVM also received an additional 45 acres of land valued at \$1,700,000 through a donation from the same third party. The purchased and donated land is recorded in property held for investment.

On October 28, 2005, RVM transferred the above property with a carrying value of \$23,253,359 along with the above note payable of \$5,527,204, which was secured by such property, to The Centennial Inc., in exchange for Centennial's preferred stock. The preferred stock was valued at \$17,726,155, the net carrying value of the transferred assets and liabilities. At September 30, 2006, the interest rate of the note payable was 8.25% and \$5,371,030 was outstanding.

Premier West Notes Payable—In 2005, the Corporation leveraged its 965 Ellendale property in Medford, Oregon by obtaining a tax-exempt note payable in the amount of \$2,100,000 through The Hospital Facilities Authority of the City of Medford, Oregon. The interest rate is based on the prime rate, with final maturity on April 5, 2015. At September 30, 2006, the interest rate was 5.78% and \$2,038,305 was outstanding.

In May, 2004, the Corporation purchased property in La Quinta, California by obtaining a note payable in the amount of \$247,200 through Premier West. The interest rate is based on the prime rate, with final maturity in May 2007. At September 30, 2006, the interest rate was 8.25% and \$242,686 was outstanding.

RVMHC Mortgage Notes Payable—The mortgage notes to the Department of Housing and Urban Development are secured by all real and personal property of the individual HUD project facilities.

Cascade Manor, Inc. Series 2006 Revenue Refunding Bonds—On July 13, 2006, the Corporation issued \$18,000,000 Series 2006 Variable Rate Demand Revenue Bonds, which initially bear interest at a daily rate mode, subject to rate mode changes in the future, and mature based on the rate mode in effect on July 1, 2036. The proceeds for the Bonds were used primarily to repay the Premier West Construction Loan, and to pay other construction related costs. The remaining loan fees associated with the Construction Loan were written off during the year ended September 30, 2006.

The 2006 bonds are a general obligation of the Corporation, and the full faith and credit of the Corporation is pledged to the payments of all sums due thereunder. The prompt payment and performance by the Corporation of its obligations under the Loan Agreement and under the Reimbursement Agreement are secured by a first mortgage lien on the Facilities, security interest in Gross Revenues, and equipment and personal property. The bond indenture agreement also contains provisions regarding the maintenance of certain covenants and financial ratios. The Corporation was in compliance with all provisions as of September 30, 2006.

Stern Note Payable—The Corporation entered into an agreement with Lela O. Stern as a part of the land purchase for Mirabella stipulating a payment of \$4,000 per month to Ms. Stern from July 2006 to July 2031. The payments will be adjusted on July 2014, 2022, and 2030 for inflation. The payment stream had a present value of \$660,000 at the time of inception and 655,907 as of September 30, 2006 using an interest rate of 7.147%.

PRS (Mirabella) Development Loan and Mirabella Land Loan—In 2004 and 2005, Mirabella purchased land from City Investors XVII LLC. and Lela O. Stern, both third parties. The Corporation entered into a development loan of up to \$9,350,000 and a land loan of \$20,650,000 on July 20, 2006 with HSH Nordbank AG. The current interest rate is based on the LIBOR rate and was 7.13% and 7.21% respectively at September 30, 2006. The balances as of September 30, 2006 were \$5,972,600 and \$20,650,000 respectively.

Aggregate maturities of long-term debt are as follows:

2007	\$ 43,275,694
2008	3,694,021
2009	4,185,300
2010	4,374,020
2011	4,621,764
Thereafter	<u>150,017,591</u>
Subtotal	210,168,390
Less current portion	<u>(3,817,779)</u>
Total long-term debt	<u>\$ 206,350,611</u>

The Corporation expects to refinance \$39,457,915 of the outstanding debt maturing in 2007 and has therefore reported this amount as noncurrent as of September 30, 2006.

9. DEFERRED REVENUE FROM ENTRANCE FEES

Fees are paid by PRS residents for their lifetime use of the housing facilities and for other services. Recognition of the entrance fees into income is deferred and the fees are recognized as income as described in Note 2.

Activity in deferred revenue from entrance fees for the year ended September 30, 2006 is as follows:

Balance—Beginning of year	\$ 116,007,910
Entrance fees received from new residents	24,796,512
Entrance fees earned	(15,907,510)
Entrance fees refunded	<u>(948,294)</u>
Balance—End of year	<u>\$123,948,618</u>

10. RESTRICTED NET ASSETS

Temporarily restricted and permanently restricted net assets are available as of September 30, 2006 for the following purposes:

Temporarily restricted funds:	
Rogue Valley Manor Foundation, Inc.:	
Resident Assistance Fund	\$ 2,970,141
Health Center	801,862
Alzheimer's Fund	444,364
Rogue Valley Manor Fund	535,158
Affiliates	394,946
Special Care Operating Fund	270,356
Other funds	776,783
The Cumberland Rest, Inc.—other funds	6,876,866
The Cumberland Rest, Inc. Foundation—other funds	42,305
Holladay Park Plaza, Inc.:	
Residents' Assistance Trust	961,731
Other funds	73,937
Cascade Manor, Inc.—time imposed restriction	731,550
Cascade Manor Foundation—other funds	1,478
University Retirement Community at Davis Foundation, Inc.—other funds	347,149
Total temporarily restricted net assets	<u>15,228,626</u>
Permanently restricted funds:	
Rogue Valley Manor Foundation, Inc.:	
Health Center Transport Endowment	911,793
Health Center Employee Grant Endowment	171,864
Wheelcare Endowment Fund	228,855
Other funds	68,247
The Cumberland Rest, Inc.—other funds	1,807,269
Holladay Park Plaza, Inc.:	
Residents' Assistance Trust	500,000
Other funds	100,000
University Retirement Community at Davis Foundation, Inc.—other funds	5,377
Total permanently restricted net assets	<u>3,793,405</u>
Total temporarily and permanently restricted net assets	<u>\$ 19,022,031</u>

11. OTHER REVENUE

Other revenue for the year ended September 30, 2006 consisted of the following:

HUD rental revenue	\$ 2,181,039
Tenant assistance payments	2,736,387
Pharmacy	1,649,505
Golf course operations	1,446,692
Food and beverage	1,080,459
Other medical services	1,020,021
Private duty	887,752
Advertising and media services	577,487
Facility services	566,325
Other lease and rental	501,568
Application fees	105,550
Consulting income	15,000
Other	420,778
Total other revenue	<u>\$ 13,188,563</u>

12. THIRD-PARTY RATE ADJUSTMENTS AND REVENUE

PRS derived some of its health center and other revenue for the year ended September 30, 2006 from federal third-party reimbursement programs. These revenues were based, in part, on cost reimbursement principles and are subject to audit and retroactive adjustment by the respective third-party fiscal intermediary. In the opinion of management, retroactive adjustments, if any, would not be material to the financial position, the activities and changes in net assets, or cash flows of PRS.

13. RETIREMENT PLANS

PRS has various defined contribution employee benefit plans which provide retirement benefits to employees of Pacific Retirement Services, Inc. and certain affiliates. Contributions to the plans are determined by reference to each Plan. Total contributions charged to expense for the plans for 2006 were \$2,000,121.

14. HOLLADAY PARK PLAZA RESIDENTS' ASSISTANCE TRUST

The Holladay Park Plaza Residents' Assistance Trust was established as a trust to raise monies to support present and future residents of Holladay Park Plaza, Inc. that become impoverished and in need of financial assistance for their care and support. The amended trust agreement allows for an amount ranging from 5% to 10% of the average value of Trust investments, as further defined in the amendment, to be made available for resident assistance. In no event will the transfers reduce the market value of fund assets below the endowed principal.

15. FAIR VALUE OF FINANCIAL INSTRUMENTS

FASB Statement No. 107, *Disclosures about Fair Value of Financial Instruments*, requires disclosure of the fair value of financial instruments when it is practicable to estimate that value. The investments, assets restricted under bond indenture agreements, swap agreement liability, and long-term debt reported on the statement of financial position are reported at their approximate fair market value. The mortgage notes payable to the Department of Housing and Urban Development and the related housing projects financed by these mortgage notes are subject to various governmental rules, regulations, and restrictions which make it impracticable to estimate the fair value of these mortgage notes payable.

16. CAPITAL ADVANCES ON HUD PROJECTS

PRS has obtained capital advances from HUD. The capital advances bear no interest and are not required to be repaid so long as the housing offered by PRS remains available to eligible low income households for a period of 40 years in accordance with Section 202. The capital advances are secured by a mortgage on RVMHC's property and constitutes a valid first lien on RVMHC's property improvements. Management believes the likelihood that PRS will have to repay HUD is remote; therefore, the capital advances have been classified as unrestricted net assets. The total of these advances recorded in net assets as of September 30, 2006 is \$59,004,596, of which \$4,973,761 was received during the year ended September 30, 2006.

17. MANAGEMENT AND DEVELOPMENT FEE REVENUE

Retirement Services, Inc. has a management agreement with two unaffiliated retirement communities to provide various general, administrative, and marketing services. Fees charged by Retirement Services, Inc. for these services during the year ended September 30, 2006 were \$2,010,259. PRS also charged for development services to one of these communities a fee of \$1,628,727 during the year ended September 30, 2006.

18. ASSET RETIREMENT OBLIGATION ("ARO")

An accrued obligation was established for estimated costs to remediate issues related to asbestos located in internal piping, tank insulation, floor tiles, and textured ceilings throughout the building. As of September 30, 2006, the obligation was estimated at \$620,030.

The Corporation adopted FASB Interpretation No. 47 ("FIN 47") on September 30, 2006. FIN 47 requires the recognition of AROs, measured at estimated fair value, for legal obligations related to dismantlement and restoration costs associated with the retirement of tangible long-lived assets in the period in which the liability is incurred. Upon initial recognition of AROs that are measurable, the probability weighted future cash flows for the associated retirement costs, discounted using a credit-adjusted risk-free rate, are recognized as both a liability and as an increase in the capitalized carrying amount of the related long-lived assets. Capitalized asset retirement costs are depreciated over the life of the related asset, with accretion of the ARO liability classified as an operating expense.

In 2006, the Corporation recorded a \$440,635 loss in earnings from the cumulative effect of a change in accounting principle related to asbestos. This transition adjustment represents a difference in using a straight-line amortization vs. accretion methodology under FIN 47.

19. CONDEMNATION OF PROPERTY

On December 27, 2005, the Oregon Department of Transportation condemned 13,839 square meters of RVM and Crest Park property with a cost of \$168,135. Subsequent to year end, the Corporation received \$1,004,000 in exchange for this property, which resulted in a gain on condemned property of \$835,865. As this gain is considered an unusual and infrequent transaction, this amount is included as an extraordinary item as of September 30, 2006.

20. SUBSEQUENT EVENTS

Effective December 29, 2006, PRS entered into an Agreement of Purchase and Sale of Land with Oregon Health and Science University ("OHSU") to purchase a section of land on the Portland waterfront for \$8,000,000. The transaction is expected to close no later than June 27, 2007.

Effective December 7, 2006, the Tarrant County Health Facilities Development Corporation issued \$55,000,000 Series 2006 bonds. The proceeds of these bonds will be primarily used to finance capital expenditures.

* * * * *

SUPPLEMENTAL SCHEDULES

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION AS OF SEPTEMBER 30, 2006

	Pacific Retirement Services, Inc.	Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Mirabella, Inc.
ASSETS								
CURRENT ASSETS:								
Cash and cash equivalents	\$ 6,798,467	\$ 291,838	\$ 3,922,518	\$ 2,769,548	\$ 939,156	\$ 1,660,576	\$ 1,922,846	\$ 325,885
Short-term investments	120,283		35,370,810	5,726,122	7,845,308	10,564,051	23,338,499	
Accounts receivable—net	25,143	502,047	2,147,037	219,301	15,100	263,820	259,096	
Supplies and prepaid expenses	158,636		607,330	187,555	73,887	198,202	166,341	600,000
Gift annuities receivable—current								
Due from affiliates—current	9,810,646	238,782	198,589					
Notes receivable from affiliate			20,000					
Total current assets	<u>16,913,175</u>	<u>1,032,667</u>	<u>42,266,284</u>	<u>8,902,526</u>	<u>8,873,451</u>	<u>12,686,649</u>	<u>25,686,782</u>	<u>925,885</u>
PROPERTY AND EQUIPMENT—net	<u>6,394,661</u>	<u>155,091</u>	<u>87,854,336</u>	<u>16,236,102</u>	<u>20,561,119</u>	<u>20,116,169</u>	<u>42,187,418</u>	<u>33,807,877</u>
DUE FROM AFFILIATES—noncurrent	<u>6,683,535</u>		<u>18,021,848</u>					
OTHER ASSETS:								
Assets held in trust				9,628,780				
Long-term investments	517,296	15,800	8,760,679			2,365,656		
Gift annuities receivable—noncurrent						227,701		
Assets restricted under bond indenture agreements			4,878,896	1,328,814		1,258,677	3,292,582	
Property held for investment			1,677,719		403,647			
Bond issue costs and loan fees—net			2,520,895	1,313,376	565,990	400,757	2,756,501	
Notes receivable—noncurrent			333,333					
Restricted deposits and funded reserves								18,377,959
Interest in net assets of Foundation			2,036,024		766,105			
Other noncurrent assets—net	<u>1,779,095</u>		<u>342,991</u>			<u>8,136</u>		<u>50,000</u>
Total other assets	<u>2,296,391</u>	<u>15,800</u>	<u>20,550,537</u>	<u>12,270,970</u>	<u>1,735,742</u>	<u>4,260,927</u>	<u>6,049,083</u>	<u>18,427,959</u>
TOTAL	<u>\$32,287,762</u>	<u>\$ 1,203,558</u>	<u>\$168,693,005</u>	<u>\$37,409,598</u>	<u>\$31,170,312</u>	<u>\$37,063,745</u>	<u>\$73,923,283</u>	<u>\$53,161,721</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION AS OF SEPTEMBER 30, 2006

	Affiliated Foundations	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	The Centennial, Inc.	Eliminations/ Reclassifications	Total
ASSETS							
CURRENT ASSETS:							
Cash and cash equivalents	\$ 1,301,943	\$ 461,189	\$126,390	\$	\$ 1,062,564	\$	\$ 21,582,920
Short-term investments	10,127,561						93,092,634
Accounts receivable—net		27,670	24,636	4,401	44,292		3,532,543
Supplies and prepaid expenses	274	99,658	2,820	1,517	223,065		2,319,285
Gift annuities receivable—current	3,481						3,481
Due from affiliates—current						(10,248,017)	
Notes receivable from affiliate						(20,000)	
Total current assets	<u>11,433,259</u>	<u>588,517</u>	<u>153,846</u>	<u>5,918</u>	<u>1,329,921</u>	<u>(10,268,017)</u>	<u>120,530,863</u>
PROPERTY AND EQUIPMENT—net		<u>51,335,204</u>	<u>1,584</u>	<u>454,938</u>	<u>27,540,797</u>	<u>(11,350,559)</u>	<u>295,294,737</u>
DUE FROM AFFILIATES—noncurrent						<u>(24,705,383)</u>	
OTHER ASSETS:							
Assets held in trust							9,628,780
Long-term investments							11,659,431
Gift annuities receivable—noncurrent	2,038,568						2,266,269
Assets restricted under bond indenture agreements							10,758,969
Property held for investment							2,081,366
Bond issue costs and loan fees—net							7,557,519
Notes receivable—noncurrent						(333,333)	
Restricted deposits and funded reserves		2,817,273					21,195,232
Interest in net assets of Foundation						(2,802,129)	
Other noncurrent assets—net					265,944		2,446,166
Total other assets	<u>2,038,568</u>	<u>2,817,273</u>			<u>265,944</u>	<u>(3,135,462)</u>	<u>67,593,732</u>
TOTAL	<u>\$ 13,471,827</u>	<u>\$54,740,994</u>	<u>\$155,430</u>	<u>\$460,856</u>	<u>\$ 29,136,662</u>	<u>\$(49,459,421)</u>	<u>\$483,419,332</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION AS OF SEPTEMBER 30, 2006

	Pacific Retirement Services, Inc.	Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Mirabella, Inc.
LIABILITIES AND NET ASSETS (DEFICIT)								
CURRENT LIABILITIES:								
Accounts payable	\$ 216,459	\$ 44,471	\$ 849,705	\$ 250,014	\$ 246,510	\$ 239,182	\$ 304,469	\$ 517,386
Accrued expenses	2,651,395	71,138	1,495,654	291,104	299,736	462,829	590,105	139,083
Refundable deposits			1,208,100	2,416,571	48,750	156,634	366,499	
Current portion of long-term debt	396,946		1,450,000	270,000	280,000	275,000	1,045,000	48,000
Due to affiliates—current				124,122	62,652	130,521	147,956	8,173,801
Arbitrage rebate liability			317,487					
Other current liabilities					58,754			18,533,959
Total current liabilities	3,264,800	115,609	5,320,946	3,351,811	996,402	1,264,166	2,454,029	27,412,229
DUE TO AFFILIATES—noncurrent								6,683,535
LONG-TERM DEBT	8,209,978		67,600,000	16,785,000	17,720,000	16,410,000	43,030,000	21,257,907
DEFERRED REVENUE FROM ENTRANCE FEES			59,652,451	12,562,373	13,856,426	13,743,809	24,133,559	
SWAP AGREEMENTS			1,374,528				(947,115)	
ASSET RETIREMENT OBLIGATION			106,623	50,290	159,230	303,887		
Total liabilities	11,474,778	115,609	134,054,548	32,749,474	32,732,058	31,721,862	68,670,473	55,353,671
NET ASSETS (DEFICIT):								
Unrestricted	20,812,984	1,087,949	32,602,433	(4,024,011)	(2,293,296)	3,706,215	5,252,810	(2,191,950)
Temporarily restricted			2,036,024	6,876,866	731,550	1,035,668		
Permanently restricted				1,807,269		600,000		
Total net assets (deficit)	20,812,984	1,087,949	34,638,457	4,660,124	(1,561,746)	5,341,883	5,252,810	(2,191,950)
TOTAL	\$32,287,762	\$ 1,203,558	\$ 168,693,005	\$37,409,598	\$31,170,312	\$37,063,745	\$73,923,283	\$53,161,721

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

**COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION
AS OF SEPTEMBER 30, 2006**

	Affiliated Foundations	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	The Centennial, Inc.	Eliminations/ Reclassifications	Total
LIABILITIES AND NET ASSETS (DEFICIT)							
CURRENT LIABILITIES:							
Accounts payable	\$ 17,395	\$ 188,676	\$ 34,335	\$ 1,291	\$ 125,479	\$	\$ 3,035,372
Accrued expenses	9,882	241,430	54,409	404	52,908		6,360,077
Refundable deposits							4,196,554
Current portion of long-term debt		72,833				(20,000)	3,817,779
Due to affiliates—current	86,701	859,098	7,712	463,786	191,668	(10,248,017)	
Arbitrage rebate liability							317,487
Other current liabilities		493,867			269,015		19,355,595
Total current liabilities	113,978	1,855,904	96,456	465,481	639,070	(10,268,017)	37,082,864
DUE TO AFFILIATES—noncurrent				295,693	17,726,155	(24,705,383)	
LONG-TERM DEBT		2,835,744			12,835,315	(333,333)	206,350,611
DEFERRED REVENUE FROM ENTRANCE FEES							123,948,618
SWAP AGREEMENTS							427,413
ASSET RETIREMENT OBLIGATION							620,030
Total liabilities	113,978	4,691,648	96,456	761,174	31,200,540	(35,306,733)	368,429,536
NET ASSETS (DEFICIT):							
Unrestricted	5,387,171	50,049,346	58,974	(300,318)	(2,063,878)	(12,116,664)	95,967,765
Temporarily restricted	6,584,542					(2,036,024)	15,228,626
Permanently restricted	1,386,136						3,793,405
Total net assets (deficit)	13,357,849	50,049,346	58,974	(300,318)	(2,063,878)	(14,152,688)	114,989,796
TOTAL	\$ 13,471,827	\$54,740,994	\$ 155,430	\$ 460,856	\$ 29,136,662	\$(49,459,421)	\$483,419,332

(Concluded)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION FOR THE YEAR ENDED SEPTEMBER 30, 2006

	Pacific Retirement Services, Inc.	Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Mirabella, Inc.
REVENUES, SUPPORT, AND OTHER CHANGES:								
Service fees	\$	\$	\$18,208,140	\$ 5,825,643	\$3,213,238	\$ 5,357,269	\$ 8,227,673	\$
Health Center revenue			3,047,505	2,768,173	985,446	2,695,596	3,460,774	
Entrance fees earned			6,405,758	2,516,057	1,162,607	2,502,781	3,320,307	
Contributions				4,328	432,685	134,211		
Gift annuity agreements						27,421		
Actuarial loss on gift annuities receivable						(38,161)		
Investment income	2,578,673	53,207	927,423	74,970	101,026	131,091	191,155	13,155
Trust income				1,762,264				
Management fee revenue	4,742,877	2,010,258						
Development fee revenue	6,809,009	1,628,727						
Other revenue	1,993,580	296,637	5,166,654	531,092	189,137	483,748	527,263	
Total revenues, support, and other changes	16,124,139	3,988,829	33,755,480	13,482,527	6,084,139	11,293,956	15,727,172	13,155
EXPENSES:								
Program expenses:								
Dietary			5,642,607	1,425,126	757,474	1,599,909	2,233,541	
Facility services and utilities			6,194,372	1,926,416	975,272	1,839,002	2,376,197	
Health and social services			7,467,815	2,962,573	1,117,091	2,328,412	3,861,616	
General and administrative:								
Administrative and marketing	8,192,519	1,054,017	2,899,083	1,701,538	843,875	1,326,787	1,393,557	1,198,521
Interest expense and financing costs	162,123		3,039,257	722,027	876,996	774,921	1,965,198	100,000
Arbitrage rebate expense			66,766					
Depreciation	327,097		5,244,640	1,766,942	1,365,884	1,088,230	1,997,242	203,168
Foundation program support								
Other expenses				598,470		224,429		
Loss on disposal of property and equipment				137,744		43,431	51,682	
Management fee expense			1,775,035		451,289	567,972	829,989	
Total expenses	8,681,739	1,054,017	32,329,575	11,240,836	6,387,881	9,793,093	14,709,022	1,501,689
RESULTS OF OPERATIONS	\$ 7,442,400	\$ 2,934,812	\$ 1,425,905	\$ 2,241,691	\$ (303,742)	\$ 1,500,863	\$ 1,018,150	\$ (1,488,534)

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION FOR THE YEAR ENDED SEPTEMBER 30, 2006

	Affiliated Foundations	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	The Centennial, Inc.	Eliminations/ Reclassifications	Total
REVENUES, SUPPORT, AND OTHER CHANGES:							
Service fees		\$	\$	\$	\$	\$	\$40,831,963
Health Center revenue							12,957,494
Entrance fees earned							15,907,510
Contributions	2,299,697		685,162			(766,105)	2,789,978
Gift annuity agreements	149,798						177,219
Actuarial loss on gift annuities receivable	(464,717)						(502,878)
Investment income	32,179	35,982	1,229	(224)	6,014	(2,500,000)	1,645,880
Trust income							1,762,264
Management fee revenue						(4,742,876)	2,010,259
Development fee revenue						(6,809,009)	1,628,727
Other revenue	2,829	4,941,316	60,514	15,054	1,446,692	(2,465,953)	13,188,563
Total revenues, support, and other changes	2,019,786	4,977,298	746,905	14,830	1,452,706	(17,283,943)	92,396,979
EXPENSES:							
Program expenses:							
Dietary							11,658,657
Facility services and utilities		1,636,717		34,432			14,982,408
Health and social services							17,737,507
General and administrative:							
Administrative and marketing	167,193	1,720,676	718,335	155,974	2,187,781	(2,053,578)	21,506,278
Interest expense and financing costs	744	258,057		4,125	704,683		8,608,131
Arbitrage rebate expense							66,766
Depreciation		1,867,861	916	65,699	450,342	(343,067)	14,034,954
Foundation program support	625,200					(412,375)	212,825
Other expenses		94,587	47,259				366,275
Loss on disposal of property and equipment							232,857
Management fee expenses		520,121				(4,742,876)	
Total expenses	793,137	6,098,019	766,510	260,230	3,342,806	(7,551,896)	89,406,658
RESULTS OF OPERATIONS	1,226,649	(1,120,721)	(19,605)	(245,400)	(1,890,100)	(9,732,047)	2,990,321

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION FOR THE YEAR ENDED SEPTEMBER 30, 2006

	Pacific Retirement Services, Inc.	Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Mirabella, Inc.
RESULTS OF OPERATIONS	\$ 7,442,400	\$ 2,934,812	\$ 1,425,905	\$2,241,691	\$ (303,742)	\$1,500,863	\$1,018,150	\$ (1,488,534)
NONOPERATING EXPENSE—net			7,816					
OTHER CHANGES:								
Unrealized gains (losses) on investments and assets restricted under bond indenture agreements	218	(2,704)	1,596,642	246,028	176,325	549,392	1,033,788	
Unrealized gains (losses) on assets held in trust—net of cash distributions and fees				(319,382)				
Write off of loan costs					(72,700)			
Swap agreement gains			870,095				947,115	
Change in interest in net assets of Foundation			355,448					
PROVISION FOR INCOME TAXES		(408,869)						
CHANGE IN NET ASSETS BEFORE EXTRA- ORDINARY ITEM AND CUMULATIVE CHANGE IN ACCOUNTING PRINCIPLE	7,442,618	2,523,239	4,255,906	2,168,337	(200,117)	2,050,255	2,999,053	(1,488,534)
EXTRAORDINARY ITEM			832,201					
CUMULATIVE CHANGE IN ACCOUNTING PRINCIPLE			(106,623)		(159,230)	(174,782)		
CHANGE IN NET ASSETS	7,442,618	2,523,239	4,981,484	2,168,337	(359,347)	1,875,473	2,999,053	(1,488,534)
NET ASSETS (DEFICIT)—Beginning of year	13,370,366	1,064,710	29,656,973	2,491,787	(1,202,399)	3,466,410	2,253,757	(703,416)
DIVIDENDS ISSUED		(2,500,000)						
CAPITAL ADVANCES ON HUD PROJECTS								
NET ASSETS (DEFICIT)—End of year	<u>\$20,812,984</u>	<u>\$ 1,087,949</u>	<u>\$34,638,457</u>	<u>\$4,660,124</u>	<u>\$(1,561,746)</u>	<u>\$5,341,883</u>	<u>\$5,252,810</u>	<u>\$ (2,191,950)</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION FOR THE YEAR ENDED SEPTEMBER 30, 2006

	Affiliated Foundations	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	The Centennial, Inc.	Eliminations/ Reclassifications	Total
RESULTS OF OPERATIONS	\$ 1,226,649	\$ (1,120,721)	\$ (19,605)	\$ (245,400)	\$ (1,890,100)	\$ (9,732,047)	\$ 2,990,321
NONOPERATING EXPENSE—net							7,816
OTHER CHANGES:							
Unrealized gains (losses) on investments and assets restricted under bond indenture agreements	575,130						4,174,819
Unrealized gains (losses) on assets held in trust—net of cash distributions and fees							(319,382)
Write off of loan costs							(72,700)
Swap agreement gains							1,817,210
Change in interest in net assets of Foundation						(355,448)	
PROVISION FOR INCOME TAXES				(10)			(408,879)
CHANGE IN NET ASSETS BEFORE EXTRA- ORDINARY ITEM AND CUMULATIVE CHANGE IN ACCOUNTING PRINCIPLE	1,801,779	(1,120,721)	(19,605)	(245,410)	(1,890,100)	(10,087,495)	8,189,205
EXTRAORDINARY ITEM				3,664			835,865
CUMULATIVE CHANGE IN ACCOUNTING PRINCIPLE							(440,635)
CHANGE IN NET ASSETS	1,801,779	(1,120,721)	(19,605)	(241,746)	(1,890,100)	(10,087,495)	8,584,435
NET ASSETS (DEFICIT)—Beginning of year	11,556,070	46,196,306	78,579	(58,572)	(173,778)	(6,565,193)	101,431,600
DIVIDENDS ISSUED						2,500,000	
CAPITAL ADVANCES ON HUD PROJECTS		4,973,761					4,973,761
NET ASSETS (DEFICIT)—End of year	<u>\$ 13,357,849</u>	<u>\$50,049,346</u>	<u>\$ 58,974</u>	<u>\$ (300,318)</u>	<u>\$ (2,063,878)</u>	<u>\$ (14,152,688)</u>	<u>\$114,989,796</u>

(Concluded)

Pacific Retirement Services, Inc.

*Combined Financial Statements and
Supplemental Combining Schedules as of
and for the Year Ended September 30,
2005, and Independent Auditors' Report*

PACIFIC RETIREMENT SERVICES, INC.

TABLE OF CONTENTS

	Page
INDEPENDENT AUDITORS' REPORT	1
COMBINED FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED SEPTEMBER 30, 2005:	
Statement of Financial Position	2-3
Statement of Activities and Changes in Net Assets	4
Statement of Cash Flows	5-6
Notes to Combined Financial Statements	7-19
SUPPLEMENTAL COMBINING SCHEDULES AS OF AND FOR THE YEAR ENDED SEPTEMBER 30, 2005:	
Combining Schedule—Statement of Financial Position Information	20-23
Combining Schedule—Statement of Activities and Changes in Net Assets Information	24-27



Deloitte & Touche LLP
Suite 3900
111 SW Fifth Avenue
Portland, OR 97204-3642
USA

Tel: +1 503 222 1341
Fax: +1 503 224 2172
www.deloitte.com

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Pacific Retirement Services, Inc.

We have audited the accompanying combined statement of financial position of Pacific Retirement Services, Inc. and related organizations ("PRS") as of September 30, 2005, and the related combined statements of activities and changes in net assets, and of cash flows for the year then ended. These financial statements are the responsibility of PRS management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe our audit provides a reasonable basis for our opinion.

In our opinion, such financial statements present fairly, in all material respects, the combined financial position of Pacific Retirement Services, Inc. and related organizations at September 30, 2005, and the combined changes in their net assets and their combined cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was made for the purpose of forming an opinion on the basic combined financial statements taken as a whole. The combining schedules listed in the table of contents are presented for purposes of additional analysis of the basic combined financial statements rather than to present the financial position and changes in net assets of the individual parts of PRS and are not a required part of the basic combined financial statements. These schedules are the responsibility of PRS management. Such schedules have been subjected to the auditing procedures applied in our audit of the basic combined financial statements and, in our opinion, are fairly stated in all material respects when considered in relation to the basic combined financial statements taken as a whole.

Deloitte & Touche LLP

April 17, 2006

Member of
Deloitte Touche Tohmatsu

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF FINANCIAL POSITION AS OF SEPTEMBER 30, 2005

ASSETS

CURRENT ASSETS:

Cash and cash equivalents	\$ 8,983,875
Short-term investments (Note 3)	83,902,435
Accounts receivable—net (Note 4)	2,294,678
Supplies and prepaid expenses	1,423,310
Gift annuities receivable—current (Note 6)	<u>30,405</u>

Total current assets	<u>96,634,703</u>
----------------------	-------------------

PROPERTY AND EQUIPMENT—Net (Note 5)	<u>239,397,966</u>
-------------------------------------	--------------------

OTHER ASSETS:

Assets held in trust (Note 6)	9,324,435
Long-term investments (Note 3)	10,688,009
Gift annuities receivable—noncurrent (Note 6)	2,515,944
Assets restricted under bond indenture agreements (Note 7)	12,892,153
Property held for investment	25,079,945
Bond issue costs—net	7,344,041
Restricted deposits and funded reserves	2,549,801
Other noncurrent assets—net	<u>2,064,869</u>

Total other assets	<u>72,459,197</u>
--------------------	-------------------

TOTAL	<u>\$408,491,866</u>
-------	----------------------

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF FINANCIAL POSITION AS OF SEPTEMBER 30, 2005

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:

Accounts payable	\$ 4,597,031
Accrued expenses	4,569,605
Refundable deposits	4,043,576
Current portion of long-term debt (Note 8)	3,293,202
Arbitrage rebate liability	250,721
Other current liabilities	<u>1,729,499</u>

Total current liabilities 18,483,634

LONG-TERM DEBT (Note 8) 169,492,867

DEFERRED REVENUE FROM ENTRANCE FEES (Note 9) 116,007,910

SWAP AGREEMENT (Note 8) 2,244,623

ASSET RETIREMENT OBLIGATION 831,232

Total liabilities 307,060,266

NET ASSETS:

Unrestricted	84,288,029
Temporarily restricted (Note 10)	13,327,034
Permanently restricted (Note 10)	<u>3,816,537</u>

Total net assets 101,431,600

TOTAL \$408,491,866

See notes to combined financial statements.

(Concluded)

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEAR ENDED SEPTEMBER 30, 2005

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
REVENUES, SUPPORT, AND OTHER CHANGES:				
Service fees	\$ 36,956,278	\$	\$	\$ 36,956,278
Health Center revenue	12,138,231			12,138,231
Entrance fees earned (Note 9)	14,242,499			14,242,499
Contributions	1,168,516	597,785	140,583	1,906,884
Gift annuity agreements (Note 6)		240,208	17,918	258,126
Actuarial loss on gift annuities receivable (Note 6)		(190,005)	(27,140)	(217,145)
Investment income (Note 3)	3,551,002	176,869		3,727,871
Trust income (Note 6)	210,259	876,484		1,086,743
Management fee revenue (Note 17)	1,770,558			1,770,558
Development fee revenue (Note 17)	613,970			613,970
Other revenue (Note 11)	12,322,268			12,322,268
Total revenues, support, and other changes	82,973,581	1,701,341	131,361	84,806,283
Net assets released from restrictions	763,852	(763,852)		
Total revenues	83,737,433	937,489	131,361	84,806,283
EXPENSES:				
Program expenses:				
Dietary	11,048,452			11,048,452
Facility services and utilities	14,804,205			14,804,205
Health and social services	16,332,383			16,332,383
General and administrative:				
Administrative and marketing	17,583,175	63,626		17,646,801
Interest expense and financing costs	6,200,109			6,200,109
Arbitrage rebate expense	45,773			45,773
Depreciation	12,228,227			12,228,227
Foundation program support	275,131	32,854		307,985
Other expenses	402,789			402,789
Loss on disposal of property and equipment	165,427			165,427
Total expenses	79,085,671	96,480		79,182,151
RESULTS OF OPERATIONS	4,651,762	841,009	131,361	5,624,132
NONOPERATING EXPENSE—Net	(56,518)			(56,518)
OTHER CHANGES:				
Unrealized gains on investments and assets restricted under bond indenture agreements (Note 3)	1,117,825	143,354		1,261,179
Unrealized gains on assets held in trust—net of cash distributions and fees (Note 6)	17,762	524,763		542,525
Swap agreement loss (Note 2)	(5,155)			(5,155)
PROVISION FOR INCOME TAXES	(325,983)			(325,983)
CHANGE IN NET ASSETS	5,399,693	1,509,126	131,361	7,040,180
NET ASSETS—Beginning of year	78,888,336	11,817,908	3,685,176	94,391,420
NET ASSETS—End of year	\$ 84,288,029	\$ 13,327,034	\$ 3,816,537	\$ 101,431,600

See notes to combined financial statements.

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED SEPTEMBER 30, 2005

CASH FLOWS FROM OPERATING ACTIVITIES:

Change in net assets	\$ 7,040,180
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation	12,228,227
Amortization included in financing costs	443,974
Unrealized gains on investments and assets restricted under bond indenture agreements	(1,261,179)
Unrealized gains and reinvested income, net of fees paid, on assets held in trust	(1,629,268)
Realized loss on investments	(1,061,588)
Actuarial loss on gift annuities receivable	215,923
Swap agreement loss	5,155
Entrance fees received from new residents	29,761,623
Entrance fees earned	(14,242,499)
Entrance fees refunded	(657,725)
Loss on disposal of property and equipment	165,427
Net change in:	
Accounts receivable - net	1,318,049
Gift annuities receivable	(24,328)
Supplies and prepaid expenses	(124,217)
Other noncurrent assets	(942,270)
Accounts payable	1,273,343
Accrued expenses	184,960
Refundable deposits	982,741
Arbitrage rebate liability	45,773
Other liabilities	601,441
Due to affiliates	(109,625)
Net cash provided by operating activities	<u>34,214,117</u>

CASH FLOWS FROM INVESTING ACTIVITIES:

Purchases of property held for investment	(8,097,713)
Proceeds from sale of property held for investment	242,387
Purchases of property and equipment	(31,924,747)
Proceeds from sale of property and equipment	257,387
Purchases of investments	(91,488,716)
Proceeds from sale of investments	50,445,454
Assets restricted under bond indenture agreements	(983,067)
Cash disbursements from assets held in trust	148,637
Restricted deposits and funded reserves	(277,613)
Net cash used in investing activities	<u>(81,677,991)</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED SEPTEMBER 30, 2005

CASH FLOWS FROM FINANCING ACTIVITIES:

Proceeds from issuance of long-term debt	\$ 10,977,236
Repayments of long-term debt	<u>(3,354,787)</u>

Net cash provided by financing activities	<u>7,622,449</u>
---	------------------

NET DECREASE IN CASH AND CASH EQUIVALENTS	(39,841,425)
---	--------------

CASH AND CASH EQUIVALENTS—Beginning of year	<u>48,825,300</u>
---	-------------------

CASH AND CASH EQUIVALENTS—End of year	<u>\$ 8,983,875</u>
---------------------------------------	---------------------

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:

Cash paid for interest—net of capitalized interest	<u>\$ 5,489,380</u>
--	---------------------

Cash paid for income taxes	<u>\$ 325,983</u>
----------------------------	-------------------

SUPPLEMENTAL DISCLOSURE OF NON-CASH INVESTING AND FINANCING ACTIVITIES:

Construction retainage	<u>\$ 354,462</u>
------------------------	-------------------

Asset retirement obligation	<u>\$ 47,374</u>
-----------------------------	------------------

See notes to combined financial statements.

(Concluded)

PACIFIC RETIREMENT SERVICES, INC.

NOTES TO COMBINED FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED SEPTEMBER 30, 2005

1. ORGANIZATION

Pacific Retirement Services, Inc. was founded as a private, not-for-profit, community-based organization to provide various services and sponsor programs for the elderly, including residential facilities and health and welfare programs. The accompanying combined financial statements include the accounts of Pacific Retirement Services, Inc. (including Saratoga Development, LLC; Retirement Services, LLC; and Retirement Services, Inc.); and the following affiliated organizations: Rogue Valley Manor, Inc. ("RVM"); The Cumberland Rest, Inc. ("Cumberland"); Cascade Manor, Inc.; Affiliated Foundations (consisting of Rogue Valley Manor Foundation, Inc. ("RVM Foundation"); The Cumberland Rest Foundation, Inc.; University Retirement Community at Davis Foundation, Inc.; and Cascade Manor Foundation, Inc.); Rogue Valley Manor Housing Corporation, Inc. ("RVMHC"); Rogue Valley Manor Community Services, Inc.; University Retirement Community at Davis, Inc. ("URCAD"); Holladay Park Plaza, Inc. and Holladay Park Plaza Residents' Assistance Trust ("HPP"); Crest Park, Inc.; Quail Point, Inc.; Miramar Green, LLC; Bella Vista, LLC; Retirement Services, LLC; Retirement Services, Inc.; and 965 Ellendale Drive, LLC (collectively referred to as "PRS" or the "Corporation"). All significant intercompany balances and transactions have been eliminated.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting—The financial statements of PRS have been prepared on the accrual basis of accounting and are presented in accordance with Statement of Financial Accounting Standards ("SFAS") No. 117, *Financial Statements of Not-for-Profit Organizations*, which requires classification of an organization's net assets and its revenues, expenses, gains, and losses based on the existence or absence of donor-imposed restrictions. It requires that the amounts for each of the three classes of net assets—permanently restricted, temporarily restricted, and unrestricted—be presented in a statement of financial position and that the amounts of change in each of those classes of net assets be presented in a statement of activities and changes in net assets. The assets, liabilities, revenues, expenses and net assets of PRS are reported in the following categories:

Unrestricted Net Assets—Accounts for all general operating revenues and expenses of PRS and contributions and investment income not donor-restricted by time or purpose. Unrestricted net assets include board-designated funds.

Temporarily Restricted Net Assets—Accounts for contributions and investment income earned on contributions which are temporarily donor-restricted by time or purpose.

Permanently Restricted Net Assets—Accounts for contributions which permanently restrict the principal contribution. Earnings on the principal contribution are reported as either temporarily restricted or unrestricted net assets, based on whether the donor stipulations limit the use of the related investment earnings.

Contributions—PRS reports unconditional contributions of cash and other assets at fair value at the date the contribution is made. Conditional contributions are reported at fair value at the date the conditions are substantially met. The gifts are reported as either temporarily or permanently restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, temporarily restricted net assets are reclassified as unrestricted net assets and reported in the statement of activities and changes in net assets as net assets released from restrictions. Donor-restricted contributions whose restrictions are met within the same year as received are reported as temporarily restricted contributions and net assets released from restriction in the financial statements.

PRS receives support from the Corporation for National Service, a federal government agency for program services. PRS also receives grants and support from local governments and community service organizations.

Cash and Cash Equivalents—Cash and cash equivalents include cash, money market accounts, certificates of deposit, and other securities with maturities of three months or less at the date of acquisition.

Derivative Instruments—PRS has two derivative instruments, which consist of interest rate swap agreements (see Note 8), in order to manage its exposure to interest rate movements. PRS's interest rate swaps effectively convert a portion of its variable rate debt to a fixed rate of interest. In accordance with the provisions of SFAS No. 133, *Accounting for Derivative Instruments and Hedging Activities*, relating to not-for-profit organizations, PRS records changes in the fair value of the swap during a period as an increase/(decrease) in net assets. The change in the fair value of the swap from September 30, 2004 to September 30, 2005 was a loss of \$5,155.

Investments—Marketable equity investments, mutual funds, and debt securities are stated at fair market value based on quoted market prices. Money market funds included in assets restricted under bond indenture agreements and certificates of deposit are valued at cost which approximates fair market value. Investments acquired by gift are recorded at fair market value on the date received. Investments in marketable securities are adjusted to fair market value through recognition of unrealized gains and losses. Gains or losses are calculated based on specific identification of the investments.

Accounts Receivable—Accounts receivable primarily represents amounts due from residents for living accommodations, services, and property tax reimbursements due from residents, amounts due from third-party payors, amounts due from third parties with whom PRS has management agreements, and interest receivable. An allowance for doubtful accounts is established based on past collection history.

Property and Equipment—Purchased property and equipment are recorded at cost. Donated property and equipment are recorded at fair market value as of the date of contribution. Maintenance, repairs, and minor replacements are charged to expense when incurred. Major replacements and betterments are capitalized.

Depreciation is computed using the straight-line method over the estimated useful lives of the assets, which range from 2 to 50 years.

The Corporation, using its best estimates based on reasonable and supportable assumptions and projections, reviews for impairment of long-lived assets in accordance with SFAS No. 144, *Accounting for the Impairment or Disposal of Long-Lived Assets*, and of goodwill and certain intangibles in accordance with SFAS No. 142, *Goodwill and Other Intangible Assets*. The financial statements reflect all adjustments required by SFAS No. 144 and SFAS No. 142 as of September 30, 2005.

Property Held for Investment—Property held for investment is stated at cost (or fair value as of the date of contribution) and is depreciated over the estimated useful lives of the assets, which range from 2 to 40 years.

Bond Issue Costs and Loan Fees—Bond issue costs and loan fees are amortized over the term of the bonds. Accumulated amortization relating to bond issue costs and loan fees was \$931,775 at September 30, 2005.

Restricted Deposits and Funded Reserves—Restricted deposits and funded reserves are mainly comprised of deposits required by the Department of Housing and Urban Development ("HUD") to fund HUD-approved fixed asset replacements and improvements by PRS.

Refundable Deposits—The Corporation requires applicants who enter into a continuing care retirement community ("CCRC") contract to pay an application fee deposit. This deposit will be refunded if the application is denied. If the application is approved but subsequently withdrawn, a portion is refunded. When a unit becomes available, the applicant is also required to pay an entrance fee deposit, which varies in amount, to reserve the unit prior to occupancy. This deposit is refundable prior to occupancy.

Asset Retirement Obligation—An accrued obligation was established for estimated costs to remediate issues related to asbestos located in internal piping, tank insulation, floor tiles, and textured ceilings throughout the buildings for three PRS entities.

Deferred Revenue from Entrance Fees—The Corporation records a portion of entrance fees paid by a resident upon entering into a continuing care contract as revenue. The remaining balance is recorded as deferred revenue and is amortized to income over the estimated remaining actuarial life expectancy of the resident. Included in such deferred revenue are amounts expected to be refunded to residents, as actuarially determined. As of September 30, 2005, \$687,476 is expected to be refunded.

In-Kind Revenue and Expenses—PRS includes in other revenue and other expenses service and meals contributed by other community service organizations and agencies which are utilized in program activities and for which PRS would normally pay. These in-kind services and meals are recorded as income and expense at their fair market values.

Resident Assistance—In some cases, through Affiliated Foundations or endowment funds, PRS has pledged to assist residents that are unable to pay their full financial obligations. Because PRS does not generally pursue collection of these amounts, they are not reported as revenue.

Obligation to Provide Future Services—PRS annually calculates the present value of the net cost of future services and the use of facilities to be provided to current residents and compares that amount with the balance of deferred revenue from entrance fees. If the present value of the net cost of future services and the use of facilities exceeds the deferred revenue from entrance fees, a liability is recorded (obligation to provide future services and use of facilities) with the corresponding charge to income. The obligations are discounted at 6%, based on the expected long-term rate of return on government obligations. At September 30, 2005, no additional future service liability was deemed to exist.

Revenue Recognition—Service fees and health center revenues are recognized in the month in which services are provided and collectibility is reasonably assured. In addition, health center revenue is presented net of third party rate adjustments. Other revenue is recognized as the related services are provided and includes pharmacy income, private duty income, catering income, and other miscellaneous income.

Tax-Exempt Status—PRS and its affiliates, except for Crest Park, Inc., Quail Point, Inc., Retirement Services, LLC ("RSLLC"), and Retirement Services, Inc. ("RS Inc.") have been recognized by the Internal Revenue Service as not-for-profit corporations as described in Section 501(c)(3) of the Internal Revenue Code and are exempt from federal and state income taxes on related activities. No tax provision for the tax-exempt entities has been made in the accompanying statement of activities and changes in net assets. The provision for the taxable entities is recorded in the combined financial statements. Quail Point, Inc.'s provision is recorded in the Pacific Retirement Services, Inc. column in the combining supplemental schedules as its tax return is consolidated with RSLLC and RS Inc.

Concentrations of Credit Risk—PRS investments, assets held in trust, and assets restricted under bond indenture agreements consist of various financial instruments. These financial instruments may subject PRS to concentrations of risk as, from time to time, cash balances may exceed amounts insured by the Federal Deposit Insurance Corporation, the market value of securities are dependent on the ability of the issuer to honor its contractual commitments, and the investments are subject to change in market values.

Concentration of credit risk results from PRS granting credit without collateral to its residents, most of whom are local residents (to the respective affiliate facility), and may be insured by third-party payor agreements.

Use of Estimates—The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains and losses during the reporting period. Actual results could differ from those estimates.

Recently Issued Accounting Pronouncement—In March 2005, the FASB issued Interpretation No. 47 ("FIN 47"), *Accounting for Conditional Asset Retirement Obligations*. FIN 47 clarifies the manner in which uncertainties concerning the timing and method of settlement of an asset retirement obligation, as defined in SFAS No. 143, *Accounting for Asset Retirement Obligations*, should be treated. This Interpretation also clarifies when an entity would have sufficient information to reasonably estimate the fair value of an asset retirement obligation. FIN 47 is effective no later than the end of fiscal years ending after December 15, 2005. The Company is currently evaluating the provisions of this Interpretation related to the asbestos in parts of the property owned by the Company. The impact on future financial statements could be significant.

3. INVESTMENTS AND INVESTMENT INCOME

Investments at September 30, 2005 consisted of the following:

Mutual funds	\$22,308,895
Certificates of deposit	25,000
Other fixed income securities	53,846,010
Equity securities	2,956,114
Cash management funds	15,454,425
Total	<u>\$94,590,444</u>
Short-term investments	\$83,902,435
Long-term investments	10,688,009
Total	<u>\$94,590,444</u>

Investment income, including interest on cash and cash equivalents and income earned on investments and assets restricted under bond indenture agreements (see Note 7) for the year ended September 30, 2005 are comprised of the following:

	Unrestricted	Temporarily Restricted	Total
Dividends and interest	\$2,703,090	\$ 61,007	\$2,764,097
Net realized and unrealized gains	<u>1,965,737</u>	<u>259,216</u>	<u>2,224,953</u>
Total investment income	4,668,827	320,223	4,989,050
Less net unrealized gains	<u>1,117,825</u>	<u>143,354</u>	<u>1,261,179</u>
Investment income reflected in current operations	<u>\$3,551,002</u>	<u>\$ 176,869</u>	<u>\$3,727,871</u>

Investment income is reported net of investment expenses.

4. ACCOUNTS RECEIVABLE

Accounts receivable at September 30, 2005 consisted of the following:

Project receivables	\$ 280,811
Resident billings	454,543
Health care	560,070
Property tax reimbursements due from residents	250,016
Accrued interest	6,354
U.S. Department of Housing and Urban Development	12,169
Other receivables	<u>753,340</u>
	2,317,303
Less allowance for doubtful accounts	<u>(22,625)</u>
Accounts receivable—net	<u>\$2,294,678</u>

5. PROPERTY AND EQUIPMENT

Property and equipment at September 30, 2005 consisted of the following:

Land	\$ 16,955,525
Land improvements	14,467,922
Buildings, apartments, cottages, and improvements	275,481,138
Equipment and furnishings	25,352,603
Automotive equipment	<u>1,357,152</u>
	333,614,340
Less accumulated depreciation	(106,110,148)
Construction in progress	<u>11,893,774</u>
Property and equipment—net	<u>\$239,397,966</u>

6. ASSETS HELD IN TRUST AND GIFT ANNUITIES RECEIVABLE

Assets held in trust represent the principal of various perpetual trusts and charitable remainder trusts whose assets and distribution of income are controlled by a third-party trustee. The trust assets have been stated at fair market value at September 30, 2005:

Charitable remainder trusts	\$7,016,211
Perpetual trusts	<u>2,308,224</u>
Total assets held in trust	<u>\$9,324,435</u>

Income earned on assets held in trust for the year ended September 30, 2005 consists of the following:

	Unrestricted	Temporarily Restricted	Total
Dividends and interest	\$ 202,752	\$ 772,385	\$ 975,137
Trustee fees	(27,189)	(95,024)	(122,213)
Net realized and unrealized gains	<u>52,458</u>	<u>723,886</u>	<u>776,344</u>
Total trust income	228,021	1,401,247	1,629,268
Less net unrealized gains	<u>17,762</u>	<u>524,763</u>	<u>542,525</u>
Trust income reflected in current operations	<u>\$210,259</u>	<u>\$ 876,484</u>	<u>\$1,086,743</u>

HPP and RVM Foundation are the beneficiaries of several Charitable Remainder Unitrusts and Fixed Rate Gift Annuities. The assets are held by a third-party trustee and payments from these trusts are made to the donors during their lifetime. The remaining balance in the trust will be transferred to HPP and RVM Foundation following the termination of the payments to the donors. The present value of gift annuities received in the current year and recognized into income for the year ended September 30, 2005 was \$258,126.

Upon execution of the trust agreement, HPP and RVM Foundation record a gift annuity receivable based upon the actuarial present value of trust assets expected to be transferred to HPP and RVM Foundation. Accordingly, the liability for payments to the donor is not reflected in the statement of financial position. The present value of these trust asset receivables are readjusted annually. The current year adjustment resulted in a loss recognized on the statement of activities and changes in net assets for the year ended September 30, 2005 of \$217,145. The receivables at September 30, 2005 have been valued based on an actuarial calculation and are summarized below:

Gift annuities receivable expected to be received (based on life expectancy tables) in:	
Less than one year	\$ 30,405
One to five years	272,711
Over five years	<u>2,243,233</u>
Total gift annuities receivable	2,546,349
Less current portion	<u>30,405</u>
Gift annuities receivable—noncurrent	<u>\$2,515,944</u>

7. ASSETS RESTRICTED UNDER BOND INDENTURE AGREEMENTS

Under terms of various bond indenture agreements (see Note 8), PRS is required to establish trust funds (the "Bond Reserve Funds") for the payment of interest and principal on the related outstanding bond issues.

If PRS is deficient on any payment of principal or interest, the trustee is required to transfer funds from the Bond Reserve Funds to eliminate such deficiency. If funds are transferred by the trustee to pay a deficiency, PRS is then obligated to make additional deposits into the appropriate Bond Reserve Fund to maintain the minimum balance as outlined in the bond reserve requirements.

Investments comprising the assets restricted under bond indenture agreements are valued at fair market value at September 30, 2005 and include the following:

Cash and cash equivalents	\$ 8,269,390
Municipal bonds	4,310,751
Federal agency obligations	<u>312,012</u>
Total	<u>\$ 12,892,153</u>

8. LONG-TERM DEBT

Long-term debt at September 30, 2005 consisted of the following:

Cumberland Series 2002 Bonds—The Tarrant County Health Facilities Development Corporation Revenue Refunding Bonds. At September 30, 2005, the interest rate was 2.50%. Due August 2032	\$ 17,310,000
RVM Series 2002 Bonds—The Hospital Facilities Authority of the City of Medford, Oregon Revenue Refunding Bonds. At September 30, 2005, the interest rate was 2.80%. Due August 2032	70,450,000
URCAD Series 2003 Insured Revenue Refunding Bonds. At September 30, 2005, the interest rate was 2.47%. Due November 2030	45,085,000
HPP Series 2003—Refunding Bonds. At September 30, 2005, the interest rate was 2.50%. Due March 2034	16,950,000
RVM Note Payable—Premier West Bank, secured by real property. Variable tax-exempt interest rate through the Hospital Facilities Authority of The City of Medford, Oregon based on a percentage of prime. At September 30, 2005, the interest rate was 4.725%. Due July 2007	5,544,875
PRS Note Payable—Premier West Bank, secured by real property. Variable tax-exempt interest rate through the Hospital Facilities Authority of The City of Medford, Oregon based on a September 30, 2005, the interest rate was 4.73%. Due April 2015	2,080,758
RVMHC Mortgage Notes Payable—The Department of Housing and Urban Development. Interest rates ranging from 7% to 9.25%. Various maturing dates through August 2035	2,980,750
Cascade Manor, Inc. Construction Loan. At September 30, 2005, the interest rate was 6.75%. Due June 2006. Management intends to refinance with mortgage debt or bonds.	12,142,000
PRS Note Payable	<u>242,686</u>
	172,786,069
Less current portion	<u>(3,293,202)</u>
Total long-term debt	<u>\$ 169,492,867</u>

Series 2002 Tarrant County Health Facilities Development Corporation Revenue Refunding Bonds—On August 12, 2002, the Tarrant County Health Facilities Development Corporation issued \$18,000,000 Series 2002 bonds. The proceeds of the bonds were primarily used to repay Cumberland's remaining balance of the Series 1995A and 1995B bonds and finance capital expenditures.

The 2002 bonds initially bear interest at a daily variable rate determined by Cain Brothers & Company, LLC and J.P. Morgan Securities, Inc., as co-remarketing agents. The interest rates on the bonds can be converted to other variable rates, or a fixed rate, at the discretion of The Cumberland Rest, Inc. subject to certain limitations.

The 2002 bonds are collateralized by a first lien mortgage and security interest in the facilities of Cumberland, the Debt Service Reserve Fund as defined in the bond indenture agreements (see Note 7) and a security interest in the gross revenues of Cumberland. The bond indenture agreement also contains provisions regarding the maintenance of certain covenants and financial ratios. Cumberland was in compliance with all provisions as of September 30, 2005.

Series 2002 Hospital Facilities Authority of the City of Medford, Oregon Revenue Refunding Bonds—On January 29, 2002, RVM has issued \$75,000,000 Series 2002 revenue refunding bonds. The Series 2002 bonds bear interest at 35-day auction period variable rate (SAVRS rate mode). On a date designated by RVM, the bonds can be converted to a weekly, daily, commercial paper, term, or fixed mode. Upon conversion, the bonds will be subject to mandatory tender on the conversion date at a price equal to 100% of the principal amount plus accrued interest, if any, to such date. A financial guaranty insurance policy was issued simultaneously with the issuance and delivery of the bonds. The policy is noncancelable during its term and provides for the prompt payment of principal and interest on the bonds to the extent that the bond trustee has not received sufficient funds from RVM for payment of the bonds on the due date. The policy does not insure against nonpayment of principal or interest on the bonds due to the insolvency, misconduct or negligence of the trustee.

As security for the bonds, RVM has granted to the Hospital Facilities Authority of the City of Medford, Oregon, a present security interest in the Debt Service Reserve Funds, its present and future accounts, general intangibles, gross revenues, and a deed of trust on RVM premises. The debt agreements contain provisions regarding the maintenance of certain financial ratios, the Debt Service Reserve Funds, and cash and marketable securities. Amounts held in the Debt Service Reserve Funds shall be counted in calculating the amount of cash and marketable securities maintained. RVM was in compliance with all provisions as of September 30, 2005. Also, RVM exceeds the liquid reserves required by ORS 101.060 for operations and debt service as of September 30, 2005.

Interest Rate Swap Agreement—As of September 30, 2003, RVM had entered into a contract for a fixed pay interest rate swap for a variable rate, for the benefit of RVM to manage interest rate risk on the RVM Series 2002 bonds as indicated below:

- Series 2002 bonds, \$37,500,000 notional amount fixed pay rate 3.8%, variable rate receipt of 65% of the 1-month LIBOR (LIBOR was 3.8584% at September 30, 2005) maturing in annual installments through August 15, 2031.

Under this interest rate swap, RVM agrees with other parties to pay, at specified intervals, the fixed-rate, while receiving the variable-rate interest according to the outstanding notional principal amount. The effect of this interest rate swap is to reduce RVM's exposure to fluctuating interest rates. The outstanding notional principal amount decreases ratably with scheduled annual principal payments. The outstanding notional amount under the interest rate contract was \$34,765,000 at September 30, 2005. The fair value of the swap at September 30, 2005 was a liability of \$2,244,623. See Note 2 for discussion of the loss recorded on the mark to market of this agreement.

Arbitrage Rebate Liability—The Corporation was required to pay the government the excess of income earned on certain funds invested from tax exempt bond proceeds over finance costs incurred. At September 30, 2005, there was \$250,721 liability relating to the Series 2002 bonds.

Series 2003 Insured Revenue Refunding Bonds—On December 3, 2003, the Corporation issued \$46,000,000 Series 2003 Insured Revenue Refunding Bonds, which initially bear interest at a daily rate mode, subject to rate mode changes in the future, and mature based on the rate mode in effect on November 15, 2030. At September 30, 2005, the interest rate was 2.47% and \$45,085,000 was outstanding.

The 2003 bonds are secured by bond insurance provided by Radian Asset Assurance, Inc., which provides prompt payment of principal and interest on the bonds to the extent that U.S. Bank National Association as Bond Trustee has not received sufficient funds from the Authority. In addition, the bonds are collateralized by a security interest in the facilities and gross revenues of the Corporation. The bond indenture agreement also contains provisions regarding the maintenance of certain covenants and financial ratios. The Corporation was in compliance with all provisions as of September 30, 2005.

Interest Rate Swap Agreement—On November 1, 2005, the Corporation entered into a contract for a fixed pay interest rate swap for a variable rate. This interest rate swap has a trade date of September 7, 2005, an effective date of November 1, 2005, and a termination date of November 15, 2030. It was entered into for the benefit of the Corporation to manage interest rate risk on the Series 2003 bonds as indicated below:

- Series 2003 bonds, \$45,085,000 notional amount fixed pay rate 3.215%, variable rate receipt of 67% of the 3-month LIBOR. All payments are made monthly on a net basis on the fifth business day of the month.

Under this interest rate swap, the Corporation agrees with other parties to pay, at specified intervals, the fixed-rate, while receiving the variable-rate interest according to the outstanding notional principal amount. The effect of this interest rate swap is to reduce the Corporation's exposure to fluctuating interest rates. The outstanding notional principal amount decreases ratably with scheduled annual principal payments.

Series 2003 Refunding Bonds—On December 4, 2003, the Corporation issued \$17,200,000 in Series 2003 revenue and refunding bonds, initially bear interest at a daily rate mode, subject to rate mode changes in the future, with final maturity on March 20, 2034. At September 30, 2005, the interest rate was 2.50% and \$16,950,000 was outstanding.

The 2003 bonds are collateralized by a security interest in the facilities and gross revenues of the Corporation. The bond indenture agreement also contains provisions regarding the maintenance of certain covenants and financial ratios. The Corporation was in compliance with all provisions as of September 30, 2005.

Premier West Notes Payable—In 2002, RVM purchased 293 acres of land from Naumes, Inc., a third party. Of the purchase price, \$6,250,000 was financed with a note payable. The interest rate was originally set at prime. The note was refinanced on August 26, 2003 with a tax-exempt loan through The Hospital Facilities Authority of the City of Medford, Oregon. The current interest rate is based on 70% of prime or 2.975%, whichever is higher. The President of PRS is on the Board of Directors of Premier West Bank, the issuer of the note. Management believes the terms of the note are reflective of terms that would have been negotiated between unrelated parties. RVM also received an additional 45 acres of land valued at \$1,700,000 through a donation from the same third party. The purchased and donated land is recorded in property held for investment.

In 2005, the Corporation leveraged its 1200 Mira Mar property in Medford, Oregon by obtaining a tax-exempt note payable in the amount of \$2,100,000 through The Hospital Facilities Authority of the City of Medford, Oregon. The interest rate is based on the prime rate, with final maturity on April 5, 2015. At September 30, 2005, the interest rate was 4.73% and \$2,080,758 was outstanding.

Mortgage Notes Payable—The mortgage notes to the Department of Housing and Urban Development are secured by all real and personal property of the individual HUD project facilities.

The Corporation has a construction loan that provides for borrowings for Cascade Manor, Inc. of up to \$12,142,000. The construction loan accrues interest at a variable rate of no less than 4%, which is subject to repricing no more than once per day based on the prime rate. Management intends to convert the loan to mortgage debt or bonds upon completion of the new construction related to renovations of an existing residential facility and construction of a new building containing residential units.

Aggregate maturities of long-term debt are as follows:

2006	\$ 3,293,202
2007	8,710,724
2008	3,296,905
2009	3,472,693
2010	3,601,857
Thereafter	<u>150,410,688</u>
Subtotal	172,786,069
Less current portion	<u>(3,293,202)</u>
Total long-term debt	<u>\$ 169,492,867</u>

9. DEFERRED REVENUE FROM ENTRANCE FEES

Fees are paid by PRS residents for their lifetime use of the housing facilities and for other services. Recognition of the entrance fees into income is deferred and recognized over the life expectancy of the residents.

Activity in deferred revenue from entrance fees for the year ended September 30, 2005 is as follows:

Balance—beginning of year	\$ 101,146,511
Entrance fees received from new residents	29,761,623
Entrance fees earned	(14,242,499)
Entrance fees refunded	<u>(657,725)</u>
Balance—end of year	<u>\$ 116,007,910</u>

10. RESTRICTED NET ASSETS

Temporarily restricted and permanently restricted net assets are available as of September 30, 2005 for the following purposes:

Temporarily restricted funds:

Rogue Valley Manor Foundation, Inc.:	
Resident Assistance Fund	\$ 2,859,023
Health Center	622,937
Alzheimers' Fund	390,100
Rogue Valley Manor Fund	735,054
Affiliates	332,994
Special Care Operating Fund	128,847
Other funds	792,935
The Cumberland Rest, Inc.—other funds	5,791,177
The Cumberland Rest, Inc. Foundation—other funds	42,305
Holladay Park Plaza, Inc.:	
Residents' Assistance Trust	1,004,936
Other funds	52,486
Cascade Manor, Inc.—time imposed restriction	298,865
University Retirement Community at Davis Foundation, Inc.—other funds	<u>275,375</u>

Total temporarily restricted net assets \$13,327,034

Permanently restricted funds:

Rogue Valley Manor Foundation, Inc.:	
Health Center Transport Endowment	\$ 938,074
Health Center Employee Grant Endowment	170,506
Wheelcare Endowment Fund	227,914
Other funds	67,397
The Cumberland Rest, Inc.—other funds	1,807,269
Holladay Park Plaza, Inc.:	
Residents' Assistance Trust	500,000
Other funds	100,000
University Retirement Community at Davis Foundation, Inc.—other funds	<u>5,377</u>

Total permanently restricted net assets \$ 3,816,537

11. OTHER REVENUE

Other revenue for the year ended September 30, 2005 consisted of the following:

HUD rental revenue	\$ 1,983,592
Tenant assistance payments	2,656,990
Pharmacy	1,543,733
Private duty	918,137
Other medical services	928,030
Food and beverage	1,089,489
Advertising and media services	618,618
Golf course operations	617,034
Other lease and rental	538,545
Facility services	392,884
Application fees	128,500
Transfer from foundation	73,240
Consulting income	23,445
Other	810,031
Total other revenue	<u>\$ 12,322,268</u>

12. THIRD-PARTY RATE ADJUSTMENTS AND REVENUE

PRS derived some of its health center and other revenue for the year ended September 30, 2005 from federal third-party reimbursement programs. These revenues were based, in part, on cost reimbursement principles and are subject to audit and retroactive adjustment by the respective third-party fiscal intermediary. In the opinion of management, retroactive adjustments, if any, would not be material to the financial position, the activities and changes in net assets, or cash flows of PRS.

13. RETIREMENT PLANS

PRS has various defined contribution employee benefit plans which provide retirement benefits to employees of Pacific Retirement Services, Inc. and certain affiliates. Contributions to the plans are determined by reference to each Plan. Total contributions charged to expense for the plans for 2005 were \$1,961,760.

14. HOLLADAY PARK PLAZA RESIDENTS' ASSISTANCE TRUST

The Holladay Park Plaza Residents' Assistance Trust was established as a trust to raise monies to support present and future residents of Holladay Park Plaza, Inc. that become impoverished and in need of financial assistance for their care and support. The amended trust agreement allows for an amount ranging from 5% to 10% of the average value of Trust investments, as further defined in the amendment, to be made available for resident assistance. In no event will the transfers reduce the market value of fund assets below the endowed principal.

15. FAIR VALUE OF FINANCIAL INSTRUMENTS

SFAS No. 107, *Disclosures about Fair Value of Financial Instruments*, requires disclosure of the fair value of financial instruments when it is practicable to estimate that value. The investments, assets restricted under bond indenture agreements, swap agreement liability, and long-term debt reported on the statement of financial position are reported at their approximate fair market value. The mortgage notes payable to the Department of Housing and Urban Development and the related housing projects financed by these mortgage notes are subject to various governmental rules, regulations, and restrictions which make it impracticable to estimate the fair value of these mortgage notes payable.

16. CAPITAL ADVANCES ON HUD PROJECTS

PRS has obtained capital advances from HUD. The capital advances bear no interest and are not required to be repaid so long as the housing offered by PRS remains available to eligible low income households for a period of 40 years in accordance with Section 202. The capital advances are secured by a mortgage on RVMHC's property and constitutes a valid first lien on RVMHC's property improvements. Management believes the likelihood that PRS will have to repay HUD is remote; therefore, the capital advances have been classified as unrestricted net assets. The total of these advances recorded in net assets as of September 30, 2005 is \$54,030,835, of which zero was received during the year ended September 30, 2005.

17. MANAGEMENT AND DEVELOPMENT FEE REVENUE

PRS has a management agreement with two unaffiliated retirement communities to provide various general, administrative, and marketing services. Fees charged by PRS for these services during the year ended September 30, 2005 were \$1,770,558. PRS also charged for development services to one of these communities a fee of \$613,970 during the year ended September 30, 2005.

18. SUBSEQUENT EVENTS

On October 28, 2005, RVM transferred property classified as held for investment with a carrying value of \$23,253,359 along with a note payable of \$5,527,204, which was secured by such property, to The Centennial Inc. ("Centennial"), in exchange for Centennial's preferred stock. The preferred stock was valued at \$17,726,155, the net carrying value of the transferred assets and liabilities. Centennial is a subsidiary of RS, Inc.

* * * * *

SUPPLEMENTAL SCHEDULES

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION AS OF SEPTEMBER 30, 2005

	Pacific Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Affiliated Foundations
ASSETS							
CURRENT ASSETS:							
Cash and cash equivalents	\$ 1,558,590	\$ 1,780,156	\$ 293,865	\$ 2,627,177	\$ 940,069	\$ 580,733	\$ 691,554
Short-term investments	2,812,422	35,767,592	5,159,174	644,162	9,113,667	21,793,804	8,611,614
Accounts receivable—net	472,597	918,090	201,992	239,664	249,661	133,995	4,502
Supplies and prepaid expenses	78,814	670,585	175,396	57,913	149,055	123,216	613
Gift annuities receivable—current							30,405
Due from affiliates—current	3,355,905	245,690					
Notes receivable		20,000					
Total current assets	<u>8,278,328</u>	<u>39,402,113</u>	<u>5,830,427</u>	<u>3,568,916</u>	<u>10,452,452</u>	<u>22,631,748</u>	<u>9,338,688</u>
PROPERTY AND EQUIPMENT—Net	<u>9,816,163</u>	<u>86,290,180</u>	<u>15,254,051</u>	<u>20,201,731</u>	<u>20,762,366</u>	<u>43,770,526</u>	
DUE FROM AFFILIATES—Noncurrent		<u>295,693</u>					
OTHER ASSETS:							
Assets held in trust			9,324,435				
Long-term investments		8,311,149			2,376,860		
Gift annuities receivable—noncurrent					238,441		2,277,503
Assets restricted under bond indenture agreements		5,040,963	1,336,344	2,000,000	1,250,296	3,264,250	
Property held for investment		25,079,945					
Bond issue costs—net		2,683,686	1,203,501	72,700	424,165	2,959,989	
Notes receivable—noncurrent		353,333					
Restricted deposits and funded reserves							
Interest in net assets of Rogue Valley Manor Foundation, Inc.		1,680,576					
Other noncurrent assets—net	<u>1,688,921</u>	<u>321,988</u>	<u>1,670</u>		<u>47,877</u>		
Total other assets	<u>1,688,921</u>	<u>43,471,640</u>	<u>11,865,950</u>	<u>2,072,700</u>	<u>4,337,639</u>	<u>6,224,239</u>	<u>2,277,503</u>
TOTAL	<u>\$ 19,783,412</u>	<u>\$ 169,459,626</u>	<u>\$ 32,950,428</u>	<u>\$ 25,843,347</u>	<u>\$ 35,552,457</u>	<u>\$ 72,626,513</u>	<u>\$ 11,616,191</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION AS OF SEPTEMBER 30, 2005

	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	Quail Point, Inc.	Eliminations/ Reclassifications	Total
ASSETS						
CURRENT ASSETS:						
Cash and cash equivalents	\$ 353,289	\$ 143,981	\$ (1,484)	\$ 15,945	\$	\$ 8,983,875
Short-term investments						83,902,435
Accounts receivable—net	19,682	15,149	33,425	5,921		2,294,678
Supplies and prepaid expenses	98,505	2,127	3,479	63,607		1,423,310
Gift annuities receivable—current						30,405
Due from affiliates—current					(3,601,595)	
Notes receivable					(20,000)	
Total current assets	<u>471,476</u>	<u>161,257</u>	<u>35,420</u>	<u>85,473</u>	<u>(3,621,595)</u>	<u>96,634,703</u>
PROPERTY AND EQUIPMENT—Net	<u>47,663,692</u>	<u>2,500</u>	<u>521,374</u>		<u>(4,884,617)</u>	<u>239,397,966</u>
DUE FROM AFFILIATES—Noncurrent					<u>(295,693)</u>	
OTHER ASSETS:						
Assets held in trust						9,324,435
Long-term investments						10,688,009
Gift annuities receivable—noncurrent						2,515,944
Assets restricted under bond indenture agreements						12,892,153
Property held for investment						25,079,945
Bond issue costs—net						7,344,041
Notes receivable—noncurrent					(353,333)	
Restricted deposits and funded reserves	2,549,801					2,549,801
Interest in net assets of Rogue Valley Manor Foundation, Inc.					(1,680,576)	
Other noncurrent assets—net			4,413			2,064,869
Total other assets	<u>2,549,801</u>		<u>4,413</u>		<u>(2,033,909)</u>	<u>72,459,197</u>
TOTAL	<u>\$ 50,684,969</u>	<u>\$ 163,757</u>	<u>\$ 561,207</u>	<u>\$ 85,473</u>	<u>\$ (10,835,814)</u>	<u>\$ 408,491,866</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION AS OF SEPTEMBER 30, 2005

	Pacific Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Affiliated Foundations
LIABILITIES AND NET ASSETS (DEFICIT)							
CURRENT LIABILITIES:							
Accounts payable	\$ 998,933	\$ 2,144,958	\$ 122,269	\$ 387,988	\$ 353,434	\$ 309,713	\$ 3,469
Accrued expenses	1,379,710	1,311,417	445,658	190,529	452,476	459,136	11,284
Refundable deposits		2,649,350	128,973	892,350	108,415	264,488	
Current portion of long-term debt	86,022	1,629,957	255,000		265,000	1,010,000	
Due to affiliates—current			107,204	1,967,899	96,057	69,745	45,368
Arbitrage rebate liability		250,721					
Other current liabilities	976,332			487,723			
Total current liabilities	3,440,997	7,986,403	1,059,104	3,926,489	1,275,382	2,113,082	60,121
DUE TO AFFILIATES—Noncurrent							
LONG-TERM DEBT	2,610,755	74,364,918	17,055,000	12,142,000	16,685,000	44,075,000	
DEFERRED REVENUE FROM ENTRANCE FEES		55,056,709	12,344,537	10,729,883	13,692,107	24,184,674	
SWAP AGREEMENT		2,244,623					
ASSET RETIREMENT OBLIGATION		150,000		247,374	433,858		
Total liabilities	6,051,752	139,802,653	30,458,641	27,045,746	32,086,347	70,372,756	60,121
NET ASSETS (DEFICIT):							
Unrestricted	13,731,660	27,976,397	(5,106,659)	(1,501,264)	1,808,988	2,253,757	3,967,232
Temporarily restricted		1,680,576	5,791,177	298,865	1,057,422		6,179,570
Permanently restricted			1,807,269		600,000		1,409,268
Total net assets (deficit)	13,731,660	29,656,973	2,491,787	(1,202,399)	3,466,410	2,253,757	11,556,070
TOTAL	\$ 19,783,412	\$ 169,459,626	\$ 32,950,428	\$ 25,843,347	\$ 35,552,757	\$ 72,626,513	\$ 11,616,191

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF FINANCIAL POSITION INFORMATION AS OF SEPTEMBER 30, 2005

	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	Quail Point, Inc.	Eliminations/ Reclassifications	Total
LIABILITIES AND NET ASSETS (DEFICIT)						
CURRENT LIABILITIES:						
Accounts payable	\$ 222,219	\$ 32,994	\$ 2,938	\$ 18,116	\$	\$ 4,597,031
Accrued expenses	223,651	46,248	543	48,953		4,569,605
Refundable deposits						4,043,576
Current portion of long-term debt	67,223				(20,000)	3,293,202
Due to affiliates—current	846,751	5,936	320,605	142,030	(3,601,595)	250,721
Arbitrage rebate liability						1,729,499
Other current liabilities	215,292			50,152		
Total current liabilities	1,575,136	85,178	324,086	259,251	(3,621,595)	18,483,634
DUE TO AFFILIATES—Noncurrent			295,693		(295,693)	
LONG-TERM DEBT	2,913,527				(353,333)	169,492,867
DEFERRED REVENUE FROM ENTRANCE FEES						116,007,910
SWAP AGREEMENT						2,244,623
ASSET RETIREMENT OBLIGATION						831,232
Total liabilities	4,488,663	85,178	619,779	259,251	(4,270,621)	307,060,266
NET ASSETS (DEFICIT):						
Unrestricted	46,196,306	78,579	(58,572)	(173,778)	(4,884,617)	84,288,029
Temporarily restricted					(1,680,576)	13,327,034
Permanently restricted						3,816,537
Total net assets (deficit)	46,196,306	78,579	(58,572)	(173,778)	(6,565,193)	101,431,600
TOTAL	\$ 50,684,969	\$ 163,757	\$ 561,207	\$ 85,473	\$ (10,835,814)	\$ 408,491,866

(Concluded)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION FOR THE YEAR ENDED SEPTEMBER 30, 2005

	Pacific Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Affiliated Foundations
REVENUES, SUPPORT, AND OTHER CHANGES:							
Service fees	\$	\$ 16,818,576	\$ 5,609,372	\$ 1,696,873	\$ 4,873,129	\$ 7,958,328	
Health Center revenue		2,861,301	2,728,626	987,410	2,477,722	3,083,172	
Entrance fees earned		6,031,938	2,081,241	673,411	2,084,106	3,371,803	
Contributions			3,561		100,727		1,092,114
Gift annuity agreements					14,088		244,038
Actuarial loss on gift annuities receivable					(35,375)		(181,770)
Investment income	104,892	2,133,134	116,870	138,090	270,640	454,802	480,008
Trust income			1,086,743				
Management fee revenue	6,423,765						
Development fee revenue	1,367,641						
Other revenue	2,312,391	4,745,495	328,744	162,021	505,262	492,407	32,188
Total revenues, support, and other changes	10,208,689	32,590,444	11,955,157	3,657,805	10,290,299	15,360,512	1,666,578
EXPENSES:							
Program expenses:							
Dietary		5,358,798	1,367,245	669,657	1,589,187	2,063,565	
Facility services and utilities		6,231,596	2,164,066	729,285	1,625,007	2,176,444	
Health and social services		6,946,739	2,812,626	1,015,063	2,112,412	3,445,543	
General and administrative:							
Administrative and marketing	8,566,802	2,720,483	1,441,825	876,239	1,437,673	1,355,363	139,501
Interest expense and financing costs	83,974	3,021,522	529,053	187,879	722,776	1,427,715	735
Arbitrage rebate expense		45,773					
Depreciation	318,429	4,818,665	1,715,510	577,525	999,279	2,062,882	
Foundation program support							490,125
Other expenses					245,098		
Loss on disposal of property and equipment			101,734		62,230	1,463	
Fees to parent company	-	1,699,039	577,498	554,395	588,422	784,388	-
Total expenses	8,969,205	30,842,615	10,709,557	4,610,043	9,382,084	13,317,363	630,361
RESULTS OF OPERATIONS	1,239,484	1,747,829	1,245,600	(952,238)	908,215	2,043,149	1,036,217

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION FOR THE YEAR ENDED SEPTEMBER 30, 2005

	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	Quail Point, Inc.	Eliminations/ Reclassifications	Total
REVENUES, SUPPORT, AND OTHER CHANGES:						
Service fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$36,956,278
Health Center revenue						12,138,231
Entrance fees earned						14,242,499
Contributions		710,482				1,906,884
Gift annuity agreements						258,126
Actuarial loss on gift annuities receivable						(217,145)
Investment income	25,658	3,371	(36)	442		3,727,871
Trust income						1,086,743
Management fee revenue					(4,653,207)	1,770,558
Development fee revenue					(753,671)	613,970
Other revenue	4,680,307	46,149	161,488	617,034	(1,761,218)	12,322,268
Total revenues, support, and other changes	4,705,965	760,002	161,452	617,476	(7,168,096)	84,806,283
EXPENSES:						
Program expenses:						
Dietary						11,048,452
Facility services and utilities	1,437,786		38,918	401,103		14,804,205
Health and social services						16,332,383
General and administrative:						
Administrative and marketing	1,790,135	690,280	87,393	302,325	(1,761,218)	17,646,801
Interest expense and financing costs	220,870		5,585			6,200,109
Arbitrage rebate expense						45,773
Depreciation	1,791,085	1,849	66,449		(123,446)	12,228,227
Foundation program support					(182,140)	307,985
Other expenses	111,541	46,150				402,789
Loss on disposal of property and equipment						165,427
Fees to parent company	430,333	-	19,132	-	(4,653,207)	-
Total expenses	5,781,750	738,279	217,477	703,428	(6,720,011)	79,182,151
RESULTS OF OPERATIONS	(1,075,785)	21,723	(56,025)	(85,952)	(448,085)	5,624,132

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION FOR THE YEAR ENDED SEPTEMBER 30, 2005

	Pacific Retirement Services, Inc.	Rogue Valley Manor, Inc.	The Cumberland Rest, Inc.	Cascade Manor, Inc.	Holladay Park Plaza, Inc.	University Retirement Community at Davis, Inc.	Affiliated Foundations
RESULTS OF OPERATIONS	\$ 1,239,484	\$ 1,747,829	\$ 1,245,600	\$ (952,238)	\$ 908,215	\$ 2,043,149	\$ 1,036,217
NONOPERATING EXPENSE—Net		(56,518)					
OTHER CHANGES:							
Unrealized gains on investments and assets restricted under bond indenture agreements	7,675	436,526	56,307	11,832	194,279	232,591	321,969
Unrealized gains on assets held in trust—net of cash distributions and fees			542,525				
Swap agreement loss		(5,155)					
Change in interest in net assets of RVM Foundation, Inc.		538,083					
PROVISION FOR INCOME TAXES	(324,091)						
CHANGE IN NET ASSETS	923,068	2,660,765	1,844,432	(940,406)	1,102,494	2,275,740	1,358,186
NET ASSETS (DEFICIT)—Beginning of year	<u>12,808,592</u>	<u>26,996,208</u>	<u>647,355</u>	<u>(261,993)</u>	<u>2,363,916</u>	<u>(21,983)</u>	<u>10,197,884</u>
NET ASSETS (DEFICIT)—End of year	<u>\$ 13,731,660</u>	<u>\$ 29,656,973</u>	<u>\$ 2,491,787</u>	<u>\$ (1,202,399)</u>	<u>\$ 3,466,410</u>	<u>\$ 2,253,757</u>	<u>\$ 11,556,070</u>

(Continued)

PACIFIC RETIREMENT SERVICES, INC.

**COMBINING SCHEDULE—STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS INFORMATION
FOR THE YEAR ENDED SEPTEMBER 30, 2005**

	Rogue Valley Manor Housing Corporation, Inc.	Rogue Valley Manor Community Services, Inc.	Crest Park, Inc.	Quail Point, Inc.	Eliminations/ Reclassifications	Total
RESULTS OF OPERATIONS	\$ (1,075,785)	\$ 21,723	\$ (56,025)	\$ (85,952)	\$ (448,085)	\$ 5,624,132
NONOPERATING EXPENSE—Net						(56,518)
OTHER CHANGES:						
Unrealized gains on investments and assets restricted under bond indenture agreements						1,261,179
Unrealized gains on assets held in trust—net of cash distributions and fees						542,525
Swap agreement loss						(5,155)
Change in interest in net assets of RVM Foundation, Inc.					(538,083)	
PROVISION FOR INCOME TAXES			(1,892)			(325,983)
CHANGE IN NET ASSETS	(1,075,785)	21,723	(57,917)	(85,952)	(986,168)	7,040,180
NET ASSETS (DEFICIT)—Beginning of year	47,272,091	56,856	(655)	(87,826)	(5,579,025)	94,391,420
NET ASSETS (DEFICIT)—End of year	\$ 46,196,306	\$ 78,579	\$ (58,572)	\$ (173,778)	\$ (6,565,193)	\$ 101,431,600

(Concluded)

BOGSTAD Deborah L

From: HARRIS Mindy L

Sent: Tuesday, May 15, 2007 4:34 PM

To: WHEELER Ted; ROJO DE STEFFEY Maria; COGEN Jeff; NAITO Lisa H; ROBERTS Lonnie J

Cc: WILLER Barbara; LASHUA Matthew; MADRIGAL Marissa D; LIEUALLEN Matt; WEST Kristen; BOGSTAD Deborah L

Subject: Public notice requirement - Hospital Authority

Attached is a notice that is required to be sent to all board members 24 hours prior to your meeting in the capacity of the Hospital Facilities Authority of Multnomah County. You will have two items on this week's board agenda, related to business of the Hospital Authority. A separate notice of the meeting of the Hospital Authority has been published in the Oregonian as required. Please let me know if you have any questions about this notice or about the business that will be before you on Thursday.

Thanks,
Mindy Harris

5/15/2007

**CALL FOR ANNUAL MEETING AND SPECIAL MEETING OF
THE HOSPITAL FACILITIES AUTHORITY OF
MULTNOMAH COUNTY, OREGON**

As Chair of The Hospital Facilities Authority of Multnomah County, Oregon (the "Authority"), I hereby call an Annual Meeting and Special Meeting of the Authority to be held at 9:30 a.m. on Thursday, May 17, 2007 at the Multnomah Building, Commissioners' Hearing Room, 501 S.E. Hawthorne, Portland, Oregon 97214.

The Authority will (1) consider a Resolution authorizing issuance of a tax-exempt loan, bonds or bond anticipation notes, in one or more series, in an aggregate principal amount not to exceed \$10,000,000 for Pacific Mirabella Portland, LLC; (2) consider a resolution amending and restating their bylaws; and (3) conduct such other business as may come before the Authority.

Ted Wheeler, Chair

**The Hospital Facilities Authority of
Multnomah County, Oregon**

DATED May 14, 2007.

**BEFORE THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

RESOLUTION NO. _____

Authorizing Approval of the Issuance of a Tax-Exempt Loan, Bonds or Bond Anticipation Notes, in One or More Series, by The Hospital Facilities Authority of Multnomah County, Oregon in an Aggregate Principal Amount Not to Exceed \$10,000,000; Authorizing the Execution of a Letter of Intent with Pacific Mirabella Portland, LLC; Designating an Authorized Representative; and Related Matters

The Board of Directors of The Hospital Facilities Authority of Multnomah County, Oregon Finds:

- a. The Board of Directors of The Hospital Facilities Authority of Multnomah County, Oregon (the "Authority"), a public authority organized and existing pursuant to Oregon Revised Statutes ("ORS") Sections 441.525 to 441.595, inclusive (the "Act"), has received a request from Pacific Mirabella Portland, LLC ("PMP" or the "Borrower"), an Oregon limited liability company, whose sole member is Pacific Retirement Services, Inc., a nonprofit corporation organized and existing under the laws of the State of Oregon and an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 ("PRS"), to execute and deliver a tax-exempt loan, bonds or bond anticipation notes, in one or more series (collectively, the "Loan"), with one or more commercial banks or investment banks (collectively, the "Lender"), and loan the proceeds thereof to the Borrower in an aggregate principal amount not to exceed \$10,000,000 to finance and/or refinance the costs of the following projects (collectively, the "Project"):
1. the acquisition by the Borrower of unimproved real property described as Block 6 of Waterfront South, a plat recorded in Plat Book 1261, Pages 1 through 4, of the Multnomah County Plat Records, in the County of Multnomah, State of Oregon, from Oregon Health and Science University;
 2. certain design, planning, architectural, engineering, organizational and predevelopment costs; and
 3. certain costs relating to the issuance of the Loan.

The land is being acquired by the Borrower in connection with the development of a continuing care retirement community to be known as Mirabella at South Waterfront and operated as a nonprofit corporation. Upon completion of the land acquisition and predevelopment of the land, the Borrower expects to request the Authority to consider issuing long-term tax-exempt and taxable bonds on behalf of the Borrower to finance the construction, furnishing and equipping of approximately 284 adult congregate care units or beds at the Mirabella at South Waterfront facility.

- b. The Authority has received an application from the Borrower in support of its request for financing the Project. The application includes the following:

1. A letter from PRS dated April 30, 2007 requesting issuance of the Loan on behalf of the Borrower and describing the Project;
 2. Financial Statements for PRS for fiscal years ended September 30, 2006 and 2005, and Independent Auditors' Report;
 3. Preliminary Financing Schedule;
 4. Distribution list of financing participants; and
 5. Preliminary schedule of sources and uses of funds and proposed debt service schedule.
- c. ORS Section 441.550 authorizes the Authority to borrow money and to issue notes and revenue bonds for the purpose of carrying out its powers, and ORS Section 441.560 authorizes the Authority to borrow from banks or other lenders such sums on such terms as the Board of Directors deems necessary or advisable. The Authority has determined that the execution and delivery of the financing documents described below and the use of the proceeds thereof by the Borrower to finance the Project is necessary and desirable and that such financing documents and the Project are in the best interest of the citizens of Multnomah County, Oregon.
- d. Section 147(f) of the Internal Revenue Code of 1986 (the "Code") requires that qualified 501(c)(3) bonds or loans be approved by the Chair of the Board of County Commissioners of Multnomah County, Oregon as the applicable elected representative of the governmental unit issuing the Loan and having jurisdiction over the area in which the Project is located.
- e. Section 147(f) also requires that a public hearing be conducted to provide the opportunity for members of the public to express their view, orally, or in writing, regarding the issuance of the Loan and the Project. The Authorized Representative, as hereinafter defined, is authorized to conduct a public hearing and provide a hearing officer's report to the Chair of the Board of County Commissioners. Notice of the public hearing will be published in *The Oregonian*.
- f. The Authority will issue the Loan under the following financing documents (collectively, the "Financing Documents"), which may include, but are not limited to:
1. a Tax-Exempt Loan Agreement between the Authority and the Lender;
 2. a Borrower Loan Agreement between the Authority, the Borrower and the Lender;
 3. a Tax-Exempt Note;
 4. a Borrower Note; and
 5. a Deed of Trust, Security Agreement and Assignment of Leases and Rents.

- g. The principal of and interest on the Loan will not constitute a debt of the Authority or Multnomah County, Oregon, nor shall the Loan be payable from a tax of any nature levied upon any property within Multnomah County, Oregon nor within any other political subdivision of the State of Oregon. The Authority has no taxing power. The Loan will be payable only from the revenues and resources provided or arranged by the Borrower.
- h. The Board determines that it is in the best interest for the Authority to provide adequate adult congregate care facilities and related services within Multnomah County, Oregon and to proceed with the issuance of the Loan. Capitalized terms not defined herein shall have the meanings set forth in the Financing Documents.

The Board of Directors of The Hospital Facilities Authority of Multnomah County, Oregon Resolves:

Section 1. The Authority does authorize and approve of the provisions of and directs the execution, sale, delivery and issuance by the Authority of the Loan, in one or more series, and in the form of a tax-exempt loan, bonds or bond anticipation notes, and in an aggregate principal amount not to exceed \$10,000,000 to finance the Project. Proceeds of the Loan will be used to finance the costs of the Project.

Section 2. The Authority designates each of the Chair, Vice Chair, Secretary, the Assistant Secretary, Chief Financial Officer of the County or the Authority's designee as "Authorized Representatives" of the Authority to negotiate the term and the sale of the Loan and to determine and designate the dated date of the Loan, the series designation, the maturity dates and amounts, the interest rates and interest rate modes, the optional and mandatory redemption provisions, with or without premium, if any, and the interest payment dates and such other provisions and terms of the Loan as are deemed necessary and desirable for the issuance, sale and closing of the Loan. Notes evidencing the Loan shall be executed by the facsimile signature of the Chair and shall be attested by the facsimile signature of an Authorized Representative of the Authority. The Loan shall mature not later than December 31, 2010. The Loan shall be issued or executed in the form as may be approved by the Authorized Representative.

The Authorized Representative is authorized to execute and deliver a letter of intent, substantially in the form attached hereto as Exhibit A (the "Letter of Intent"), which sets forth the basic obligations of the Authority and the Borrower regarding the Loan.

Section 3. The Board authorizes the Authorized Representative, as defined in Section 2 hereof, to review and approve the terms and provisions of the Financing Documents, an official statement or other offering document, if any (collectively, the "Offering Document"), and a Purchase Agreement (the "Purchase Agreement") among the Authority, the Borrower and the Lender. The Financing Documents, the Offering Document and the Purchase Agreement are incorporated herein by this reference.

Section 4. The Authority provides for the establishment of the special funds as set forth in the Financing Documents, to be held in trust as set forth therein. The Authority is obligated to deposit proceeds of the Loan to the funds as set forth in and as required by the Financing Documents. In

addition, the Authority shall provide for the deposit of all of the loan payments payable to the Authority pursuant to the Financing Documents.

Section 5. The Authority's pledge for the payment of the Loan shall be valid and binding from the date of the adoption of this Resolution against any parties having subsequent claims of any kind in tort, contract or otherwise against the Authority, irrespective of whether such parties have actual notice of this pledge. Pursuant to Oregon Revised Statutes Section 441.555(5), this pledge is noted in the Authority's minute book which shall contain this Resolution and which shall be constructive notice thereof to all parties, and neither this Resolution nor other instrument by which a pledge is created need be otherwise recorded, nor shall the filing of any financing statement under the Oregon Uniform Commercial Code be required to perfect such pledge. Any moneys or obligations so pledged and later received by the Authority shall immediately be subject to the lien of the pledge without any physical delivery or further act.

Section 6. The Authority authorizes the borrowing from the Lender and the loaning to the Borrower pursuant to the Financing Documents. The Authority authorizes the sale of notes evidencing the Loan pursuant to the terms and conditions of the Purchase Agreement, if required, as may be approved by the Authorized Representative.

Section 7. The Authority directs the Authorized Representative to select one or more commercial banks or investment banks as the Lender, execute and deliver the Financing Documents and the Purchase Agreement in the forms and with such changes as may be approved by the Authorized Representative. The Authority authorizes the performance by the Authority of the obligations and duties on its part as contained in the Financing Documents and the Purchase Agreement. Any one or more of the Authorized Representatives shall approve, execute and deliver each of the above-described documents and such other documents as are necessary to consummate the sale and/or issuance of the Loan.

Section 8. The Authorized Representative is authorized to select a paying agent and bond registrar for the Loan, if necessary, and is authorized to execute a paying agent and registrar agreement, if necessary, which provides for compliance with Oregon Administrative Rule 170-061-0010, for and on behalf of the Authority. If selected, the paying agent and registrar shall maintain a record of the names and addresses of the registered owners of the notes evidencing the Loan. The records of the registered bond ownership are not public records within the meaning of Oregon Revised Statute Section 192.210(4).

Section 9. During any time notes evidencing the Loan are held in a book-entry only system (the "Book-Entry System"), the registered owner of all of the Loan shall be The Depository Trust Company, New York, New York ("DTC"), and notes evidencing the Loan shall be registered in the name of Cede & Co., as nominee for DTC. The Authority has entered into a Blanket Issuer Letter of Representations (the "Letter") wherein the Authority represents that it will comply with the requirements stated in DTC's Operational Arrangements as they may be amended from time to time.

Section 10. For purposes of compliance by the Lender with Rule 15c2-12(b)(1) (the "Rule") of the federal Securities and Exchange Commission, and should an Offering Document be required to be distributed relating to the Loan, the Authority authorizes the distribution of the Offering

Document in preliminary and final form, and the Authorized Representatives are authorized to deem the Offering Document as "final" for purposes of the Rule.

Section 11. The Loan may be transferred or subject to exchange, for fully registered notes evidencing the Loan as provided in the Financing Documents. All notes evidencing the Loan issued upon transfer of or in exchange for the Loan shall be valid obligations of the Authority evidencing the same obligation and shall be entitled to the same benefits as the Loan surrendered for such exchange or transfer. All fees, expenses and charges of a paying agent and registrar shall be payable by the Borrower.

Section 12. The Authority may prepay the Loan as provided in the Financing Documents.

Section 13. In consideration of the purchase and acceptance of any or all of the Loan by those who shall own the same from time to time (the "Owners"), the provisions of this Resolution shall be part of the contract of the Authority with the Owners and shall be deemed to be and shall constitute a contract between the Authority and the Owners. The covenants, pledges, and representations contained in this Resolution or in the closing documents executed in connection with the Loan, including without limitation the Authority's covenants and pledges contained herein, and the other covenants and agreements herein set forth to be performed by or on behalf of the Authority shall be contracts for the equal benefit, protection and security of the Owners, all of which shall be of equal rank without preference, priority or distinction of any of such Loan over any other thereof, except as expressly provided in or pursuant to this Resolution.

Section 14. The Authority hereby appoints Orrick, Herrington & Sutcliffe LLP to serve as Note Counsel and Special Counsel to the Authority.

Section 15. Each Authorized Representative of the Authority is authorized to take such action and to approve, execute or deliver for and on behalf of the Authority such other and additional documents including, but not limited to a tax certificate and agreement, an Internal Revenue Service Information Report (Form 8038), a reimbursement and credit agreement, an initial credit facility, an intercreditor agreement, a tender agent agreement, a remarketing agreement, a written certification and "identification" of an interest rate swap within the meaning of Treasury Regulations Section 1.148-4(h)(2) at the request of the Borrower in a timely manner, and any documents necessary to obtain credit enhancement or liquidity support for the Loan, if applicable, all as may be necessary in the opinion of Orrick, Herrington & Sutcliffe LLP, as Note Counsel and Special Counsel to the Authority, for the closing of the issuance and sale of the Loan. The Authorized Representatives are further authorized to carry out the transactions contemplated by the documents defined in the Financing Documents and as authorized and approved in this Resolution, and to execute and deliver the Purchase Agreement, the Financing Documents, the Loan, the Tax Certificate and Agreement and all other documents hereby authorized, to the respective parties entitled thereto.

Section 16. The Authority hereby authorizes the Authorized Representative to designate the Loan as a "qualified tax-exempt" obligation pursuant to Section 265(b)(3) of the Internal Revenue Code of 1986 if the Authorized Representative reasonably anticipates that the Authority (and all subordinate entities, if any) will not issue more than \$10,000,000 of tax-exempt obligations during calendar year 2007.

ADOPTED and effective this 17th day of May 2007.

**THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

By _____
Ted Wheeler, Chair

ATTEST:

By _____
Secretary

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By _____
Agnes Sowle, County Attorney

EXHIBIT A

LETTER OF INTENT

between

THE HOSPITAL FACILITIES AUTHORITY OF
MULTNOMAH COUNTY, OREGON

and

PACIFIC MIRABELLA PORTLAND, LLC

THIS LETTER OF INTENT is between THE HOSPITAL FACILITIES AUTHORITY OF MULTNOMAH COUNTY, OREGON, a public authority of the State of Oregon (the "Authority"), and PACIFIC MIRABELLA PORTLAND, LLC ("PMP" or the "Borrower"), an Oregon limited liability company whose sole member is Pacific Retirement Services, Inc., a nonprofit corporation organized and existing under the laws of the State of Oregon and an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 ("PRS").

1. **Preliminary Statement.** Among the matters of mutual inducement, which have resulted in the execution of this Letter of Intent are the following:

a. The Authority is a public authority, authorized and empowered by ORS 441.525 to 441.595 (the "Act") to issue revenue bonds, notes or a loan for the purposes specified therein, including providing funds to nonprofit corporations sufficient to improve, extend, maintain, equip and furnish hospital facilities and adult congregate care facilities under the Act, upon such terms and conditions as the Authority may deem advisable.

b. The Authority proposes to issue a tax-exempt loan, bonds or bond anticipation notes, in one or more series (collectively, the "Loan"). The proceeds of the Loan will be used to make a loan to the Borrower to finance and/or refinance the costs of the following projects (collectively, the "Project"): (1) the acquisition by the Borrower of unimproved real property described as Block 6, Waterfront South, a plat recorded in Plat Book 1261, Pages 1 through 4, of the Multnomah County Plat Records, in the County of Multnomah, State of Oregon, from Oregon Health and Science University; (2) certain design, planning, architectural, engineering, organizational and predevelopment costs; and (3) certain costs relating to the issuance of the Loan.

The total estimated costs of the Project to be financed with the proceeds of the Loan will be in an aggregate principal amount not to exceed \$10,000,000.

EXHIBIT A

c. The Authority deems it necessary and advisable that it take such action as may be required under the Act to authorize and issue the Loan to finance all or a portion of the costs of the Project in a total amount not to exceed \$10,000,000.

d. The Authority finds that the issuance of the Loan to finance the costs of the Project, and the loaning of the proceeds thereof to the Borrower constitutes a valid public purpose.

e. All references in this Letter of Intent to the Authority shall be deemed to include where appropriate its elected and appointed officials, employees and agents.

2. **Undertakings on the Part of the Authority.** Subject to (a) the conditions stated herein and (b) the preparation and approval of the various financing documents and review and approval by Note Counsel, the Authority agrees and represents as follows:

a. The Authority will, upon satisfaction by the Borrower of all conditions stated herein and all other conditions imposed on the Borrower by the Authority prior to issuance of the Loan, authorize and cause the issuance of its Loan to be payable solely from revenues of the Borrower to the Authority pursuant to a loan agreement or other financing agreement or documents (collectively, the "Financing Documents"), between the Borrower, the Authority and one or more commercial banks or investment banks as Lender, which Loan will be in an aggregate principal amount not to exceed \$10,000,000.

b. The Authority will adopt such proceedings and authorize the execution of such documents as may be necessary and advisable for the authorization, issuance, sale and delivery of the Loan, and loan the proceeds of the Loan to the Borrower to finance the Project, all as authorized by law and as mutually satisfactory to the Borrower and the Authority.

c. The amounts payable to the Authority under the Financing Documents will be sufficient to pay the principal of and the interest on, and redemption premium, if any, of the Loan as and when the same become due and payable.

d. The Authority has appointed Orrick, Herrington & Sutcliffe LLP as Note Counsel and special counsel to the Authority (collectively, "Note Counsel") to supervise the proceedings and to approve the legality of the Loan, the tax-exempt status of the Loan and to conduct due diligence with respect to the Borrower and to assist in the review of any official statement or other offering document (collectively, the "Offering Document"), if any, for the Loan.

e. Neither the Loan nor the interest thereon shall be an obligation of the Authority, Multnomah County, Oregon (the "County") or the State of Oregon, or the personal obligations of the elected or appointed officials, employees or agents of the Authority, the County or

EXHIBIT A

the State of Oregon within the meaning of any constitutional or statutory provisions whatsoever, but shall be payable solely from revenues or assets provided or arranged by the Borrower. The Loan shall not be a general obligation of the Authority or its elected or appointed officials, employees or agents nor a pledge of the faith and credit of the Authority or its elected or appointed officials, employees or agents nor a debt or pledge of the faith and credit of the County or the State of Oregon. The Authority has no taxing authority.

f. No presently existing assets of the Authority or the County shall be given to secure the Loan, and the Loan shall be repayable out of, and only out of, revenues or assets provided or arranged by the Borrower.

3. **Undertakings on the Part of the Borrower.** Subject to the conditions above stated, the Borrower agrees as follows:

a. If the Loan financing herein contemplated is available, it is the intent of the Borrower to cause the Project to be completed.

b. The Borrower will cooperate with the Authority for the approval of all of the terms and conditions of the issuance of the Loan and in the sale of the Loan in an aggregate principal amount not to exceed \$10,000,000 to be used to finance the Project.

c. At the time of closing of the Loan, the Borrower will pay to the Authority, from Loan proceeds or other available Borrower funds, an issuer's fee equal to one dollar (\$1.00) per one thousand dollars (\$1,000) of the principal amount of the Loan, in an aggregate amount not to exceed \$50,000 but not less than \$10,000, and the Borrower will pay from Loan proceeds or other available Borrower funds, to Note Counsel, fees based on the time incurred with respect to the Loan and the Project based on its standard hourly rates plus its out-of-pocket expenses.

d. At the time of closing of the Loan, the Borrower will deliver the executed Financing Documents with the Authority, under which terms the Borrower will agree to pay the Authority loan payments sufficient in the aggregate to pay the principal of and interest on, and redemption premium, if any, of the Loan as and when the same shall become due and payable. The Authority, at its option, may require the Loan to be secured by a letter of credit, reserve fund or bond insurance acceptable in form and substance to the Authority.

e. In addition to the indemnification and hold harmless obligations of the Borrower under Section 5(a) hereof, the Financing Documents shall contain provisions in which the Borrower shall indemnify and hold the Authority and the County and their elected or appointed

EXHIBIT A

officials, employees and agents harmless from all liabilities incurred in connection with the Project or the sale, issuance, marketing or administration of the Loan.

f. The Borrower will cause Borrower's counsel to provide the Authority with a legal opinion substantially the same in form and substance as the legal opinion provided by Borrower's counsel to the lender with respect to the Loan.

g. The Financing Documents shall also contain such other provisions as may be required or permitted by law and as are mutually acceptable to the parties.

h. In accordance with the provisions of Rule 15c2-12 promulgated by the Securities and Exchange Commission, the Borrower, as an "Obligated Person" within the meaning of the Rule, agrees to execute and deliver a Continuing Disclosure Certificate, if necessary, in a form satisfactory to the Authority and Note Counsel and agrees to provide information as specified in the Continuing Disclosure Certificate on an annual basis and will undertake to provide in a timely manner notices of a material event, as defined in the Continuing Disclosure Certificate, with respect to the Loan.

i. In addition to the indemnification and hold harmless obligations of the Borrower under Section 5(a) hereof, the Borrower shall indemnify and save the Authority and the County, their appointed or elected officials, employees or agents harmless against and from all claims by or on behalf of any person, firm, corporation or other legal entity arising from any fees or costs incurred by the Authority or the County in responding to any Internal Revenue Service audit, Securities and Exchange Commission inquiry or any other federal, state or regulatory action or proceeding with respect to the Loan or the Project. The Borrower agrees to enter into an Agreement Relating to IRS Audits with the Authority as required by the Financing Documents. The Authority may employ, at the Borrower's expense, any counsel (internal or otherwise) or experts required in responding to any audit, inquiry, regulatory action or proceeding with respect to the Loan or the Project.

j. The Borrower will take such further action and adopt such further proceedings as may be required to implement these understandings.

4. General Provisions.

a. Except as provided in Section 4(b) and Section 5(a) hereof or as otherwise provided herein, all obligations arising under this Letter of Intent are conditioned upon the parties agreeing to mutually acceptable terms for the sale of the Loan and mutually acceptable terms and

EXHIBIT A

conditions for the contracts and agreements contemplated herein; provided, however, that the Authority shall not participate in or be responsible for the marketing of the Loan.

b. Notwithstanding anything to the contrary stated herein, the Borrower will pay, or cause to be paid, whether the Loan is actually issued or not, any fees and expenses incurred in connection with the issuance, sale and on-going administration of the Loan, including without limitation, the reasonable fees and expenses of Note Counsel, the Authority's financial advisor, if any, and a paying agent or registrar, if necessary. In addition, the Borrower shall pay the out-of-pocket costs of Note Counsel, the Authority's financial advisor, if any, and County staff. The Borrower will also pay the cost and fees of its counsel, lender's fees and any other costs incurred in connection with the Project or the Loan.

c. The Borrower shall obtain, at its expense, all necessary governmental approvals and opinions of Note Counsel to ensure the legality and tax-exempt status of the Loan. In addition, the Borrower shall make no use of the Loan proceeds so as to cause the Loan to be classified as arbitrage "bonds" as that term is defined in the Internal Revenue Code of 1986, as amended, and the regulations promulgated thereunder (the "Code") or cease to be "qualified 501(c)(3) bonds" as that term is defined in Section 145 of the Code.

d. The Borrower agrees to execute and deliver the Continuing Disclosure Certificate, if necessary, as required by Section 3h. hereof.

5. Miscellaneous Provisions.

a. The Borrower shall and hereby agrees to indemnify and save the Authority and the County, their appointed or elected officials, employees or agents harmless against and from all claims by or on behalf of any person, firm, corporation or other legal entity arising from the execution of this Letter of Intent and any and all other actions to be taken by the Authority or the County relating to the Project or the issuance of the Loan for so long as the Loan remains outstanding, including, without limitation, the conduct or management of, or from any work or thing done related to the Project, including without limitation, (i) any condition related to the Project, (ii) any breach or default on the part of the Borrower in the performance of any of its obligations under this Letter of Intent, (iii) any act or negligence of the Borrower or of any of its agents, contractors, servants, employees or licensees, (iv) any act or negligence of any assignee or lessee of the Borrower, or of any agents, contractors, servants, employees or licensees of any assignee or lessee of the Borrower, (v) any omission or misstatements of any material fact in any Offering Document or any other liability arising from the sale, issuance, marketing or administration

EXHIBIT A

of the Loan, or (vi) any Internal Revenue Service audit or proceeding or any Securities and Exchange Commission investigation proceeding or any inquiry or any other federal, state or local regulatory action, investigation or proceeding. The Borrower shall indemnify and save the Authority and the County and their elected or appointed officials, employees or agents harmless from any such claim arising as aforesaid, or in connection with any action or proceeding or costs or fees incurred in any action or proceedings brought thereon whether at trial, on appeal, in bankruptcy proceedings or otherwise, and upon notice from the Authority or its elected or appointed officials, employees or agents, the Borrower shall defend them or either of them in any such action or proceeding at the Borrower's expense.

Notwithstanding the fact that is the intention of the parties hereto that the Authority and the County and their elected or appointed officials, employees or agents shall not incur any pecuniary liability by reason of the terms of this Letter of Intent or the undertakings required of the Authority or the County or their elected or appointed officials, employees or agents hereunder, by reason of the issuance of the Loan or by reason of the execution of any Financing Documents relating thereto, or by reason of the performance of any act requested by the Authority or the County, its elected or appointed officials, employees or agents or by the Borrower, including all claims, liabilities or losses arising in connection with the violation of any statutes or regulation pertaining to the foregoing; nevertheless, if the Authority or the County or its elected or appointed officials, employees or agents should incur any such pecuniary liability, then in such event the Borrower shall indemnify and hold the Authority and the County and their elected or appointed officials, employees or agents harmless against all claims, demands or causes of action whatsoever, by or on behalf of any person, firm or corporation or other legal entity arising out of the same or out of any Offering Document or lack of Offering Document, if any, in connection with the sale or resale of the Loan and all costs, fees and expenses, including without limitation, legal fees and expenses whether incurred at trial, on appeal, in bankruptcy proceedings or otherwise incurred in connection with any such claim or in connection with any action or proceeding brought thereon, and upon notice from the Authority or its elected or appointed officials, employees or agents, the Borrower shall defend the Authority and its elected or appointed officials, employees or agents in any such action or proceeding.

Notwithstanding anything to the contrary contained herein, the Borrower shall have no liability to indemnify the Authority or the County, or its elected or appointed officials, employees or agents, against claims or damages resulting from the Authority's or the County or their elected or appointed officials, employees or agents own gross negligence or willful misconduct.

EXHIBIT A

In the event any claim is made against the Authority or the County, their elected or appointed officials, employees or agents (collectively, the "Indemnified Parties") for which indemnification may be sought from the Borrower under the foregoing provisions, the Indemnified Parties shall promptly give written notice thereof to the Borrower; provided that any failure to give or delay in giving such written notice shall not relieve the Borrower's indemnification obligations as set forth above except to the extent such failure or delay prejudices the Borrower's ability to defend or settle such claim. Upon receipt of such notice, the Borrower shall assume the defense thereof in all respects and may settle such claim in such manner as it deems appropriate so long as there is no liability, cost or expense to the Indemnified Party.

b. If Loan proceeds are not sufficient to complete the Project, the Borrower agrees to pay, or cause to be paid, the deficiency.

c. The Authority and the Borrower have caused this Letter of Intent to be authorized by their respective governing body or board of directors, and executed by their duly authorized officers as of the 17th day of May 2007.

**THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

PACIFIC MIRABELLA PORTLAND, LLC

By: _____
Authorized Representative

By: _____
Authorized Representative

**BEFORE THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

RESOLUTION NO. 07-101

Authorizing Approval of the Issuance of a Tax-Exempt Loan, Bonds or Bond Anticipation Notes, in One or More Series, by The Hospital Facilities Authority of Multnomah County, Oregon in an Aggregate Principal Amount Not to Exceed \$10,000,000; Authorizing the Execution of a Letter of Intent with Pacific Mirabella Portland, LLC; Designating an Authorized Representative; and Related Matters

The Board of Directors of The Hospital Facilities Authority of Multnomah County, Oregon Finds:

- a. The Board of Directors of The Hospital Facilities Authority of Multnomah County, Oregon (the "Authority"), a public authority organized and existing pursuant to Oregon Revised Statutes ("ORS") Sections 441.525 to 441.595, inclusive (the "Act"), has received a request from Pacific Mirabella Portland, LLC ("PMP" or the "Borrower"), an Oregon limited liability company, whose sole member is Pacific Retirement Services, Inc., a nonprofit corporation organized and existing under the laws of the State of Oregon and an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 ("PRS"), to execute and deliver a tax-exempt loan, bonds or bond anticipation notes, in one or more series (collectively, the "Loan"), with one or more commercial banks or investment banks (collectively, the "Lender"), and loan the proceeds thereof to the Borrower in an aggregate principal amount not to exceed \$10,000,000 to finance and/or refinance the costs of the following projects (collectively, the "Project"):
1. the acquisition by the Borrower of unimproved real property described as Block 6 of Waterfront South, a plat recorded in Plat Book 1261, Pages 1 through 4, of the Multnomah County Plat Records, in the County of Multnomah, State of Oregon, from Oregon Health and Science University;
 2. certain design, planning, architectural, engineering, organizational and predevelopment costs; and
 3. certain costs relating to the issuance of the Loan.

The land is being acquired by the Borrower in connection with the development of a continuing care retirement community to be known as Mirabella at South Waterfront and operated as a nonprofit corporation. Upon completion of the land acquisition and predevelopment of the land, the Borrower expects to request the Authority to consider issuing long-term tax-exempt and taxable bonds on behalf of the Borrower to finance the construction, furnishing and equipping of approximately 284 adult congregate care units or beds at the Mirabella at South Waterfront facility.

- b. The Authority has received an application from the Borrower in support of its request for financing the Project. The application includes the following:

1. A letter from PRS dated April 30, 2007 requesting issuance of the Loan on behalf of the Borrower and describing the Project;
 2. Financial Statements for PRS for fiscal years ended September 30, 2006 and 2005, and Independent Auditors' Report;
 3. Preliminary Financing Schedule;
 4. Distribution list of financing participants; and
 5. Preliminary schedule of sources and uses of funds and proposed debt service schedule.
- c. ORS Section 441.550 authorizes the Authority to borrow money and to issue notes and revenue bonds for the purpose of carrying out its powers, and ORS Section 441.560 authorizes the Authority to borrow from banks or other lenders such sums on such terms as the Board of Directors deems necessary or advisable. The Authority has determined that the execution and delivery of the financing documents described below and the use of the proceeds thereof by the Borrower to finance the Project is necessary and desirable and that such financing documents and the Project are in the best interest of the citizens of Multnomah County, Oregon.
- d. Section 147(f) of the Internal Revenue Code of 1986 (the "Code") requires that qualified 501(c)(3) bonds or loans be approved by the Chair of the Board of County Commissioners of Multnomah County, Oregon as the applicable elected representative of the governmental unit issuing the Loan and having jurisdiction over the area in which the Project is located.
- e. Section 147(f) also requires that a public hearing be conducted to provide the opportunity for members of the public to express their view, orally, or in writing, regarding the issuance of the Loan and the Project. The Authorized Representative, as hereinafter defined, is authorized to conduct a public hearing and provide a hearing officer's report to the Chair of the Board of County Commissioners. Notice of the public hearing will be published in *The Oregonian*.
- f. The Authority will issue the Loan under the following financing documents (collectively, the "Financing Documents"), which may include, but are not limited to:
1. a Tax-Exempt Loan Agreement between the Authority and the Lender;
 2. a Borrower Loan Agreement between the Authority, the Borrower and the Lender;
 3. a Tax-Exempt Note;
 4. a Borrower Note; and
 5. a Deed of Trust, Security Agreement and Assignment of Leases and Rents.

- g. The principal of and interest on the Loan will not constitute a debt of the Authority or Multnomah County, Oregon, nor shall the Loan be payable from a tax of any nature levied upon any property within Multnomah County, Oregon nor within any other political subdivision of the State of Oregon. The Authority has no taxing power. The Loan will be payable only from the revenues and resources provided or arranged by the Borrower.
- h. The Board determines that it is in the best interest for the Authority to provide adequate adult congregate care facilities and related services within Multnomah County, Oregon and to proceed with the issuance of the Loan. Capitalized terms not defined herein shall have the meanings set forth in the Financing Documents.

The Board of Directors of The Hospital Facilities Authority of Multnomah County, Oregon Resolves:

Section 1. The Authority does authorize and approve of the provisions of and directs the execution, sale, delivery and issuance by the Authority of the Loan, in one or more series, and in the form of a tax-exempt loan, bonds or bond anticipation notes, and in an aggregate principal amount not to exceed \$10,000,000 to finance the Project. Proceeds of the Loan will be used to finance the costs of the Project.

Section 2. The Authority designates each of the Chair, Vice Chair, Secretary, the Assistant Secretary, Chief Financial Officer of the County or the Authority's designee as "Authorized Representatives" of the Authority to negotiate the term and the sale of the Loan and to determine and designate the dated date of the Loan, the series designation, the maturity dates and amounts, the interest rates and interest rate modes, the optional and mandatory redemption provisions, with or without premium, if any, and the interest payment dates and such other provisions and terms of the Loan as are deemed necessary and desirable for the issuance, sale and closing of the Loan. Notes evidencing the Loan shall be executed by the facsimile signature of the Chair and shall be attested by the facsimile signature of an Authorized Representative of the Authority. The Loan shall mature not later than December 31, 2010. The Loan shall be issued or executed in the form as may be approved by the Authorized Representative.

The Authorized Representative is authorized to execute and deliver a letter of intent, substantially in the form attached hereto as Exhibit A (the "Letter of Intent"), which sets forth the basic obligations of the Authority and the Borrower regarding the Loan.

Section 3. The Board authorizes the Authorized Representative, as defined in Section 2 hereof, to review and approve the terms and provisions of the Financing Documents, an official statement or other offering document, if any (collectively, the "Offering Document"), and a Purchase Agreement (the "Purchase Agreement") among the Authority, the Borrower and the Lender. The Financing Documents, the Offering Document and the Purchase Agreement are incorporated herein by this reference.

Section 4. The Authority provides for the establishment of the special funds as set forth in the Financing Documents, to be held in trust as set forth therein. The Authority is obligated to deposit proceeds of the Loan to the funds as set forth in and as required by the Financing Documents. In

addition, the Authority shall provide for the deposit of all of the loan payments payable to the Authority pursuant to the Financing Documents.

Section 5. The Authority's pledge for the payment of the Loan shall be valid and binding from the date of the adoption of this Resolution against any parties having subsequent claims of any kind in tort, contract or otherwise against the Authority, irrespective of whether such parties have actual notice of this pledge. Pursuant to Oregon Revised Statutes Section 441.555(5), this pledge is noted in the Authority's minute book which shall contain this Resolution and which shall be constructive notice thereof to all parties, and neither this Resolution nor other instrument by which a pledge is created need be otherwise recorded, nor shall the filing of any financing statement under the Oregon Uniform Commercial Code be required to perfect such pledge. Any moneys or obligations so pledged and later received by the Authority shall immediately be subject to the lien of the pledge without any physical delivery or further act.

Section 6. The Authority authorizes the borrowing from the Lender and the loaning to the Borrower pursuant to the Financing Documents. The Authority authorizes the sale of notes evidencing the Loan pursuant to the terms and conditions of the Purchase Agreement, if required, as may be approved by the Authorized Representative.

Section 7. The Authority directs the Authorized Representative to select one or more commercial banks or investment banks as the Lender, execute and deliver the Financing Documents and the Purchase Agreement in the forms and with such changes as may be approved by the Authorized Representative. The Authority authorizes the performance by the Authority of the obligations and duties on its part as contained in the Financing Documents and the Purchase Agreement. Any one or more of the Authorized Representatives shall approve, execute and deliver each of the above-described documents and such other documents as are necessary to consummate the sale and/or issuance of the Loan.

Section 8. The Authorized Representative is authorized to select a paying agent and bond registrar for the Loan, if necessary, and is authorized to execute a paying agent and registrar agreement, if necessary, which provides for compliance with Oregon Administrative Rule 170-061-0010, for and on behalf of the Authority. If selected, the paying agent and registrar shall maintain a record of the names and addresses of the registered owners of the notes evidencing the Loan. The records of the registered bond ownership are not public records within the meaning of Oregon Revised Statute Section 192.210(4).

Section 9. During any time notes evidencing the Loan are held in a book-entry only system (the "Book-Entry System"), the registered owner of all of the Loan shall be The Depository Trust Company, New York, New York ("DTC"), and notes evidencing the Loan shall be registered in the name of Cede & Co., as nominee for DTC. The Authority has entered into a Blanket Issuer Letter of Representations (the "Letter") wherein the Authority represents that it will comply with the requirements stated in DTC's Operational Arrangements as they may be amended from time to time.

Section 10. For purposes of compliance by the Lender with Rule 15c2-12(b)(1) (the "Rule") of the federal Securities and Exchange Commission, and should an Offering Document be required to be distributed relating to the Loan, the Authority authorizes the distribution of the Offering

Document in preliminary and final form, and the Authorized Representatives are authorized to deem the Offering Document as "final" for purposes of the Rule.

Section 11. The Loan may be transferred or subject to exchange, for fully registered notes evidencing the Loan as provided in the Financing Documents. All notes evidencing the Loan issued upon transfer of or in exchange for the Loan shall be valid obligations of the Authority evidencing the same obligation and shall be entitled to the same benefits as the Loan surrendered for such exchange or transfer. All fees, expenses and charges of a paying agent and registrar shall be payable by the Borrower.

Section 12. The Authority may prepay the Loan as provided in the Financing Documents.

Section 13. In consideration of the purchase and acceptance of any or all of the Loan by those who shall own the same from time to time (the "Owners"), the provisions of this Resolution shall be part of the contract of the Authority with the Owners and shall be deemed to be and shall constitute a contract between the Authority and the Owners. The covenants, pledges, and representations contained in this Resolution or in the closing documents executed in connection with the Loan, including without limitation the Authority's covenants and pledges contained herein, and the other covenants and agreements herein set forth to be performed by or on behalf of the Authority shall be contracts for the equal benefit, protection and security of the Owners, all of which shall be of equal rank without preference, priority or distinction of any of such Loan over any other thereof, except as expressly provided in or pursuant to this Resolution.

Section 14. The Authority hereby appoints Orrick, Herrington & Sutcliffe LLP to serve as Note Counsel and Special Counsel to the Authority.

Section 15. Each Authorized Representative of the Authority is authorized to take such action and to approve, execute or deliver for and on behalf of the Authority such other and additional documents including, but not limited to a tax certificate and agreement, an Internal Revenue Service Information Report (Form 8038), a reimbursement and credit agreement, an initial credit facility, an intercreditor agreement, a tender agent agreement, a remarketing agreement, a written certification and "identification" of an interest rate swap within the meaning of Treasury Regulations Section 1.148-4(h)(2) at the request of the Borrower in a timely manner, and any documents necessary to obtain credit enhancement or liquidity support for the Loan, if applicable, all as may be necessary in the opinion of Orrick, Herrington & Sutcliffe LLP, as Note Counsel and Special Counsel to the Authority, for the closing of the issuance and sale of the Loan. The Authorized Representatives are further authorized to carry out the transactions contemplated by the documents defined in the Financing Documents and as authorized and approved in this Resolution, and to execute and deliver the Purchase Agreement, the Financing Documents, the Loan, the Tax Certificate and Agreement and all other documents hereby authorized, to the respective parties entitled thereto.

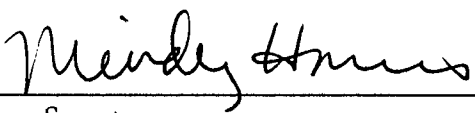
Section 16. The Authority hereby authorizes the Authorized Representative to designate the Loan as a "qualified tax-exempt" obligation pursuant to Section 265(b)(3) of the Internal Revenue Code of 1986 if the Authorized Representative reasonably anticipates that the Authority (and all subordinate entities, if any) will not issue more than \$10,000,000 of tax-exempt obligations during calendar year 2007.

ADOPTED and effective this 17th day of May 2007.

**THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

By 
Ted Wheeler, Chair

ATTEST:

By 
Secretary

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

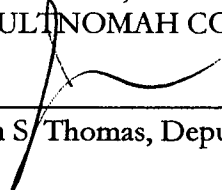
By 
John S. Thomas, Deputy County Attorney

EXHIBIT A

LETTER OF INTENT

between

THE HOSPITAL FACILITIES AUTHORITY OF
MULTNOMAH COUNTY, OREGON

and

PACIFIC MIRABELLA PORTLAND, LLC

THIS LETTER OF INTENT is between THE HOSPITAL FACILITIES AUTHORITY OF MULTNOMAH COUNTY, OREGON, a public authority of the State of Oregon (the "Authority"), and PACIFIC MIRABELLA PORTLAND, LLC ("PMP" or the "Borrower"), an Oregon limited liability company whose sole member is Pacific Retirement Services, Inc., a nonprofit corporation organized and existing under the laws of the State of Oregon and an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 ("PRS").

1. **Preliminary Statement.** Among the matters of mutual inducement, which have resulted in the execution of this Letter of Intent are the following:

a. The Authority is a public authority, authorized and empowered by ORS 441.525 to 441.595 (the "Act") to issue revenue bonds, notes or a loan for the purposes specified therein, including providing funds to nonprofit corporations sufficient to improve, extend, maintain, equip and furnish hospital facilities and adult congregate care facilities under the Act, upon such terms and conditions as the Authority may deem advisable.

b. The Authority proposes to issue a tax-exempt loan, bonds or bond anticipation notes, in one or more series (collectively, the "Loan"). The proceeds of the Loan will be used to make a loan to the Borrower to finance and/or refinance the costs of the following projects (collectively, the "Project"): (1) the acquisition by the Borrower of unimproved real property described as Block 6, Waterfront South, a plat recorded in Plat Book 1261, Pages 1 through 4, of the Multnomah County Plat Records, in the County of Multnomah, State of Oregon, from Oregon Health and Science University; (2) certain design, planning, architectural, engineering, organizational and predevelopment costs; and (3) certain costs relating to the issuance of the Loan.

The total estimated costs of the Project to be financed with the proceeds of the Loan will be in an aggregate principal amount not to exceed \$10,000,000.

EXHIBIT A

c. The Authority deems it necessary and advisable that it take such action as may be required under the Act to authorize and issue the Loan to finance all or a portion of the costs of the Project in a total amount not to exceed \$10,000,000.

d. The Authority finds that the issuance of the Loan to finance the costs of the Project, and the loaning of the proceeds thereof to the Borrower constitutes a valid public purpose.

e. All references in this Letter of Intent to the Authority shall be deemed to include where appropriate its elected and appointed officials, employees and agents.

2. **Undertakings on the Part of the Authority.** Subject to (a) the conditions stated herein and (b) the preparation and approval of the various financing documents and review and approval by Note Counsel, the Authority agrees and represents as follows:

a. The Authority will, upon satisfaction by the Borrower of all conditions stated herein and all other conditions imposed on the Borrower by the Authority prior to issuance of the Loan, authorize and cause the issuance of its Loan to be payable solely from revenues of the Borrower to the Authority pursuant to a loan agreement or other financing agreement or documents (collectively, the "Financing Documents"), between the Borrower, the Authority and one or more commercial banks or investment banks as Lender, which Loan will be in an aggregate principal amount not to exceed \$10,000,000.

b. The Authority will adopt such proceedings and authorize the execution of such documents as may be necessary and advisable for the authorization, issuance, sale and delivery of the Loan, and loan the proceeds of the Loan to the Borrower to finance the Project, all as authorized by law and as mutually satisfactory to the Borrower and the Authority.

c. The amounts payable to the Authority under the Financing Documents will be sufficient to pay the principal of and the interest on, and redemption premium, if any, of the Loan as and when the same become due and payable.

d. The Authority has appointed Orrick, Herrington & Sutcliffe LLP as Note Counsel and special counsel to the Authority (collectively, "Note Counsel") to supervise the proceedings and to approve the legality of the Loan, the tax-exempt status of the Loan and to conduct due diligence with respect to the Borrower and to assist in the review of any official statement or other offering document (collectively, the "Offering Document"), if any, for the Loan.

e. Neither the Loan nor the interest thereon shall be an obligation of the Authority, Multnomah County, Oregon (the "County") or the State of Oregon, or the personal obligations of the elected or appointed officials, employees or agents of the Authority, the County or

EXHIBIT A

the State of Oregon within the meaning of any constitutional or statutory provisions whatsoever, but shall be payable solely from revenues or assets provided or arranged by the Borrower. The Loan shall not be a general obligation of the Authority or its elected or appointed officials, employees or agents nor a pledge of the faith and credit of the Authority or its elected or appointed officials, employees or agents nor a debt or pledge of the faith and credit of the County or the State of Oregon. The Authority has no taxing authority.

f. No presently existing assets of the Authority or the County shall be given to secure the Loan, and the Loan shall be repayable out of, and only out of, revenues or assets provided or arranged by the Borrower.

3. **Undertakings on the Part of the Borrower.** Subject to the conditions above stated, the Borrower agrees as follows:

a. If the Loan financing herein contemplated is available, it is the intent of the Borrower to cause the Project to be completed.

b. The Borrower will cooperate with the Authority for the approval of all of the terms and conditions of the issuance of the Loan and in the sale of the Loan in an aggregate principal amount not to exceed \$10,000,000 to be used to finance the Project.

c. At the time of closing of the Loan, the Borrower will pay to the Authority, from Loan proceeds or other available Borrower funds, an issuer's fee equal to one dollar (\$1.00) per one thousand dollars (\$1,000) of the principal amount of the Loan, in an aggregate amount not to exceed \$50,000 but not less than \$10,000, and the Borrower will pay from Loan proceeds or other available Borrower funds, to Note Counsel, fees based on the time incurred with respect to the Loan and the Project based on its standard hourly rates plus its out-of-pocket expenses.

d. At the time of closing of the Loan, the Borrower will deliver the executed Financing Documents with the Authority, under which terms the Borrower will agree to pay the Authority loan payments sufficient in the aggregate to pay the principal of and interest on, and redemption premium, if any, of the Loan as and when the same shall become due and payable. The Authority, at its option, may require the Loan to be secured by a letter of credit, reserve fund or bond insurance acceptable in form and substance to the Authority.

e. In addition to the indemnification and hold harmless obligations of the Borrower under Section 5(a) hereof, the Financing Documents shall contain provisions in which the Borrower shall indemnify and hold the Authority and the County and their elected or appointed

EXHIBIT A

officials, employees and agents harmless from all liabilities incurred in connection with the Project or the sale, issuance, marketing or administration of the Loan.

f. The Borrower will cause Borrower's counsel to provide the Authority with a legal opinion substantially the same in form and substance as the legal opinion provided by Borrower's counsel to the lender with respect to the Loan.

g. The Financing Documents shall also contain such other provisions as may be required or permitted by law and as are mutually acceptable to the parties.

h. In accordance with the provisions of Rule 15c2-12 promulgated by the Securities and Exchange Commission, the Borrower, as an "Obligated Person" within the meaning of the Rule, agrees to execute and deliver a Continuing Disclosure Certificate, if necessary, in a form satisfactory to the Authority and Note Counsel and agrees to provide information as specified in the Continuing Disclosure Certificate on an annual basis and will undertake to provide in a timely manner notices of a material event, as defined in the Continuing Disclosure Certificate, with respect to the Loan.

i. In addition to the indemnification and hold harmless obligations of the Borrower under Section 5(a) hereof, the Borrower shall indemnify and save the Authority and the County, their appointed or elected officials, employees or agents harmless against and from all claims by or on behalf of any person, firm, corporation or other legal entity arising from any fees or costs incurred by the Authority or the County in responding to any Internal Revenue Service audit, Securities and Exchange Commission inquiry or any other federal, state or regulatory action or proceeding with respect to the Loan or the Project. The Borrower agrees to enter into an Agreement Relating to IRS Audits with the Authority as required by the Financing Documents. The Authority may employ, at the Borrower's expense, any counsel (internal or otherwise) or experts required in responding to any audit, inquiry, regulatory action or proceeding with respect to the Loan or the Project.

j. The Borrower will take such further action and adopt such further proceedings as may be required to implement these understandings.

4. General Provisions.

a. Except as provided in Section 4(b) and Section 5(a) hereof or as otherwise provided herein, all obligations arising under this Letter of Intent are conditioned upon the parties agreeing to mutually acceptable terms, for the sale of the Loan and mutually acceptable terms and

EXHIBIT A

conditions for the contracts and agreements contemplated herein; provided, however, that the Authority shall not participate in or be responsible for the marketing of the Loan.

b. Notwithstanding anything to the contrary stated herein, the Borrower will pay, or cause to be paid, whether the Loan is actually issued or not, any fees and expenses incurred in connection with the issuance, sale and on-going administration of the Loan, including without limitation, the reasonable fees and expenses of Note Counsel, the Authority's financial advisor, if any, and a paying agent or registrar, if necessary. In addition, the Borrower shall pay the out-of-pocket costs of Note Counsel, the Authority's financial advisor, if any, and County staff. The Borrower will also pay the cost and fees of its counsel, lender's fees and any other costs incurred in connection with the Project or the Loan.

c. The Borrower shall obtain, at its expense, all necessary governmental approvals and opinions of Note Counsel to ensure the legality and tax-exempt status of the Loan. In addition, the Borrower shall make no use of the Loan proceeds so as to cause the Loan to be classified as arbitrage "bonds" as that term is defined in the Internal Revenue Code of 1986, as amended, and the regulations promulgated thereunder (the "Code") or cease to be "qualified 501(c)(3) bonds" as that term is defined in Section 145 of the Code.

d. The Borrower agrees to execute and deliver the Continuing Disclosure Certificate, if necessary, as required by Section 3h. hereof.

5. Miscellaneous Provisions.

a. The Borrower shall and hereby agrees to indemnify and save the Authority and the County, their appointed or elected officials, employees or agents harmless against and from all claims by or on behalf of any person, firm, corporation or other legal entity arising from the execution of this Letter of Intent and any and all other actions to be taken by the Authority or the County relating to the Project or the issuance of the Loan for so long as the Loan remains outstanding, including, without limitation, the conduct or management of, or from any work or thing done related to the Project, including without limitation, (i) any condition related to the Project, (ii) any breach or default on the part of the Borrower in the performance of any of its obligations under this Letter of Intent, (iii) any act or negligence of the Borrower or of any of its agents, contractors, servants, employees or licensees, (iv) any act or negligence of any assignee or lessee of the Borrower, or of any agents, contractors, servants, employees or licensees of any assignee or lessee of the Borrower, (v) any omission or misstatements of any material fact in any Offering Document or any other liability arising from the sale, issuance, marketing or administration

EXHIBIT A

of the Loan, or (vi) any Internal Revenue Service audit or proceeding or any Securities and Exchange Commission investigation proceeding or any inquiry or any other federal, state or local regulatory action, investigation or proceeding. The Borrower shall indemnify and save the Authority and the County and their elected or appointed officials, employees or agents harmless from any such claim arising as aforesaid, or in connection with any action or proceeding or costs or fees incurred in any action or proceedings brought thereon whether at trial, on appeal, in bankruptcy proceedings or otherwise, and upon notice from the Authority or its elected or appointed officials, employees or agents, the Borrower shall defend them or either of them in any such action or proceeding at the Borrower's expense.

Notwithstanding the fact that is the intention of the parties hereto that the Authority and the County and their elected or appointed officials, employees or agents shall not incur any pecuniary liability by reason of the terms of this Letter of Intent or the undertakings required of the Authority or the County or their elected or appointed officials, employees or agents hereunder, by reason of the issuance of the Loan or by reason of the execution of any Financing Documents relating thereto, or by reason of the performance of any act requested by the Authority or the County, its elected or appointed officials, employees or agents or by the Borrower, including all claims, liabilities or losses arising in connection with the violation of any statutes or regulation pertaining to the foregoing; nevertheless, if the Authority or the County or its elected or appointed officials, employees or agents should incur any such pecuniary liability, then in such event the Borrower shall indemnify and hold the Authority and the County and their elected or appointed officials, employees or agents harmless against all claims, demands or causes of action whatsoever, by or on behalf of any person, firm or corporation or other legal entity arising out of the same or out of any Offering Document or lack of Offering Document, if any, in connection with the sale or resale of the Loan and all costs, fees and expenses, including without limitation, legal fees and expenses whether incurred at trial, on appeal, in bankruptcy proceedings or otherwise incurred in connection with any such claim or in connection with any action or proceeding brought thereon, and upon notice from the Authority or its elected or appointed officials, employees or agents, the Borrower shall defend the Authority and its elected or appointed officials, employees or agents in any such action or proceeding.

Notwithstanding anything to the contrary contained herein, the Borrower shall have no liability to indemnify the Authority or the County, or its elected or appointed officials, employees or agents, against claims or damages resulting from the Authority's or the County or their elected or appointed officials, employees or agents own gross negligence or willful misconduct.

EXHIBIT A

In the event any claim is made against the Authority or the County, their elected or appointed officials, employees or agents (collectively, the "Indemnified Parties") for which indemnification may be sought from the Borrower under the foregoing provisions, the Indemnified Parties shall promptly give written notice thereof to the Borrower; provided that any failure to give or delay in giving such written notice shall not relieve the Borrower's indemnification obligations as set forth above except to the extent such failure or delay prejudices the Borrower's ability to defend or settle such claim. Upon receipt of such notice, the Borrower shall assume the defense thereof in all respects and may settle such claim in such manner as it deems appropriate so long as there is no liability, cost or expense to the Indemnified Party.

b. If Loan proceeds are not sufficient to complete the Project, the Borrower agrees to pay, or cause to be paid, the deficiency.

c. The Authority and the Borrower have caused this Letter of Intent to be authorized by their respective governing body or board of directors, and executed by their duly authorized officers as of the 17th day of May 2007.

**THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

PACIFIC MIRABELLA PORTLAND, LLC

By: _____
Authorized Representative

By: _____
Authorized Representative



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-5
Est. Start Time: 10:20 AM
Date Submitted: 05/03/07

Agenda Title: RESOLUTION Adopting Amended and Restated Rules and Bylaws of the Hospital Facilities Authority of Multnomah County

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Date Requested: May 17, 2007 Time Requested: 5 minutes
Department: Dept of County Management Division: Finance & Risk Management
Contact(s): Mindy Harris
Phone: 503 988-3786 Ext. 83786 I/O Address: 503 / 531
Presenter(s): Mindy Harris

General Information

1. What action are you requesting from the Board?

Adopt the proposed amendments to the bylaws of the Hospital Facilities Authority Board (HFA), changing the composition of the HFA Board from the current configuration of five members who also serve as the Board of County Commissioners of the County. The proposed Board composition would be five members, one of whom is the Chair of the Board of County Commissioners, another who is the Chief Financial Officer and three others who are citizen/volunteers.

2. Please provide sufficient background information for the Board and the public to understand this issue.

The proposed change will increase citizen participation in government. In addition, the change will relieve the County from specific governmental accounting and reporting requirements.

3. Explain the fiscal impact (current year and ongoing).

There is no fiscal impact as a result of this change.

4. Explain any legal and/or policy issues involved.

The change complies with ORS 441.535(2)(c) defining the requirements of the HFA Board.

5. Explain any citizen and/or other government participation that has or will take place.

Three citizen/volunteers will be appointed to serve on the HFA Board along with the Chair of the

Board of County Commissioners, who will serve as Chair of the HFA, and the County's Chief Financial Officer, who will serve as Assistant Secretary.

Required Signatures

**Department/
Agency Director:**

Carol M. Ford

Date: 05/09/07

NOTICE PURSUANT TO

**ARTICLE V., SECTION 1. OF THE
AMENDED AND RESTATED RULES AND BYLAWS
OF THE HOSPITAL FACILITIES AUTHORITY OF
MULTNOMAH COUNTY, OREGON**

Board of Directors
The Hospital Facilities Authority
of Multnomah County, Oregon

Re: Amendment to Amended and Restated Rules and Bylaws of
The Hospital Facilities Authority of Multnomah County, Oregon

This notice is delivered to you pursuant to Article V., Section 1. "Amendments to Bylaws" of the Amended and Restated Rules and Bylaws (the "Bylaws") of The Hospital Facilities Authority of Multnomah County, Oregon (the "Authority").

Article II., Section 1. of the Bylaws of the Authority is being amended to provide that the Board of Directors of the Authority be comprised of members of the public and one member of the Board of County Commissioners of Multnomah County, Oregon for unlimited terms of four years each.

Article II., Section 5. of the Bylaws is being amended to clarify who the Assistant Secretary of the Authority is.

Article II., Section 7. of the Bylaws is being amended to provide that the Board of County Commissioners of Multnomah County, Oregon appoints members to the Board of Directors of the Authority to fill any vacancies.

Article III., Section 1. of the Bylaws is being amended to clarify that there is one annual meeting of the Authority.

Article IV., Section 1. of the Bylaws is being amended to clarify the fee for each borrowing, and Section 2. of the Bylaws is being amended to change "Director" to "Assistant Secretary."

Article V., Section 1. of the Bylaws is being amended to clarify there is a 5 business day requirement for notice to Authority Board members for changes to the Bylaws and to specify the effective date of the new Bylaws.

DATED May 3, 2007.

**THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

BOGSTAD Deborah L

From: HARRIS Mindy L
Sent: Tuesday, May 15, 2007 4:34 PM
To: WHEELER Ted; ROJO DE STEFFEY Maria; COGEN Jeff; NAITO Lisa H; ROBERTS Lonnie J
Cc: WILLER Barbara; LASHUA Matthew; MADRIGAL Marissa D; LIEUALLEN Matt; WEST Kristen; BOGSTAD Deborah L
Subject: Public notice requirement - Hospital Authority

Attached is a notice that is required to be sent to all board members 24 hours prior to your meeting in the capacity of the Hospital Facilities Authority of Multnomah County. You will have two items on this week's board agenda, related to business of the Hospital Authority. A separate notice of the meeting of the Hospital Authority has been published in the Oregonian as required. Please let me know if you have any questions about this notice or about the business that will be before you on Thursday.

Thanks,
Mindy Harris

5/15/2007

**CALL FOR ANNUAL MEETING AND SPECIAL MEETING OF
THE HOSPITAL FACILITIES AUTHORITY OF
MULTNOMAH COUNTY, OREGON**

As Chair of The Hospital Facilities Authority of Multnomah County, Oregon (the "Authority"), I hereby call an Annual Meeting and Special Meeting of the Authority to be held at 9:30 a.m. on Thursday, May 17, 2007 at the Multnomah Building, Commissioners' Hearing Room, 501 S.E. Hawthorne, Portland, Oregon 97214.

The Authority will (1) consider a Resolution authorizing issuance of a tax-exempt loan, bonds or bond anticipation notes, in one or more series, in an aggregate principal amount not to exceed \$10,000,000 for Pacific Mirabella Portland, LLC; (2) consider a resolution amending and restating their bylaws; and (3) conduct such other business as may come before the Authority.

Ted Wheeler, Chair

**The Hospital Facilities Authority of
Multnomah County, Oregon**

DATED May 14, 2007.

**BEFORE THE HOSPITAL FACILITIES AUTHORITY OF
MULTNOMAH COUNTY, OREGON**

RESOLUTION NO. _____

Adopting Amended and Restated Rules and Bylaws of The Hospital Facilities Authority of Multnomah County.

The Board of Directors of The Hospital Facilities Authority of Multnomah County, Oregon finds:

- a. The Hospital Facilities Authority of Multnomah County, Oregon ("Authority"), has been established by Resolution No. 98-197 adopted by the Board of County Commissioners on December 3, 1998.
- b. On December 3, 1998, the Board of Directors (the "Board") of the Authority adopted Resolution No. 98-1 which set forth the rules and bylaws of the Authority.
- c. On April 20, 2006, the Board of the Authority adopted Resolution No. 06-1 to provide for the amendment and restatement of Resolution No. 98-1.
- d. Currently the Board of the Authority is the same as the Board of County Commissioners. Pursuant to Oregon Revised Statutes Section 441.535(2)(c), only one member of the Board of County Commissioners is required to serve on the Board of the Authority.
- e. The Board of the Authority desires to change the composition of the Board of the Authority to allow members of the public to serve on the Board of the Authority in addition to one member of the Board of County Commissioners.
- f. The Board of the Authority now determines it is necessary to further amend and restate the rules and bylaws of the Authority, and the effective date of these changes to the Amended and Restated Rules and Bylaws of the Authority shall be June 30, 2007.

The Authority Resolves:

The following Amended Rules and Bylaws are adopted as the Bylaws of the Authority.

**AMENDED AND RESTATED RULES AND BYLAWS OF
THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

**ARTICLE I.
NAME - OFFICE**

Section 1.

Name of Authority. The name of the Authority shall be The Hospital Facilities Authority of Multnomah County, Oregon in accordance with Resolution No. 98 - 197 of the Board of

Commissioners of Multnomah County, Oregon adopted pursuant to ORS 441.525 to 441.595, as amended from time to time (the "Act").

Section 2.

Office of Authority. The offices of the Authority shall be at such place in the City of Portland, Oregon as the Authority from time to time may designate.

ARTICLE II. OFFICERS

Section 1.

Officers. The Authority shall be managed and controlled by a board of directors composed of five members appointed by the Board of County Commissioners of Multnomah County, Oregon for unlimited terms of four years each. One member of the Board of County Commissioners of Multnomah County, Oregon shall serve on the Authority Board as Chair of the Authority. The other officers of the Authority shall be a Vice Chair and a Secretary and shall be elected by a majority vote of the directors present at the meeting at which the election shall be held.

Section 2.

The Chair. The Chair shall preside at all meetings of the Authority. The Chair shall sign all contracts, deeds, bonds, notes and other instruments made by the Authority except as otherwise authorized by resolution of the Authority.

Section 3.

The Vice Chair. The Vice Chair shall perform duties of the Chair in the absence or incapacity of the Chair and in any case the resignation or death of the Chair, the Vice Chair shall perform such duties as are imposed on the Chair until such time as a new Chair of the Authority is elected.

Section 4.

Secretary. The Secretary shall keep or cause to be kept the minutes and the official records of the Authority, attest signatures of the Authority, certify copies of Authority documents and perform such other duties required of a Secretary.

Section 5.

Assistant Secretary. The Chief Financial Officer of Multnomah County, Oregon or the deputy or designee thereof shall serve as Assistant Secretary, and he or she shall keep the minutes and official records of the Authority and may certify documents and perform other duties delegated by the Secretary. The Assistant Secretary shall be responsible for the fiscal administration of all funds of the Authority, shall act as signer of checks drawn upon the accounts of the Authority and shall be responsible for the fiscal accounts of the Authority.

Section 6.

Additional Duties. The officers of the Authority shall perform such other duties and functions as may from time to time be required by the Authority or the bylaws or rules and regulations of the Authority.

Section 7.

Vacancies. Any vacancy on the Board shall be filled by appointment made by the Board of County Commissioners of Multnomah County, Oregon.

Section 8.

Additional Personnel. The Authority may from time to time employ such personnel as it deems necessary to exercise its powers, duties and functions as prescribed by the laws of the State of Oregon applicable thereto. The creation and compensation of positions shall be determined by the Authority.

ARTICLE III. MEETINGS

Section 1.

Annual Meetings. The annual meeting of the Authority shall be held not later than the third week in June of each year.

Section 2.

Regular Meetings. Regular meetings may be held with official notice at such time and place as may from time to time be determined by resolution of the Authority. In the event a day of regular meeting shall be a legal holiday, the meeting shall be held on the next succeeding business day.

Section 3.

Special Meetings. Special meetings may be called at the discretion of the Chair. The call for a special meeting of the Authority shall be for the purpose of transacting any business designated in the call. The call for a special meeting shall be delivered or mailed to each directors of the Authority and shall be given at least twenty-four (24) hours prior to the date of such special meeting. Provided, however, the call may be waived by written unanimous consent of all directors of the Authority. Except as provided in the preceding sentence, at such special meeting no business shall be considered other than as designated in the call, but if all of the directors of the Authority are present at a special meeting, any and all business may be transacted at such special meeting upon unanimous consent of all directors of the Authority.

Section 4.

Quorum. A majority of the directors shall constitute a quorum for the purposes of conducting its business and exercising its powers and for all other purposes, but a smaller

number may adjourn from time to time until a quorum is obtained. Action may be taken by the Authority upon a vote of a majority of those directors present and voting.

Section 5.

Order of Business. At the regular meeting of the Authority, the following shall be the order of business:

Roll Call
Approval of Minutes
Report of Chair Resolutions
Other Business Adjournment

All adopted resolutions shall be in writing and shall be incorporated into the minutes. Failure to follow the order of business shall not invalidate the issuance of any bonds or other obligations of the Authority.

Section 6.

Manner of Voting. Voting on all matters coming before the Authority shall be by voice, except the presiding officer may request a call of the roll, and if a roll call vote shall be taken the ayes, nays and name of any directors who have disqualified themselves, shall be entered upon the minute book.

Section 7.

Robert's Rules. All rules of order not herein provided for shall be determined in accordance with "Robert's Rules of Order."

ARTICLE IV. FEES AND MANNER OF BOND OFFERING

Section 1.

Fees and Expenses. The Authority shall charge fees for each of its revenue bonds as determined by the board of directors from time to time; provided, however, the fee for each borrowing shall equal one dollar (\$1.00) per thousand dollars (\$1,000) of the principal amount of the revenue bonds, but not less than \$10,000 and not greater than \$50,000. In addition, the borrower shall be required to pay the fees and charges of the Authority's bond counsel and special counsel and for any time incurred by Multnomah County's finance or legal staff.

Section 2.

Manner of Bond Offering. Revenue bonds of the Authority shall be sold to the public or privately placed in a manner satisfactory to the Assistant Secretary.

**ARTICLE V.
AMENDMENTS**

Section 1.

Amendments to Bylaws. The bylaws of the Authority shall be amended only with the approval of the directors of the Authority at a duly convened meeting, but no such amendment shall be adopted unless at least five (5) business days' written notice thereof has been previously given to all of directors of the Authority. Such notice shall identify the section or sections of the bylaws proposed to be amended. Provided, however, such notice may be waived by written unanimous consent in writing of all directors of the Authority.

Effective Date of Amended Bylaws. These Bylaws, as amended, shall not become effective until June 30, 2007. The existing Bylaws shall remain in full force and effect until that date.

Adopted by The Hospital Facilities Authority of Multnomah County, Oregon this 17th day of May, 2007.

**THE HOSPITAL FACILITIES AUTHORITY
OF MULTNOMAH COUNTY, OREGON**

By _____
Chair

ATTEST:

By _____
Secretary

REVIEWED:

**AGNES SOWLE, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON**

By _____
Agnes Sowle, County Counsel



MULTNOMAH COUNTY

AGENDA PLACEMENT REQUEST (short form)

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-7
Est. Start Time: 10:25 AM
Date Submitted: 05/03/07

Agenda Title: **RESOLUTION Authorizing Election to Cover County Volunteers Under Workers Compensation Law and Repealing the Workers Compensation Coverage Election Resolution Adopted May 29, 1985**

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: 05/17/07 Amount of Time Needed: 15 min,
Department: DCM Division: Finance/Risk
Contact(s): Marc Anderson, Michelle Cross
Phone: 988-5822, 988-5190 Ext. 85822, 85190 I/O Address: 503/4
Presenter(s): Marc Anderson, Michelle Cross

General Information

1. What action are you requesting from the Board?

Resolution rescinded and new one established addressing wage replacement benefits for volunteers covered by Multnomah County's workers' compensation program.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

The May 29, 1985 resolution allowed an option of calculating wage replacement benefits. The benefits paid have to equal the employer workers' compensation payroll premium assessment assumed wage. Premium assessments are calculated based on Oregon minimum wage.

3. Explain the fiscal impact (current year and ongoing).

No fiscal change for premium assessments.

4. Explain any legal and/or policy issues involved.

Premium assessments and wage replacement are calculated using a single assumed wage. Removing the language that allowed options enables Multnomah County to continue with current practice for premium assessment calculations and comply with the disability benefit administration

requirements in a cost effective and consistent manner. ORS 646.001-656.794 addresses premium assessments for volunteers and OAR 436-060-0025 (5)(i) states the wage replacement administrative requirements for time loss

5. Explain any citizen and/or other government participation that has or will take place.

NA

Required Signature

**Elected Official or
Department/
Agency Director:**

Carol M. Ford

Date: 05/03/07

Multnomah County
Elects to cover
Volunteer Workers
Under
Oregon Workers' Compensation Law

On May 29, 1985 a resolution was signed by then Presiding Officer Earl Blumenauer that states Multnomah County elects to cover all volunteers under the Oregon Workers' Compensation Law. This resolution is not numbered. (Copy attached)

Multnomah County has been operating under the premise of volunteer coverage since this resolution was adopted. Payroll and workers' compensation staff works with department volunteer coordinators to submit hours worked for payroll premium assessments as required by ORS 656.001-656.794. It has been discovered that the 1985 resolution was not submitted to the Workers' Compensation Division (WCD) as required by ORS 656.031.

The resolution dated May 29, 1985 states Multnomah County will pay volunteers a reasonable and fair wage or the equivalent of actual wages lost in the event of a disabling injury. This statement when reviewed by the WCD, would assume that all subject volunteers submit hourly wages to Multnomah County for calculation of premium assessment. This is not the case. Payroll receives hours worked from approximately 600 volunteers a quarter and uses the Oregon minimum wage to calculate the payroll premium assessment. Oregon Administrative Rule regarding wage replacement states the wages received has to been calculated based on the assumed wages reported for premium assessment. OAR 436-06-0025(5)(i) details this requirement.

In a letter dated April 13, 2007 the WCD stated that it is willing to retroactively accept Multnomah County's application packet for approval. They have requested a copy of the May 29, 1985 resolution. The wage replacement option addressed in the resolution could be challenged. This could temporarily suspend workers' compensation coverage or even possibly result in a denial of coverage for volunteers.

Volunteer coverage is a critical component for maintaining participation at Multnomah County's higher risk facilities. A new resolution identifying and correcting the language in the May 29, 1985 resolution is appropriate for continued regulatory compliance and WCD approval of volunteer coverage.

BEFORE THE BOARD OF COUNTY COMMISSIONERS

MULTNOMAH COUNTY, OREGON

In the Matter of the Election to)
Cover County Volunteers under the)
Workers Compensation Law.)

R E S O L U T I O N

WHEREAS, Multnomah County relies upon the services of volunteers in a variety of capacities; and

WHEREAS, it is in the best interest of those volunteers and of the County that the volunteers be adequately insured against financial loss which could result from an injury sustained while performing their volunteer duties; and

WHEREAS, state statute provides that a county may elect to cover volunteers under the Workers Compensation Law,

NOW, THEREFORE BE IT RESOLVED THAT Multnomah County elects to have its volunteers deemed "subject workers" for purposes of Oregon Revised Statutes 656.001 to 656.794 (the Workers Compensation Law) and Multnomah County Code 2.60.115 to 2.60.150 (Risk Management Program); and

BE IT FURTHER RESOLVED that an application shall be filed with the County's Workers Compensation Director, such application and all subsequent filings and procedures to comply with the state Workers Compensation Law, and

BE IT FURTHER RESOLVED that the assumed wage rates to be established for the volunteers shall be equal to their actual wage rate, if employed, or at a fair and reasonable level if unemployed.

DATED this 29th day of May 1985.

(SEAL)

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

By Carl Blumenauer
Presiding Officer

A1/L/may/10

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. _____

Authorizing Election to Cover County Volunteers Under Workers Compensation Law and Repealing
Workers Compensation Coverage Election Resolution Adopted on May 29, 1985

The Multnomah County Board of Commissioners Finds:

- a. Multnomah County relies upon the services of volunteers in a variety of capacities.
- b. It is in the best interest of the volunteers and the County to adequately insure volunteers against financial loss that could result from an injury sustained while performing volunteer duties.
- c. On May 29, 1985, the County elected to cover its volunteers under ORS 656.001 to 656.794 (workers compensation law) and MCC §§ 7.100 to 7.104 (Risk Management Program).
- d. It is necessary to update and clarify this election with respect to the assumed wage rates.

The Multnomah County Board of Commissioners Resolves:

1. Multnomah County elects to have its volunteers deemed "subject workers" for purposes of workers compensation law and MCC §§ 7.100 to 7.104.
2. The assumed wage rates for volunteers is equal to the Oregon Minimum Wage.
3. This resolution supersedes and repeals the workers compensation coverage election resolution adopted on May 29, 1985.

ADOPTED this 17th day of May 2007.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Ted Wheeler, Chair

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By _____
David N. Blankfeld, Assistant County Attorney

SUBMITTED BY:
Carol Ford, Director, Department of County Management

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 07-103

Authorizing Election to Cover County Volunteers Under Workers Compensation Law and Repealing Workers Compensation Coverage Election Resolution Adopted on May 29, 1985

The Multnomah County Board of Commissioners Finds:

- a. Multnomah County relies upon the services of volunteers in a variety of capacities.
- b. It is in the best interest of the volunteers and the County to adequately insure volunteers against financial loss that could result from an injury sustained while performing volunteer duties.
- c. On May 29, 1985, the County elected to cover its volunteers under ORS 656.001 to 656.794 (workers compensation law) and MCC §§ 7.100 to 7.104 (Risk Management Program).
- d. It is necessary to update and clarify this election with respect to the assumed wage rates.

The Multnomah County Board of Commissioners Resolves:

1. Multnomah County elects to have its volunteers deemed "subject workers" for purposes of workers compensation law and MCC §§ 7.100 to 7.104.
2. The assumed wage rates for volunteers is equal to the Oregon Minimum Wage.
3. This resolution supersedes and repeals the workers compensation coverage election resolution adopted on May 29, 1985.

ADOPTED this 17th day of May 2007.



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON


Ted Wheeler, Chair

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By 
David N. Blankfeld, Assistant County Attorney

SUBMITTED BY:
Carol Ford, Director, Department of County Management



MULTNOMAH COUNTY

AGENDA PLACEMENT REQUEST (long form)

APPROVED : MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # R-8 DATE 05/13/07
DEBORAH L. BOGSTAD, BOARD CLERK

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-8
Est. Start Time: 10:45 AM
Date Submitted: 05/03/07

BUDGET MODIFICATION: NOND - 05

**Budget Modification NOND-05 Appropriating Revenues to Manage the Youth
Agenda Innovation for Education Project and the Child Care and Development Fund
Title: Project**

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date:	<u>May 17, 2007</u>	Amount of Time Needed:	<u>5 minutes</u>
Department:	<u>Non-Departmental</u>	Division:	<u>CCFC</u>
Contact(s):	<u>Wendy Lebow</u>		
Phone:	<u>503-988-6981</u>	Ext.	<u>86981</u>
	I/O Address:		<u>167/200</u>
Presenter(s):	<u>Joshua Todd/ Debra Ayo</u>		

General Information

1. What action are you requesting from the Board?

The Commission on Children, Families, and Community (CCFC) recommends approval of Bud Mod NOND-05, to accept funds from 1) Portland Public Schools to manage the Youth Innovation For Education project (a youth media and education project) and 2) State of Oregon to manage the federal Child Care Development Fund (to improve child care quality).

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

This is the fourth and final year of the Youth Innovation For Education (YIFE) grant-funded project. The YIFE aims to engage young people in school reform and civic life by training them in two action pathways: youth-generated media and service-learning. YIFE members are trained to create video and radio media pieces which they can use to influence decision-makers and build community support for youth priorities. Additionally, YIFE trains youth on a teaching pedagogy called service-learning which strives to connect classroom learning with community-based, hands-on experiences that address a community need.

The Child Care Development Fund (CCDF) is ongoing federal dollars. The CCDF funds are contracted to local Commissions on Children and Families through the State Commission on Children and Families. The funds may be used for a range of child care systems improvements. Locally, we use these funds for training, technical assistance, child care networks, child care workforce professional development (through the Director Credentialing training), and the Quality Initiative project. All of these efforts result in improved child care centers and home providers, which improves the quality of child care, which in turn leads to the children's improved readiness for kindergarten.

3. Explain the fiscal impact (current year and ongoing).

The YIFE grant, administered by the Service-Learning Partnership of the Academy for Educational Development, is funded by the W.K. Kellogg Foundation and provides \$101,000 over two years to Portland Public Schools. Through an Intergovernmental Agreement, funds are transferred to the CCFC for staffing the youth board, coordinating the overall project, as well as board expenses, and incidentals. If approved, this Budget Modification will add \$54,000 to the current estimated grant amount. When budgets were created last year, PPS and the Service-Learning Partnership were still negotiating the grant award and we did not have the grant award amount. This Budget Modification remedies our conservative estimate and brings the amount in line with our actual award.

In addition, approval of this Budget Modification will add \$46,289 of CCDF funding to the CCFC budget. We budgeted \$267,991 and we were allocated \$314,280 from the State for FY07. This is the difference of \$46,289. We are allocated a 2-year budget by the State. At the time we prepared the budget for FY07 (which is the second half of the biennium) we expected to use the full amount of the dollars for FY06. Since the dollars were not, in fact, entirely used, the State automatically allocates the remainder to the second half of the biennium, with the expectation that the funding will be expended by the end of the biennium (6/30/07).

4. Explain any legal and/or policy issues involved.

None

5. Explain any citizen and/or other government participation that has or will take place.

The YIFE grant includes Portland Public Schools, KBOO Community Radio. We have engaged between 40-50 young people throughout the life of this grant on a youth board of directors.

The group who works most closely on utilization of the CCDF funds are the Early Childhood Council and its subcommittee, the Child Care Committee. Approximately 20 people participate on these committees. About one-quarter are of committee members are citizens, and the remainder are early childhood professionals working in government or non-profit entities. Representation includes the City of Portland, Multnomah County, Mt. Hood Community College and the State of Oregon.

ATTACHMENT A

Budget Modification

If the request is a **Budget Modification**, please answer all of the following in detail:

- **What revenue is being changed and why?**

IGA with Portland Public Schools increased by \$54,000. Child Care & Development Fund allocation from state increased \$46,289 to reflect carry-over from previous year.

- **What budgets are increased/decreased?**

The CCFC's budgets for youth development and for child care quality will increase. CCDF funds are passed through to contractors including the Child Care Resource and Referral of Multnomah County the Quality Initiative project, among others.

- **What do the changes accomplish?**

For YIFE, it will increase the ability of CCFC to engage youth people and bring the views and perspectives of youth to elected officials. For CCDF, it will provide tools to improve child care quality with training, materials, and system-level improvements.

- **Do any personnel actions result from this budget modification? Explain.**

A current, temporary employee staffing the YIFE project will be able to maintain employment through the end of this fiscal year when the project, and the temporary position, ends.

No personnel actions result from CCDF funds.

- **How will the county indirect, central finance and human resources and departmental overhead costs be covered?**

Direct and indirect charges are covered by the YIFE grant.

Direct and indirect charges are covered by the CCDF funds.

- **Is the revenue one-time-only in nature? Will the function be ongoing? What plans are in place to identify a sufficient ongoing funding stream?**

The YIFE grant was intended as a four-year grant funded project. We are completing that grant phase and have identified organizations interested in continuing the work of the YIFE grant in the community.

The CCDF funding is on-going funding unless changed by the State Legislature.

- **If a grant, what period does the grant cover?**

The YIFE grant runs through June 30th, 2007.

- **If a grant, when the grant expires, what are funding plans?**

YIFE grant expires in June, at which point community partners will take on the work and funding of the work as their organizations see fit.

<p><i>NOTE: If a Budget Modification or a Contingency Request attach a Budget Modification Expense & Revenues Worksheet and/or a Budget Modification Personnel Worksheet.</i></p>

ATTACHMENT B

BUDGET MODIFICATION: NOND - 05

Required Signatures

**Elected Official or
Department/
Agency Director:**

Wendy Lebn

Date: 05/03/07

/jt

Budget Analyst:

Debraha

Date: 05/03/07

Department HR:

Date:

Countywide HR:

Date:

Budget Modification ID: **Nond 05****EXPENDITURES & REVENUES**

Please show an increase in revenue as a negative value and a decrease as a positive value for consistency with MERLIN.

Budget/Fiscal Year: 2007

Line No.	Fund Center	Fund Code	Func. Area	Accounting Unit			Cost Element	Current Amount	Revised Amount	Change Increase/ (Decrease)	Subtotal	Description
				Internal Order	Cost Center	WBS Element						
1	10-50	32132	40			CCFC.YOUTH.32132	50210	(28,408)	(83,547)	(55,139)		Increase Kellogg Grant
2	10-50	32132	40			CCFC.YOUTH.32132	60000	15,534	35,534	20,000		Permanent
3	10-50	32132	40			CCFC.YOUTH.32132	60100	20,200	35,200	15,000		Temporary
4	10-50	32132	40			CCFC.YOUTH.32132	60130	4,935	11,289	6,354		Salary Related Expense
5	10-50	32132	40			CCFC.YOUTH.32132	60135	1,681	2,930	1,249		Non Base Fringe
6	10-50	32132	40			CCFC.YOUTH.32132	60140	3,951	9,039	5,088		Insurance Benefits
7	10-50	32132	40			CCFC.YOUTH.32132	60145	619	1,079	460		Non Base Insurance
9	10-50	32132	40			CCFC.YOUTH.32132	60240	0	5,849	5,849		Supplies
10	10-50	32132	40			CCFC.YOUTH.32132	60350	895	2,034	1,139	0	Indirect Expenditure
11									0			
12	10-50	23470	40			CCFC.SCHOOL. 23470	60000	32,994	12,994	(20,000)		Permanent
13	10-50	23470	40			CCFC.SCHOOL. 23470	60130	10,689	4,335	(6,354)		Salary Related Expense
14	10-50	23470	40			CCFC.SCHOOL. 23470	60140	8,682	3,594	(5,088)		Insurance Benefits
15	10-50	23470	40			CCFC.SCHOOL. 23470	60170	0	31,442	31,442	0	Professional Services
16									0			
17	10-50	21100	40			CCFC.EC.21100	50190	(267,991)	(314,280)	(46,289)		Increase Grant Revenue
18	10-50	21100	40			CCFC.EC.21100	60170	265,286	310,515	45,229		Prof Services
19	10-50	21100	40			CCFC.EC.21100	60350	0	1,060	1,060	0	Indirect @ 2.29%
20									0			
21	19	1000	20		9500001000		50320		(2,199)	(2,199)		Indirect revenue to GF
22	19	1000	20		9500001000		60470		2,199	2,199		Increase Contingency
23									0			
24	72-10	3500	0020		705210		50316		(460)	(460)		Insurance Service Reimb.
25	72-10	3500	0020		705210		60330		460	460		Insurance Service Reimb.
26									0			
27									0			
28									0			
29									0			
										0	0	Total - Page 1
										0	0	GRAND TOTAL



MULTNOMAH COUNTY

AGENDA PLACEMENT REQUEST (long form)

APPROVED: MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # R-9 DATE 05/17/07
DEBORAH L. BOGSTAD, BOARD CLERK

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-9
Est. Start Time: 10:50 AM
Date Submitted: 04/28/07

BUDGET MODIFICATION: HD - 19

Agenda Title: Budget Modification HD-19 Appropriating \$24,984 Grant Funding from the Northwest Health Foundation

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 Amount of Time Needed: 5 minutes
Department: Health Division: Community Health, Promotion, Partnerships and Planning (CHP3)
Contact(s): Wendy Lear, Business Services Manager
Phone: 503-988-3674 Ext. 27574 I/O Address: 167/2/210
Presenter(s): Sonia Manhas, Program Supervisor and Consuelo Saragoza, CHP3 Director

General Information

1. What action are you requesting from the Board?

Approval and appropriation of \$24,984 in funding for the Health Department's participation in the Healthy Eating Active Living Coalition Project to implement a physical activity and nutrition promotion program at Clarendon Elementary School in North Portland.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

The grant will help support the Clarendon Healthy Eating Active Living Coalition, convened by the Health Department's Chronic Disease Prevention Program. The Coalition will lead a number of activities to identify factors that contribute to overweight and obesity among students and families served by Clarendon Elementary School and the action steps needed to make the healthy choice the easy choice. The funds will be used to hire a part-time bilingual community organizer who will serve as a critical link between the school and the community and bring together community members to define needs, identify assets, and develop action steps to promote healthy eating and physical activity. The funds will also be used to hire a part-time intern, whose responsibilities are yet to be determined by the Coalition. However, the intern's duties are likely to involve community

outreach and engagement, specifically with the African-American community. Key partners in the project include: Portland State University, Portland Parks & Recreation, Portland Public Schools, Latino Alliance, Multnomah County Health Department, families, children, and parents living in North Portland's Portsmouth Neighborhood.

This grant is new in FY07 and was not part of the FY07 Program Offer process. Funds have been awarded for the period 9/1/2006 through 8/31/2010. FY08 Program Offer #40038 includes the \$24,984 FY08 Northwest Health Foundation Grant budget.

3. Explain the fiscal impact (current year and ongoing).

This bud mod increases the Health Department's Fed/State FY07 budget by \$24,984: Temporary Personnel = \$19,704; Professional Services = \$1,400; Supplies = \$2,036; Indirect Costs = \$1,844. Future Fiscal years will be impacted because the grant project period continues through 8/31/10 at approximately \$24,984 per grant budget period.

4. Explain any legal and/or policy issues involved.

The grant will help our coalition to develop policy strategies to promote healthy eating and physical activity, so we could potentially impact policies such as school nutrition policies, transportation and community design policy, etc.

5. Explain any citizen and/or other government participation that has or will take place.

The grant is a coalition building grant. The core of the work is community participation from schools, parks and recreation, parents in the neighborhood, local businesses, etc.

ATTACHMENT A

Budget Modification

If the request is a **Budget Modification**, please answer **all** of the following in detail:

- **What revenue is being changed and why?**

The Health Department's FY07 Fed/State revenue will increase by \$24,984 as a result of a contract between Northwest Health Foundation and Multnomah County Health Department.

- **What budgets are increased/decreased?**

The Health Department's Community Health Promotion, Partnerships and Planning (CHP3) will increase by \$24,984. : Temporary Personnel = \$19,704; Professional Services = \$1,400; Supplies = \$2,036; Indirect Costs = \$1,844.

- **What do the changes accomplish?**

The changes will result in the implementation of a physical activity and nutrition promotion program at Clarendon Elementary School in North Portland.

- **Do any personnel actions result from this budget modification? Explain.**

Temporary employees (Community Organizer, Student Intern) will be hired under this grant.

- **How will the county indirect, central finance and human resources and departmental overhead costs be covered?**

All indirect will be covered by new revenue.

- **Is the revenue one-time-only in nature? Will the function be ongoing? What plans are in place to identify a sufficient ongoing funding stream?**

The Health Department has received a four year grant from the Northwest Health Foundation. This is our first grant from the Foundation's APPAN (Alliance for Promoting Physical Activity and Nutrition) Grant Program.

- **If a grant, what period does the grant cover?**

The project period is 9/1/06 – 8/31/10. The first budget period is 9/1/06 – 8/31/07: FY07 = 9/1/06 – 6/30/07; FY08 = is 7/01/07 – 8/31/07.

- **If a grant, when the grant expires, what are funding plans?**

We will seek other grant opportunities to continue the program beyond the grant period.

<p><i>NOTE: If a Budget Modification or a Contingency Request attach a Budget Modification Expense & Revenues Worksheet and/or a Budget Modification Personnel Worksheet.</i></p>

ATTACHMENT B

BUDGET MODIFICATION: HD - 19

Required Signatures

**Elected Official or
Department/
Agency Director:**

Lillian Shirley

KJ
Date: 04-20-07

Budget Analyst:

Debraha

Date: 04/20/07

Department HR:

Patricia Heller

Date: 04/16/07

Countywide HR:

Date:

Budget Modification ID: **HD-07-19****EXPENDITURES & REVENUES**

Please show an increase in revenue as a negative value and a decrease as a positive value for consistency with MERLIN.

Budget/Fiscal Year: 2007

Line No.	Fund Center	Fund Code	Func. Area	Accounting Unit			Cost Element	Current Amount	Revised Amount	Change Increase/ (Decrease)	Subtotal	Description
				Internal Order	Cost Center	WBS Element						
1	40-16	32224	30			4CA90-01-1	50210	0	(24,984)	(24,984)		NWHF Grant #11030
2	40-16	32224	30			4CA90-01-1	60100	0	17,548	17,548		Temp: Community Organizer, Student Intern
3	40-16	32224	30			4CA90-01-1	60135	0	1,454	1,454		Non-base fringe
4	40-16	32224	30			4CA90-01-1	60145	0	702	702		Non-base insurance
5	40-16	32224	30			4CA90-01-1	60170	0	1,400	1,400		Stipends, interpretation, childcare, transportation
6	40-16	32224	30			4CA90-01-1	60240	0	2,036	2,036		Office supplies, educational materials, food for community meetings
7	40-16	32224	30			4CA90-01-1	60350	0	569	569		Central Indirect @ 2.46%
8	40-16	32224	30			4CA90-01-1	60355	0	1,275	1,275		Departmental Indirect @ 5.51%
9												
10	19	1000	20		9500001000		50310	0	(569)	(569)		Indirect reimbursement revenue in GF
11	19	1000	20		9500001000		60470	0	569	569		CGF Contingency expenditure
12												
13	40-90	1000	30		409050		50370	0	(1,275)	(1,275)		Indirect Dept reimbursement revenue in GF
14	40-90	1000	30		409001		60000	0	1,275	1,275		Off setting Dept expenditure in GF
15												
16	72-10	3500	20		705210		50316	0	(702)	(702)		Insurance Revenue
17	72-10	3500	20		705210		60330	0	702	702		Offsetting expenditure
18									0			
19									0			
20									0			
21									0			
22									0			
23									0			
24									0			
25									0			
26									0			
27									0			
28									0			
29									0			
										0	0	Total - Page 1
										0	0	GRAND TOTAL



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

APPROVED : MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # R-10 DATE 05/17/07
DEBORAH L. BOGSTAD, BOARD CLERK

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-10
Est. Start Time: 10:55 AM
Date Submitted: 05/03/07

**NOTICE OF INTENT to Apply for Grant Funding through the Health
Resources and Services Administration's Ryan White Part A Minority AIDS
Initiative**

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 Amount of Time Needed: 5 minutes
Department: Health Department Division: Community Health Services
HIV Prevention Programs
Contact(s): Nicole Hermanns
Phone: 503-988-3663 Ext. 26561 I/O Address: 160/9
Presenter(s): Loreen Nichols, John Motter, Nicole Hermanns

General Information

1. What action are you requesting from the Board?

Authorize the Director of the Health Department to apply for grant funding up to \$150,000 a year for three years through the Health Resources and Services Administration's Ryan White Part A Minority AIDS Initiative (MAI). The Health Department recommends that this request be approved.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

As of 12/31/05, 3,952 persons were living with HIV in the Portland Transitional Grant Area (TGA). The TGA, a status designated by the federal Health Resources and Services Administration, is a six-county area that includes Multnomah, Washington, Clackamas, Columbia, Yamhill and Clark counties. (The Ryan White Treatment Modernization Act of 2006 has new language. The grant's service area is no longer referred to as an Eligible Metropolitan Area but is now a Transitional Grant Area or TGA. Ryan White funding was previously divided into Titles; now it is divided into Parts; what was the Title I program is now Part A.)

The Health Department has administered this Ryan White Program since 1995. The federal government provides Part A funds to metropolitan areas that have been the most severely affected

by the HIV epidemic. These funds help to enhance access to a comprehensive continuum of high quality, community-based care for low-income individuals and families with HIV disease.

Historically, MAI funds have been part of the larger Part A grant program; however this year, HRSA is required to award the MAI funds through a separate competitive grant application. MAI funds support activities that develop or enhance access to high quality community-based HIV/AIDS primary care services and improve health outcomes for low-income minority individuals and families. MAI activities will be integrated with the larger TGA Ryan White Part A program.

Priority services for 2007/2008 include:

- Outpatient Medical Care
- Health Insurance
- Case Management
- Dental Care
- Mental Health Therapy
- Substance Abuse Treatment
- Housing Assistance and Housing Related Services
- Psychosocial Support
- Food/Home Delivered Meals

This grant will be directly related to Program Offer 40011 – STD/HIV/Hep C Community Prevention Program, and Program Offer 40012 Services for Persons Living with HIV, and will support the goal of Program Offer 40045 – Reducing Racial and Ethnic Disparities with data generated from the project. **Funds associated with this grant cannot supplant County funding requested in these program offers. Funds will be used to enhance the proposed program offers.**

3. Explain the fiscal impact (current year and ongoing).

Multnomah County Health Department will request up to \$150,000 a year, for three years, from HRSA for the period ending July 31, 2010.

4. Explain any legal and/or policy issues involved.

No legal or policy issues are involved.

5. Explain any citizen and/or other government participation that has or will take place.

Citizen stakeholders are represented on the MCHD's Community Health Council, the HIV Planning Council and the HIV Health Services Center's Client Advisory Board.

ATTACHMENT A

Grant Application/Notice of Intent

If the request is a Grant Application or Notice of Intent, please answer all of the following in detail:

- **Who is the granting agency?**

Health Resources and Services Administration (HRSA)

- **Specify grant (matching, reporting and other) requirements and goals.**

This grant will cover a three year time period, from August 1, 2007 until July 31, 2010, with a grant request of up to \$150,000 a year, totaling up to \$450,000. This grant does not require a match. Regular program and fiscal status reports and a performance review are required.

Goals of Grant as Stated in the Funding Announcement:

The Minority AIDS Initiative (MAI), first established in FY 1999, was codified by the Congress under Title XXVI of the Public Health Service Act by the Ryan White HIV/AIDS Treatment Modernization Act of 2006. The MAI includes competitive grants for eligible metropolitan areas (EMAs) and transitional grant areas (TGAs) funded under Part A of the Ryan White Program for the purpose of improving "...HIV-related health outcomes to reduce existing racial and ethnic health disparities". MAI funds provide direct financial assistance to assist Part A grantees in developing or enhancing access to high quality, community-based HIV/AIDS care services and improving health outcomes for low-income minority individuals and families.

- **Explain grant funding detail – is this a one time only or long term commitment?**

This grant will cover a three year time period, ending July 31, 2010, with a grant request of up to \$150,000 a year, totaling up to \$450,000.

- **What are the estimated filing timelines?**

The grant application is due May 29, 2007.

- **If a grant, what period does the grant cover?**

July 2007 through July 2010.

- **When the grant expires, what are funding plans?**

We will apply for the next cycle of Part A MAI funds.

- **How will the county indirect, central finance and human resources and departmental overhead costs be covered?**

The grant will pay the county indirect and other overhead costs for all on-site expenditures. The grant does not cover the county indirect costs on the pass-through funds to contractors delivering health and support services because of grant limitations on administrative costs. County general funds have been budgeted for the indirect costs not covered under the federally mandated 10% administration and planning cap.

ATTACHMENT B

Required Signatures

Department/
Agency Director:

Lillian Shirley

KJ
Date: 05-03-07

Budget Analyst:

Debra

Date: 05/03/07



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST (short form)

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-11
Est. Start Time: 11:00 AM
Date Submitted: 05/08/07

Agenda Title: Briefing on Support to Crime Victims

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 – 11:00 AM time certain Amount of Time Needed: 1 hour
Department: Non-Departmental Division: LPSCC
Contact(s): Judy Shiprack
Phone: 503-988-5894 Ext. 85894 I/O Address: 503/600
Presenter(s): Commissioner Lisa Naito, District Attorney Michael Schrunk, Bob Robison, Steve Siegel and Helen O'Brien

General Information

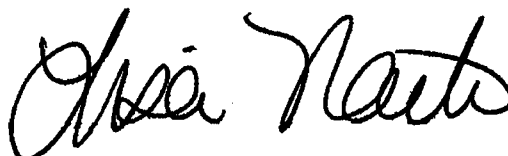
1. What action are you requesting from the Board?
Informational briefing only.
2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.
The purpose of the briefing is to describe current victims' services, and to suggest program improvements that would enhance the service level.
3. Explain the fiscal impact (current year and ongoing).
None proposed
4. Explain any legal and/or policy issues involved.
Multnomah County's leadership in Public Safety programs generally is spreading to our treatment, and our proposed progress in treatment, of victims' needs. Steve Siegel, a national authority on Victims Services, is making his second visit to Multnomah County to assist with this effort.

5. Explain any citizen and/or other government participation that has or will take place.

A planning process to improve Victims Services has been underway since the February 22, 2006 Summit to Build a Community of Support for Crime Victims.

Required Signature

**Elected Official or
Department/
Agency Director:**



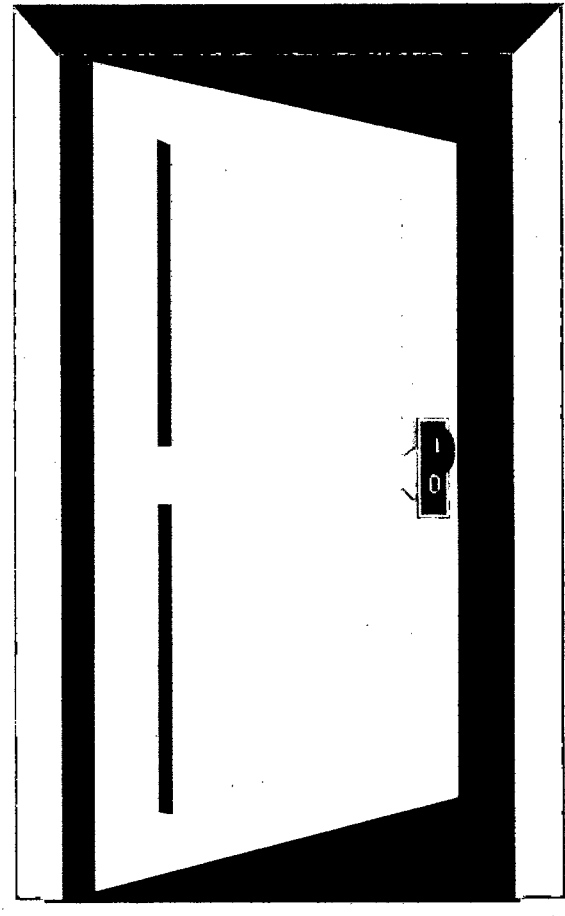
Date: 05/08/07

Building a Community Support for Crime Victims

Presented by:
Steve Siegel
Denver District Attorney's Office
720/913-9022 srs@denverda.org

No Wrong Door for victims of crime

- Appreciation of Diversity
- Creative Collaboration
- Victim-centered Services
- Self Care in order to Care for Others





Interagency Protocols and Guidelines

- Response protocols
 - Domestic violence
 - Sexual assault
 - Child sexual abuse
 - Child forensic interviews
 - Victimization of elderly & disabled
- Code of ethics / ethical communication
- Conflict resolution
- Victim advisory council
- Vicarious trauma
- ASL Interpreters
- Technology

Technology

- ProviderNet
- Online Resource Directory
- Online Training Center
- Case Management System

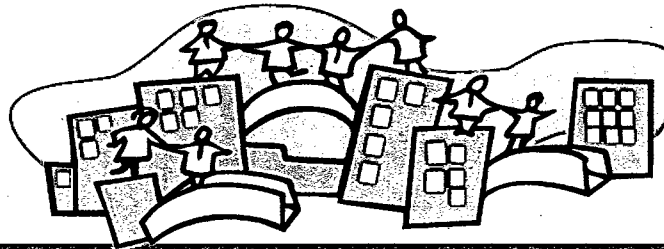


Case Management

- Full spectrum of services; needs defined by client; solution oriented; asset based
- Common intake, assessment process
- Reduced intake replication
- Shared information among agencies
- Tracking of services and confirmation that victims have received them
- Statistics and grant reports

Community Advocates

- Building community-driven services
- Bringing communities to the criminal justice table
- Muslim community
- Deaf/hard of hearing community
- Curtis Park neighborhood



Training

● Curricula

- Law school
- Seminary
- Law enforcement
- Online prosecutor training

● Cross Training

- On-site tours
- Agency mission
- Agency values
- Opportunity to build relationships

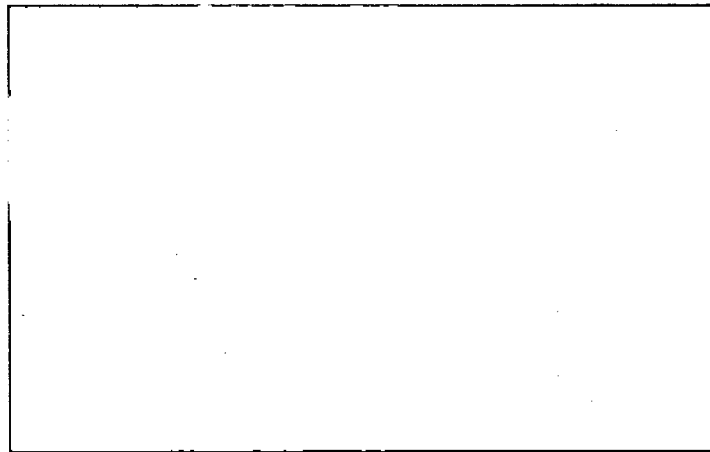


Victim Advisory Council

- Victim/survivors involved in planning and policy
- Ongoing focus group - testing assumptions
- Representation on steering committee and VS2000 teams

Collaboration

- Exchanging information
- Altering activities
- Sharing resources
- Enhancing capacity of another



Collaboration Cannot Succeed Without...

1. A shared vision
2. Commitment
3. Representation at the “table”
4. Decision making power
5. Structure
6. Resources
7. Trust

VS2000 Denver

- Community Readiness
 - 60% - strong focus on collaboration pre-VS2000
 - 85% previously participated in a collaboration
- Changes in collaboration
 - 79%- VS2000 effective in building a mission supported by all members
- Changes in the community
 - 86% - new or improved networks and relationships
 - 76% - organizations work together more effectively

Adaptation of VS2000 Model

- Miami, FL
 - The Office of the Chairman of the County Commissioners and the Office of the County Manager have tasked staff to develop a Program that includes full time staff to implement a network of victim services modeled on Denver VS2000, but customized for the Miami Dade County environment.
 - Purchased a Building for a Comprehensive Crime Victims Center (to be replicated in four sites throughout the county)
 - Raise awareness and acceptance of different cultures and traditions
 - Provide case management/assessment for victims

Adaptation of VS2000 Model

- Madison, WI
 - Established a committee to work in resource directory
 - Conducting cross training events
 - Have created relationships with faith community and human services agencies
 - Created a community advocate position to work with victims who are undocumented
 - “The training has revolutionized the way we do things-it was an impetus to do the necessary work”



We are better together

Than we are apart.

Questions????

Building a Community of Support for Victims of Crime



Does Multnomah County
have a coordinated system
of support for victims of
crime?

Some Current Assets for Victim Support





Sexual Assault Response Team

- Gresham and Portland Police
- District Attorneys Office
- Portland Women's Crisis Line
- El Programa Hispano
- OHSU and other Hospitals
- Psychological Service Center
- Community Justice
- Office of Neighborhood Involvement

Family and Domestic Violence

- Family Violence Coordinating Council
- District Attorneys Office
- Domestic Violence Enhanced Response Team – MCSO, GPD, PPB, DCJ
- PPB Domestic Violence Reduction Unit
- Family Law Office at Courthouse – Restraining Orders
- Shelters and other programs i.e.. Raphael House, VOA, Bradley Angle House, etc



Child Abuse – Multidisciplinary Team

- Gresham, Portland, Troutdale, Fairview Police Departments, Multnomah County Sheriff's Office
- District Attorneys Office
- DHS
- CARES NW (Emanuel)
- Health Department
- Multnomah Education Service District (MESD)
- County Mental Health Services
- Dept. of Community Justice




Adult Abuse Steering Committee

- Aging and Disabilities Services Division
- Developmental Disabilities Services Division
- Mental Health Addiction Services Division
- District Attorneys Office
- Portland Police Bureau
- Gresham Police Department
- Multnomah County Sheriff's Office
- Parole and Probation
- Elders in Action



Some Culturally Specific Support Programs

- El Programa Hispano
- Russian Oregon Social Services (ROSS)
- Native American Youth and Family Center
- Immigrant and Community Organization – Asian Family Center (IRCO)
- South Asian Women's Empowerment and Resource Alliance (SAWERA)
- Healing Roots Center



Some Support and Advocacy Groups

- DA Office Victims Assistance Program
- Parents of Murdered Children
- PPB Crisis Response Team
- US Attorney's Office/FBI
- Crime Victims United
- Crime Victims for Community Safety
- National Crime Victim Law Institute

Some Support and Advocacy Groups (cont.)

- Trauma Intervention Program
- ONI Crime Prevention Staff
- Portland Women's Crisis Line
- Community Justice
- End Disability Abuse Now (EDAN)
- DOJ – CVAS
- Shelters and other programs i.e.. Raphael House, VOA, Bradley Angle House, etc

Is there more we can do to strengthen
this community of support?



Our First Step

toward a coordinated
system of support



Needs Assessments

- 2002 Oregon Crime Victims' Needs Assessment

Oregon Department of Justice and PSU
Regional Research Institute

- Multnomah County Needs Assessment Survey

LPSCC and DCJ, August 2005



Needs Assessments

- There is more demand for victim support than resources available
- Financial Impact on low-income people
- Financial Fraud, including embezzlement and ID Theft, Burglary, Assault
- Underserved Groups



Victim Service Summit

February, 2006

Representatives from almost all groups
who work with victims

Purpose:

- To compare what we would like to have to what we now have.
- To identify what we can realistically do with current and diminishing resources.



Summit Follow-Up Recommendations

1. An Ongoing Steering Committee –
DA's Office taking the lead
2. Central Service Center or
“No Wrong Door” Strategy
3. Training and staff development
4. Communication and Networking

Summit Follow Through

- List Serve for sharing information – PSU
 - Workshop with I & R Groups
 - Victims Rights Training
 - This briefing and workshop
 - Inter-agency cross-training
- DA Office – Non-Profits & DA Office - DCJ

LESSONS & OPPORTUNITIES



2002

OREGON CRIME VICTIMS' NEEDS ASSESSMENT

Executive Summary

Prepared for the Crime Victims' Assistance Section of
the Oregon Department of Justice by the
Regional Research Institute of
Portland State University.

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

Needs assessment

On behalf of the Crime Victims' Assistance Section of the Oregon Department of Justice, Portland State University's Regional Research Institute for Human Services conducted an 18-month (July 2001-December 2002) needs assessment of the current state of crime victims' services and victims' needs in Oregon. The primary objectives of the needs assessment were to identify:

- Gaps in the current service delivery system, including agency linkages
- Range and quality of services
- Barriers to accessing services, particularly among underserved populations
- How well Crime Victims' Rights are implemented
- Model national and local programs

Data collection components included in this comprehensive assessment of Oregon crime victims' needs were:

- In-depth telephone interviews with 100 service providers that primarily serve victims of crime
- Mailed surveys from 206 other agencies that serve crime victims or refer victims of crime to other service providers
- Telephone interviews with 42 key informants who have specialized knowledge of underserved populations
- Mailed surveys from 434 victims of interpersonal crime or elder fraud
- Six focus groups with 51 crime victims from underserved populations
- Three public meetings with 38 community participants

This report is a compilation of the findings gathered from a broad range of knowledgeable and insightful people in Oregon. The findings are organized within this report in sections based on content areas of the data. Recommendations for policy makers, service providers and advocates for victims based on these findings are organized by overarching themes that cross the data content areas. This Executive Summary represents highlights of the findings and recommendations presented in more detail throughout the report.



Idea:

Special prosecution units where prosecutors are allowed to build rapport with victims by remaining with the case from intake to sentencing.

"What I needed most at that time was someone to believe me, because nobody did. I didn't know what my options were." Juvenile victim of crime

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

Oregon crime

Oregon, with a total population of 3,471,700, has seen crime increase by 1.5% in 2001 when compared to 2000, according to the Law Enforcement Data Service (LEDS). Total reported crimes increased in half of Oregon's 36 counties. Crimes Against Persons decreased 6.1% from 2000 to 2001. Of the individual crimes, large relative increases were observed for willful homicide (40.3%, from 67 to 94 reports) and negligent homicide (116.7%, from 6 to 13 reports), while forcible rape, other sex offenses, kidnapping, robbery, aggravated assault and simple assault showed decreases (down 3.2% to 13.5%).

The total number of arrests for 2001 was 169,147, a decrease of 1.8% from 2000. Arrests of adults decreased 1%; juvenile arrests were down 4.6% for the same time period. Frequently, such a pattern is seen nationally when reduced budgets have negatively impacted workload and staffing.

Victims' services

Victims' Assistance Programs (VAPs) can be found in 36 counties and five cities in Oregon. Victims' assistance services are primarily provided through district attorneys' offices; however, some VAPs are found in law enforcement agencies, juvenile departments and nonprofit organizations. Victims who report their crimes and cooperate with prosecutors can apply for Crime Victims' Compensation through the Crime Victims' Assistance Section (CVAS) of the Oregon Department of Justice. Service providers access a variety of state and federal grants to assist victims and their families.

In addition to the prosecutor-based VAPs, there are many other service providers who assist, advocate for and serve crime victims, such as approximately 49 domestic violence providers statewide. Some of the other types of providers to which victims go for help include mental health professionals, law enforcement officers, sexual assault teams, medical professionals, culturally specific human service agencies, child abuse assessment and advocacy centers and homeless shelters.

"The biggest barrier is culture. This population doesn't know the system. They don't believe the system is for them, it is for the more "mainstream" Americans." Key informant representing Asian victims of crime

Fact:

The risk of being physically or sexually assaulted for adults with developmental disabilities is likely four to 10 times as high as it is for other adults. (Sobsey, D. 1994. *Violence and Abuse in the Lives of People with Disabilities*. Baltimore, MD.)

EXECUTIVE SUMMARY

Overview of victims' services

Unmet service needs

Three-quarters of the victims who responded to this survey said they received the services they needed. However, it's likely that the majority of victims who completed the questionnaire had reported their crimes to law enforcement, which triggers victim access to services. In addition to a crime not being reported, providers and key informants who work with victims noted that victim needs were not being met for a variety of reasons, including time limits, limited funding, limited staff, monetary caps, professional attitudes and eligibility criteria. When the team looked at information from all sources — victims, service providers, and key informants — the top unmet victim service needs identified were: financial assistance, criminal justice support and advocacy, emergency housing and shelter, mental health services and legal assistance.

- ✓ Detailed information about this topic can be found in the Needs Assessment Report in the section entitled: *Unmet service needs of crime victims*.

Range and quality of services

Victims have access to a wide range of services. According to the crime victims surveyed, the most frequently used services were help with applying for Crime Victims' Compensation, medical services, mental health services and victim notification regarding case status.

The picture the research team received of service quality was mixed. Victims said mental health providers, medical personnel, victims' assistance staff and law enforcement officers were moderately helpful, although not surprisingly, they gave friends and family the highest "helpfulness" ratings. Both providers and victims said improvements could be made in service accessibility. The respondents identified access problems such as difficulties finding appropriate services, calls that were not returned, and geographic distance from services.



Idea:

Offer victims of domestic violence and sexual assault an online counseling service through a secure Internet server. This is done at the Rape Crisis Center in Bryan, Texas.

*"In our case, we could have used more financial assistance for funeral costs and the debts of the person (my daughter) who was murdered. Help with that process was needed as it was very hard to deal with her creditors and banks."
Co-victim of a homicide*

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

Service providers and victims gave professionals high marks for respect and responsiveness, but there were many written and verbal comments complaining of rudeness, insensitivity, or lack of sympathy from law enforcement officers, district attorneys' offices, judges and/or child welfare staff. In many cases, these experiences caused further trauma for victims. Furthermore, it also was clear from written and verbal comments that many victims perceived the criminal justice system to be unbalanced in favor of offenders.

- ✓ Detailed information about this topic can be found in the Needs Assessment Report in the sections entitled: *Service use and availability*, *Unmet service needs of crime victims* and *System improvements*.

Barriers to accessing services

The majority of service providers and referral agencies (84.9%) and key informants (100%) reported that crime victims experienced barriers to accessing services. According to information from victims, providers and key informants, the most influential barriers to crime victims' services were:

- Lack of information about what is available and how to access it
- Insufficient services
- Language and cultural issues that prevent reporting and/or lead victims to assume the system is not "for them"
- Victim issues, such as fears, attitudes or perceptions about how responsive and helpful the system will be
- Geographic isolation and mobility.

- ✓ Detailed information about this topic can be found in the Needs Assessment Report in the section entitled: *Barriers crime victims encounter*.

"No one offered victim/offender mediation to us at all. It would have made a great difference to myself, my son and his dad to hear some remorse from the offender, who in this case, was my son's cousin." Co-victim of crime

Fact:

In 1997, 67% of the 10,255 victims of hate/bias crimes were victims of crimes against persons. Nearly six of every 10 victims were attacked because of their race. (Federal Bureau of Investigation, Nov. 1998 release, *Crime in the United States, Uniform Crime Reports*, 1997, Washington, D.C.)

EXECUTIVE SUMMARY



Idea:

The Seattle Abused Deaf Women's Advocacy Services provides comprehensive assistance to deaf and deaf-blind victims, who began reporting crimes in record numbers after the organization was founded.

"Facing the criminal and reading my statement, voicing my opinion. It helped me to air out some of my pain." Victim

Underserved populations

Specific populations of crime victims were identified by the CVAS as possibly being underserved: Native Americans, African Americans, Asians, Latinos, new immigrants, non-English-speaking individuals, elderly, persons with disabilities, persons with mental illness, homeless youth, rural and isolated populations, and gay, lesbian, bisexual, and transgendered individuals. Throughout the needs assessment process, the team focused on developing a better understanding of the special circumstances of these groups of people. Data indicated that victims coming from these populations were often underserved, had trouble finding services that met their needs and tended not to report crimes. People from these groups often did not receive the services and compensation they needed to recover from their victimization.

For many reasons, underserved victims believed the system was not for them. According to information gathered from all of the respondents familiar with these underserved populations, their needs included specialized peer advocates, more bi-lingual and culturally sensitive services, outreach and prevention efforts and adequate basic services in rural communities.

- ✓ Detailed information about this topic can be found in the Needs Assessment Report in the section entitled: *Underserved populations of crime victims*.

Crime Victims' Rights

Although many agencies reported providing information to crime victims about their rights, victims were not consistently clear about their rights or were not sure if they were informed. This may be due to victims receiving a lot of information following the crime. In many cases, victims' rights were not enforced. The right to receive prompt restitution was the right most often not enforced, according to victims and providers. A variety of problems within the criminal justice system surfaced as barriers to victims exercising their rights, including no or incorrect information, system failures, judicial issues, offender-related issues and victim-related issues.

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

Many service providers routinely informed victims about Crime Victims' Compensation and assisted victims in submitting compensation applications. The majority of the victims surveyed applied for compensation. Not knowing about Crime Victims' Compensation was the primary reason reported by those who did not apply.

- ✓ Detailed information about this topic can be found in the Needs Assessment Report in the section entitled: *Oregon Crime Victims' Rights*.

Key findings and recommendations by "themes"

Nine categories were chosen to group the key findings and recommendations. These categories represent important themes heard throughout the needs assessment process. They are:

- Consistent and available information
- Immediate and ongoing victim support
- Offender accountability
- System improvements
- Service linkages and partnerships
- Funding
- Financial assistance and compensation
- Laws and policies
- Training

Recommendations came from respondents and from research team members based on information they received throughout the needs assessment process. Recommendations are in no particular order.

"Prosecutors don't understand that in [cases of] violent crimes, victims have [a] constitutional right to be involved in plea negotiations. That is not being done." Key informant representing victims of juvenile offenders and victims of sexual assault



Fact

In almost 90% of the elder abuse and neglect incidents with a known perpetrator, the perpetrator is a family member, and two-thirds of the perpetrators are adult children or spouses.

(The National Center on Elder Abuse, American Public Human Services Association, Sept. 1998. *The National Elder Abuse Incidence Study: Final Report*. Washington, D.C.)

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY



Idea:

The St. Louis Post-Dispatch developed privacy issue guidelines that address key issues such as: publishing names and addresses of crime victims and witnesses; interviewing family members of victims; and taking photographs of victims or survivors.

"Some type of [offender] update would have been comforting. I was really scared. I didn't go to a shelter. I lived in fear." Focus group participant

Consistent and available information

- Findings -

Victims and service providers reported not getting enough information in almost every area, including Crime Victims' Compensation, Crime Victims' Rights, service availability, offender status, court dates and other steps in the criminal justice process. This is clearly a problem that needs attention. The lack of information creates problems in every aspect of the victim response system. In some cases, victims don't have updates on their cases and don't know who to ask. More consistent, available information is needed across the board.

- Recommendations -

- Inform crime victims of their rights as soon as possible, preferably by law enforcement officers and/or victim advocates at the scene of the crime or at the hospital.
- Establish policies to ensure crime victim advocates review pertinent Crime Victims' Rights information at various stages of the victim response process in writing and verbally.
- Review current procedures and improve timeliness of provision of case-related information to victims by the court or through the district attorneys' offices. This information should include dates and times for court hearings, offender status updates, and invitations to participate in court proceedings, victim impact statements, and plea negotiations.
- Provide basic victim service and victims' rights information in utility bills, phone directories, web sites, and other public outlets.
- Have every agency representative who comes into contact with a victim provide that victim with a card or brochure that lists Crime Victims' Rights, benefits, available services, and phone numbers. This information needs to be repeated at each step of the system by police, nonprofit and system-based advocates, juvenile staff, prosecutors, judicial staff, and probation and parole officers.

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

- Set up a statewide 24-hour Victims' Assistance Center where victims can call for referrals and information. Center personnel would follow up to ensure appropriate services are secured.

Immediate and ongoing victim support

- Findings -

The most important change Oregon can make in the area of victim support is to expand and strengthen advocacy. Victims want to be contacted at the scene or at the hospital by a victim advocate. They want more frequent contact by advocates in the first few weeks following the crime and ongoing assistance as needed. Victims want to be fully supported throughout the criminal justice process by an advocate who is respectful and sensitive to their needs. Advocates who speak the language and understand the culture of victims was another victim request.

- Recommendations -

- Offer every victim support through each step of the criminal justice process. Support should include a well-trained personal advocate, timely information, and appropriate referrals and follow-up.
- Station advocates where they can have the most impact, in locations such as homeless youth shelters, community organizations, parole and probation offices, juvenile departments and law enforcement agencies. Depending on the need, advocates could work in multiple locations during the week.
- Provide crime victim advocates with copies of police reports in cases of violent crime and fraud.
- Make victim advocates available to quickly respond to victims of violent crimes, assisting with law enforcement, medical, media, and family members.

"Victims' Assistance was always there to assist us through the ordeal of court and explained many things to us."
Victim



Fact:

Personal crime is estimated to cost \$205 billion annually in medical costs, lost earnings and public program costs related to victim assistance.

(Miller, T., Cohen, M., & Wiersema, B. Feb. 1996. Victim Costs and Consequences: A New Look. Washington, D.C.)

EXECUTIVE SUMMARY



Idea:

Place offenders who are ordered to pay restitution with local businesses for employment. The offenders are paid minimum wage and keep one-third of their earnings. The remaining two-thirds is paid to victims. *Earn-It Program, first created in Quincy, Mass.*

"I wish it [the criminal justice system] could move faster, but mostly I wish other people had the same experience I did. It made a terrible situation more bearable." Victim

Offender accountability

- Findings -

Victims reported feeling re-victimized when offenders were not prosecuted, received plea bargains, or were given lenient sentences. Victims believed the criminal justice system is unfair and favors offender rights over victim rights. Victims asked for harsher penalties for serious crimes, more victim-focused involvement from parole and probation officers, and support for the collection of restitution. Service providers and victim advocates also called for more offender accountability and increased victim participation in the court process.

- Recommendations -

- Assure all victims are asked to participate in plea negotiations.
- Arrest restraining-order offenders in the county in which they violated the order, not only the county where the order was issued.
- Have civil protective orders for rape victims when cases are not prosecuted.
- Have parole and probation officers more involved in victim response and victim notification of offender status.
- Implement a statewide restitution-tracking program.
- Prioritize payment of restitution to victims.

System improvements

- Findings -

Victims and service providers called for better, more coordinated ways to serve and support crime victims. Areas identified as needing the greatest improvement within the criminal justice system included increasing victim focus and streamlining the system. Changes needed for the overall victim response system included increased sensitivity to and support for cultural

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

minorities, coordination of the complex system, improved payment and restitution processes and better data collection and monitoring.

- Recommendations -

- Execute a statewide comprehensive coordinated plan for victim assistance that sets statewide standards for dissemination of Crime Victims' Rights, identifies core services and protocols for VAPs, and outlines expectations for consistent, ongoing communication with victims regarding the criminal justice process.
- Have greater emphasis on timely services, including mental health evaluation and treatment for victims to avoid long waiting lists.
- Provide for more shelters and focus on specific victim needs (elders, teens, sexual minorities, religious minorities, etc.).
- Have intervention and counseling alternatives without activating the criminal justice process.
- Expand the use of technology to better support rural Oregon communities.
- Use technologies such as an automated victim notification system.

Service linkages and partnerships

- Findings -

Agencies and individuals are partnering more often to provide crime victims with a coordinated response. Multidisciplinary teams exist or are being established that focus on crisis response, child abuse, elder abuse, sexual assault, and domestic violence. Protocols are being developed to include medical, law enforcement and service communities. Having law enforcement play a larger role, especially in interagency communication and collaboration, would help. Agencies also want to do a better job linking with programs outside of the criminal justice system. Providing better services to crime victims is the primary goal agencies have for more

"The officer who kept our granddaughter company until we arrived at the police station was very kind, compassionate and reassuring to our granddaughter." Co-victim

Fact

On average, one out of three high school students is, or has been, in an abusive dating relationship, and only four out of 10 of these relationships end when violence and abuse begins. (National Council of Jewish Women, 1993. *Description of Teen Violence Intervention and Prevention Project.*)

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

Idea:



ADT Security Services has begun a nationwide program to donate security systems and emergency electronic necklaces to aid battered women. A woman in danger can squeeze the necklace and a silent signal will be sent to a security operator, who contacts police.

collaboration. They also see the benefits of saving money and cutting costs.

- Recommendations -

- Encourage more communities to form coordinated crisis response teams, such as Child Abuse Teams, Domestic Violence Response Teams, Sexual Assault Response Teams, Child Abuse Assessment Centers, and Elder Abuse Prosecution Units.
- Look at ways to provide services through a consortium of agencies rather than a department, particularly in less-populated areas.
- Consider incentives to encourage collaboration and partnerships that result in better use of funds and improved services.
- Have victim advocates work with community agencies to co-case manage victims from other cultures, victims with disabilities and victims who are mentally ill.

Funding

- Findings -

Agencies rely on a variety of funding sources, utilize many volunteers and employ several outreach methods. Many providers reported expanding, enhancing or otherwise changing their services to better meet the needs of victims over the last two years. Almost two-thirds of the victim service providers reported that their funding had changed in the previous two years, with 31% of the agencies reporting an overall increase in funding, 25% reporting an overall decrease, and 44% reporting fluctuations in funding. However, many communities, especially in rural Oregon, lack basic victim services due to insufficient funding. Victims told us that although services existed in their communities, long waiting lists made it difficult to receive the services when they were needed.

"People don't care about what happens to homeless victims of crime. Kids should be 'cute and fuzzy.' System is more for the 'mainstream' population. Even Legal Aid is not geared towards homeless youth." . Key informant representing homeless youth victims of crime

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

- Recommendations -

- Provide rural Oregon with additional resources for administration, services, shelters and transportation.
- Fund additional crime victim advocate positions, especially for populations of underserved victims of crime.
- Hire "peer advocates" who live in the community and speak the language of the crime victims served.
- Fund positions for rural victim advocates who represent multiple agencies.
- Reduce the number of funding streams for victim services by combining services in one statewide office. Data collection could then be more uniform and grant monitoring could be better coordinated. It would be easier to evaluate programs and projects and reduce overlap.
- Blend, braid or pool funds from various agencies within the same communities, or across county lines, to increase resources for crime victims.

Financial assistance and compensation

- Findings -

Emergency funding is needed for crime-related expenses such as safe, temporary housing, transportation, crime scene clean up, and reimbursement for lost income. This is especially true for low-income victims. Although some of these expenses may be covered by Crime Victims' Compensation, this source of funding is not always available right away. Of the 274 victims responding to a question about compensation, 66% said they didn't apply. The primary reason was not knowing about Crime Victims' Compensation. Eligibility problems (in the cases of financial fraud, for example) and complexity of the process kept other victims from applying.

"We take care of our own in rural areas and a lot of the time we don't know how. We have distance, language, awareness, and cultural barriers."
Key informant representing rural victims of crime

Fact

Persons younger than 25 were the most vulnerable to serious violent crime, regardless of how age patterns were analyzed. They made up almost 50% of all persons suffering a serious violent crime and almost 56% of rape and sexual assault victims. (Perkins, C.A. Sept. 1997. *Age Patterns of Victims of Serious Crimes*. Washington, D.C.)

EXECUTIVE SUMMARY

Idea:



In the Navajo Nation, justice is administered through a peacemaking system in addition to a western legal process. In this system, victims, offenders, and their families are brought together to solve all kinds of problems.

"As a victim, I was seated three feet away from the offender with no searches or metal detectors of any kind. I feared he would try to hurt me."

Victim

- Recommendations -

- Explore ways the system can assist victims of financial fraud, including mental health services and financial counseling.
- Make Crime Victims' Compensation forms more user-friendly.
- Continue to make funds available in the immediate aftermath of the crime, such as with discretionary emergency funds.
- Expand civil legal assistance.
- Shorten the turnaround time for decisions and payments on Crime Victims' Compensation claims by making the process more efficient through technology and additional staff (where needed).

Laws and policies

- Findings -

Victims were frequently critical of the overall criminal justice system and had specific concerns about laws and policies, law enforcement, district attorneys and the courts. Victims, service providers and key informants asked for changes in Oregon law and agency policies that they believed would benefit future victims. They were particularly interested in changes that would prioritize victims' rights, improve notification regarding offender status and court dates, and enhance victim protection.

- Recommendations -

- Put the restraining order process in victim-friendly locations, not courthouses.
- Involve victims in the development of policies, procedures, laws and guidelines.
- Extend the 30-day window banks allow customers to report bank errors.
- Allow homeless youth to receive emergency medical care without the threat of law enforcement notification regarding possible warrants.

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

- Assign lead investigators to fraud cases that have multiple jurisdictions.
- Take social security numbers off of all identification cards (hospital, insurance, etc.).

Training

- Findings -

Comments made by victims said that more training for professionals could improve the overall usefulness of the service system. Specific professional training needs included sensitivity training for law enforcement officers and district attorneys. Training came up repeatedly with individuals who work with crime victims. Most of their comments centered on training for judges, law enforcement officers and district attorneys.

- Recommendations -

- Work with the Bureau of Police Safety, Standards and Training (BPSST) to more fully develop a victim sensitivity and response component to their training program. Ask the Oregon District Attorneys' Association, Oregon Judicial Department, Oregon Nurses' Association, and Oregon Association of Defense Counsel to incorporate a victim sensitivity and response component in yearly trainings.
- Conduct cultural awareness and sensitivity training for each agency's personnel and provide information on how services could be tailored to the needs of special populations.
- Provide cross-training to victim response agencies so they know how each system works, i.e., mental health/criminal justice system; advocates/DHS; parole and probation/domestic violence agencies. Agencies should be aware of the continual need for communication and information-sharing with partners.
- Provide training to emergency room personnel and other medical staff likely to first encounter victims about victim needs, sensitive approaches to victims, and information and referral systems.

"Judges make decisions every day that affect lives and often they have very little education on the subject. If they don't understand the cycle of violence and how abusive men use their kids, they often make poor decisions for vulnerable victims." Service provider

Fact

Approximately 60% to 80% of the nation's correctional population has used drugs at some point in their lives; this is twice the estimated drug use of the total U.S. population. (Office of

National Drug Control Policy, Drug Police Information Clearinghouse, August 1998, *Drug Treatment in the Criminal Justice System*.)

2002 OREGON CRIME VICTIMS' NEEDS ASSESSMENT

EXECUTIVE SUMMARY

Idea:



In Pinellas County, Florida, the state's attorney's office has designated a prosecutor to handle all elder exploitation and neglect cases. The prosecutor visits victims at their residences to conduct and videotape interviews.

- Give advocates, police, prosecutors and judges additional training to learn more about the trauma victims experience and how they can respond with more understanding, empathy, sensitivity and support. Victims treated with compassion and respect can provide better information to investigators.
- ✓ To receive the full 2002 Oregon Crime Victims' Needs Assessment Report, contact the Crime Victims' Assistance Program, Oregon Department of Justice, (503) 378-5348. You can also download a PDF version of the final report from the CVAS website at: www.doj.state.or.us/crimev/index.shtml.

"We need more federal and state funding so that all of the agencies -- nonprofit and county -- can continue to build personnel and material resources. We can only provide a certain level of service with minimal staff. Can't expect volunteers to do it." Key informant representing victims of juvenile offenders and victims of sexual assault



Support for Victims of Crime

Summary of Needs Assessment Survey August, 2005

**Serving
Public
Safety
Agencies in
Multnomah
County**

Overview and Background

This report is a summary of a survey of organizations that work in support of crime victims in Multnomah County. The survey was sponsored by the Public Safety Coordinating Council. Information was collected in June of 2005.

The survey was intended to augment information from the statewide "2002 Oregon Crime Victims' Needs Assessment" conducted by the Oregon Department of Justice.ⁱ The information for Multnomah County was gathered to prepare for a workshop of local agencies that work with crime victims.

Sixty-five organizations or individuals were chosen to focus on for response. Forty-eight groups – or 73% -- responded.ⁱⁱ

The survey questions were open-ended, and did not lead responses into specific categories. Responses were coded into nine categories that were identified in the "2002 Oregon Needs Assessment" as important themes. These themes are listed below, in order of those with the most frequent responses from the Multnomah County survey.

1. Immediate and ongoing victim support – and where service improvements are needed
2. Financial assistance and compensation
3. Service Linkages, partnerships, and new strategies for supporting victims
4. Training and education
5. Improvement in how the criminal justice system works
6. Information for victims about rights, criminal justice processes, compensation, etc.
7. Funding (there were no responses in this category, although several groups commented on the effects of recent budget cuts.)ⁱⁱⁱ
8. Laws and policies (there were no responses in this category)

This report is divided into two parts. The first part summarizes the responses of all groups. The second part describes some common themes that were found among groups that work with victims and survivors of similar crimes. These areas are:

- Domestic and family violence
- Sexual assault
- Elder abuse, vulnerable adults and victimization of people with disabilities
- Children
- Support to cultural subgroups

Part One – Summary of All Responding Groups

The findings from the survey are listed in the order of those with the most frequent number of groups with a similar response. Explanations are provided where needed.

1. Immediate and Ongoing Victim Support

Needs identified independently by several groups:

- **Housing** – 20 groups. Needed support includes temporary shelter, transitional housing, and long term affordable housing
- **Counseling, mental health and addiction services** – 16 groups. This includes services that are able to work with specific cultural groups, as well as improving the quality of mental health care to respond to the trauma of victimization.
- **Culturally sensitive and culturally competent services** -- 15 groups. This is seen as an area in need of improvement by agencies that specialize in working with specific cultures. Many groups that work with all victims also report that they need help working with recent immigrants and people with limited knowledge of English.
- **Childcare** – 8 groups. This is primarily for women who are victims/survivors of domestic violence.
- **Legal services for victims** – 7 groups
- **Health Care** – 7 groups. This includes the need for services for victims without medical insurance.
- **Peer support for victims** -- 6 groups. This need was listed by a diversity of groups that work with victims of domestic violence, Russian immigrants, and survivors of a murder of a loved one.

Needs Identified by One or Two Groups:

- More victim advocates
- Support for children who witnessed domestic violence
- Support for undocumented workers
- Support for sexual minorities (gay, lesbian bi-sexual and trans-gender)
- Support for victims and survivors that is not linked to prosecution of the perpetrator.

2. Financial Assistance, Compensation, and Economic Welfare

Needs Identified Independently by Several Groups

- **Poverty, and the need for general financial support following a crime** – 13 groups. Some responses in this category reflected the increased chance of victimization for low-income people, as well as the hardship that recovery from crime places on low-income people. Other responses focused on the need for direct compensation for the specific cost of the crime.
- **Employment and training** – 9 groups. Responses generally indicated the need for jobs or job skills needed for people who are victims, and the importance of employment for recovery.

Needs Identified by One or Two Groups

- Crime Victims Compensation for victims of property crimes
- Support for single women and women younger than 18 who are victims of domestic violence, since recent reductions in public welfare support.

3. Service Linkages, partnerships, and new strategies

Needs Identified by Several Groups:

- **Co-located “One-Stop” service centers** – 6 groups. This was listed primarily by groups that work with victims of domestic violence or sexual assault.
- **Increasing inter-agency networking, coordination, and cross training** – 6 groups.
- **Providing information to other groups in order to enhance proper or timely referrals** – 5 groups.

4. Training and Public Education – and areas where problems were identified that should be addressed through training

Needs Identified by Several Groups

- **Training to improve police response to victims of specific crimes** – 9 groups. The types of crimes where improvement are seen as needed include: sexual assault, elder abuse and crimes against disabled adults, and working with recent immigrants.

- **Public Awareness about the effects of crime – 6 groups.** Areas where increased public awareness was believed to be needed included homicide, domestic violence, sexual assault, child abuse, or the effects on women who are working in the sex industry.
- **For recent immigrants on the laws and legal system in the United States – 4 groups**

5. Improvement in the How the Criminal Justice System Works

Needs Identified by Several Groups

- **Institutional bias towards blaming victims – 4 groups.** Several responders noted that victims often feel they are held responsible by justice system staff for the crimes committed against them.

Needs Identified by One or Two Groups

- Incentives for participation in prosecution – District Attorney's Office
- Ease the way victims of theft can look for property recovered by the police
- Increase the availability of restorative justice interventions and restorative response to victims of crimes

6. Consistent and available information for victims about rights, criminal justice process, compensation, etc.

Needs Identified by Several Groups

- **Information, help, and support to navigate the criminal justice system --- 4 groups.**
- **Follow-up after police contact and trial – 3 groups.** This included information about crimes as serious as homicide and common as burglary

7. Offender Accountability

There were no areas identified by several groups.

Needs Identified by One Group

- Requirement to pay restitution conditions are not enforced, and collection systems are not coordinated.
- Increased accountability for offenders of domestic violence

Part Two: Survey Responses by Type of Support to Victims

Common themes were identified by several groups that work with victims of specific types of crimes. The needs identified above -- for housing, culturally specific services, counseling, legal services, increased collaboration, etc. -- were reported by each of these clusters of agencies.

Listed below are issues that appear to be unique, more pronounced, or especially noteworthy based on the type of crime.

Domestic Violence (DV)

Eight groups that work with women victims of domestic violence responded to the survey.

- **Housing** – The need for more emergency shelters and transitional housing was cited by all but one of the DV groups. It was noted by one group that emergency shelter for women younger than 18 with children is not available.
- **Culturally specific services** – especially for women who are recent immigrants and need support understanding that the laws pertaining to family violence are different in the US.
- **Support for women without children** – recent changes in the availability of state financial support.
- **Child care, job training, financial assistance** – were listed by the majority of groups, recognizing the financial and economic challenges faced by women leaving abusive relationships
- **One-stop service center** – was a need listed by several groups
- **Ongoing need to change community acceptance of domestic violence**

The common themes of those who work with DV survivors can best be summarized by this response:

“Emergency shelters should take a look at how they can broaden eligibility...this may only happen if funding increases allow change in the way they are staffed and set up physically. Non-residential services for survivors not in shelters have increased, but not to the degree needed. Prevention services have been essentially de-funded, and services for children exposed to DV are inadequate. Services within DV units of police and DA’s office should continue to develop partnerships with DV services providers and should respond to community input and need.”

Sexual Assault

The two private non profit groups that specialize in working with victims of sexual assault both responded, as did one group that provides legal assistance to sexual assault victims.

- **Quality of Police Response** was cited by all three groups. Training to increase the sensitivity and follow-through of many police officers to rape victims may be called for.
- **Culturally specific support** is seen as needed for a variety of cultural subgroups, but especially for gay men and other members of sexual minorities.
- **Relationship between prosecutor-based emergency response and community-based response** – One responder stated the opinion that prosecutor-based programs are not the best for crisis response, because they cannot ensure confidentiality.

Support to Specific Cultural Groups

Six groups responded that work with specific cultural groups. They work primarily is support to women victims of domestic violence and sexual assault.

The responding organizations include: two agencies work with Latinas, one with South Asian women, one with Russian families, one with Native Americans, and one works with all refugee and immigrant survivors of domestic violence.

Common concerns raised by these groups are:

- **Poverty, housing, educational opportunities, healthcare, counseling and accessibility to culturally appropriate services.**
- **Shortage of trained bi-lingual and bi-culture staff.** This includes specialists who can work as advocates for victims from the specific cultural group, as well as culturally sensitive personnel within police, courts, and all agencies of the criminal justice system
- **Lack of knowledge --** of the laws and customs in the US, and fear of the justice system based on past experience.

Specific recommendations include:

- Culturally specific DV shelters

- Translate restraining and stalking orders into Russian
- Interpreters available in the courts
- One branch of self-sufficiency specialize in working with immigrants and refugees
- A crime victims rights information service with multi-language capability
- Transportation funds for families
- A shelter for victims under the influence of alcohol and drugs
- Domestic violence court

Support for Child Victims

Three groups responded which work with children.

- **Public awareness and media education on the frequency and severity of child abuse** – was listed by two groups.
- **Ineffective mental health interventions and need for more skilled therapists --** was listed by two groups.
- **Social supports in schools and community** – was listed by two of the groups

Specific recommendations include:

- More therapeutic foster homes
- Coordinate in-patient evaluations for child abuse
- Crisis services for kids and teens
- Meaningful, individualized casework designed to create supports for lasting changes in families

Support for Elders and People with Disabilities

Three groups responded who work with the elderly and people with disabilities. One of these responders is a university researcher who specializes in victimization of people with disabilities.

- **A lack of understanding of elder abuse and victimization of people with disabilities by police, district attorney's and all elements of the criminal justice system** – this was cited by all three responders.

Specific recommendations include:

- Mobile medical and mental health services that make house calls

- Law enforcement needs to develop a team for elder abuse and vulnerable adults within the County's Family Services Unit, staffed on parity with child abuse and domestic violence.
- A specialized prosecution team within the District Attorney's office that specializes in elder and vulnerable adult crimes.
- Strengthened senior law project
- Access to American Sign Language (ASL) interpreters in courts and throughout the criminal justice process.

ⁱ 2002 Oregon Crime Victims' Needs Assessment, prepared by for the Crime Victims' Assistance Section of the Oregon Department of Justice by the Regional Research Institute of Portland State University.

ⁱⁱ Four individuals requested a phone interview or meeting, rather than completing the survey. Three groups indicated that they did not provide direct services to victims, and did not feel qualified to complete the survey.

ⁱⁱⁱ The survey was specifically worded not to encourage agencies to report that they need additional funds. We assumed all groups who work in support of victim need and want additional funding.



OVC Bulletin

DECEMBER 2002

MAKING COLLABORATION WORK: THE EXPERIENCES OF DENVER VICTIM SERVICES 2000

Over the past 20 years, the field of victim services has grown from a small grassroots effort to an emerging profession. The advancement of the rights of victims, once achieved through adversarial struggles and lawsuits, is now accomplished through multidisciplinary efforts and collaborations among former adversaries throughout the country. Today there is greater understanding of victims' issues due to legislation enacted to support victims' rights, increased funding for victim services, and hard work by many victim advocates. Out of these efforts, understanding has grown and collaboration on behalf of victims is unprecedented.

The public's awareness of crime victimization has developed largely due to accounts given by victims and survivors and the hard work and advocacy of the service providers working with them. As the victim services movement has grown, alliances and collaborations among service providers have increased. Out of the interrelationships among certain victimizations—such as sexual

assault, domestic violence, and partner, child, and elder abuse—have grown new agendas for collaboration in advocacy, programming, legislation, and education.

Alliances have developed among criminal justice advocates, community-based agencies, educators, institutions, and other allied professionals. Within the criminal justice system, collaboration has taken hold as well. The public expects the agencies of the criminal justice system to uphold the law and provide protection from crime. When research documented that the public had lost confidence in "the system," parts of the criminal justice system were prompted to find new ways to address problems. Asking whether our reactive, adversarial approach to justice and law enforcement continues to make sense as our only, or even our primary, response to crime, criminal justice offices and professionals reached out to the criminal justice system and beyond to work collaboratively with various agencies to address the safety and well-being of our communities.

Message From THE DIRECTOR

The Office for Victims of Crime (OVC) funded the Victim Services 2000 (VS2000) project to establish demonstration sites for the development of effective systems of services delivery to crime victims. The project goal was to develop a model that would improve the range and quality of services for crime victims as well as the victims' access to them.

In 1997, Denver, Colorado, was awarded a VS2000 grant and selected as the VS2000 urban demonstration site. This bulletin describes the factors most critical to the success of Denver's efforts. Project participants agreed to be guided by core values, a shared vision and goal, and a commitment to the creative use of collaboration. Other critical factors were diverse, balanced leadership; skilled facilitators; careful maintenance of the collaborative climate; dedication to victim-centered services; and the inclusion of all stakeholders in planning and decisionmaking.

OVC and the VS2000 staff hope that sharing the Denver experiences will help victim service professionals across the country form productive collaborations for better services and assistance to victims of crime.

John W. Gillis
Director

Victim Services 2000 (VS2000) represents all of these forms of collaboration. Funded by a discretionary grant from the Office for Victims of Crime (OVC), VS2000 is a demonstration project designed to create a comprehensive, coordinated, seamless system for delivery of services to victims of crime. OVC selected two VS2000 sites for the development and implementation of two comprehensive collaboration models: Denver, Colorado, in 1997, as the urban site and Vermont, in 1998, as the rural site. Both sites were charged with developing a distinct model for seamless delivery of victim services, tailored to their particular geographic, political, and demographic complexities and using the concepts of collaboration and innovation. Once this was accomplished, both VS2000 sites were charged with developing and providing information and technical assistance about their particular VS2000 model of victim services.

One of a series, this bulletin documents VS2000 initiatives in Denver and addresses planning and collaboration, the factors most critical to the success of any interdisciplinary effort. While each VS2000 model is unique, some common themes run through them, including a strong emphasis on creative collaboration and planning.

Defining Collaboration

Defining collaboration is difficult because of ambiguities in practical usage. For example, the word "collaboration" is commonly interchanged with terms such as "networking," "cooperation," and "coordination." To distinguish collaboration from other terms, Chris Huxham, in *Creating Collaborative*

Advantage (1996), provides definitions of these terms:

- Networking is exchanging information for mutual benefit.
- Coordination is exchanging information and altering activities for mutual benefit and to achieve a common purpose.
- Cooperation is exchanging information, altering activities, and sharing resources for mutual benefit and to achieve a common purpose.

Huxham distinguishes these terms from collaboration:

Collaboration is the exchange of information, the altering of activities, the sharing of resources, and the enhancement of the capacity of another for the mutual benefit of all and to achieve a common purpose.

Three tables that appear later in this bulletin briefly illustrate how Denver victim service agencies moved from networking to collaboration in three areas that became VS2000 project initiatives: an online Resource Directory, an online Case Management System, and the Community Advocacy Program. The tables note the stage in the collaboration continuum at which the agencies became involved in the VS2000 project.

Application of the Collaborative Model to the Criminal Justice System

The Federal Government has long encouraged and supported a collaborative approach to planning and

decisionmaking in the criminal justice system. In the 1970s, the Law Enforcement Assistance Administration, a grant-making agency, worked with state and local coordinating and planning councils to establish common goals and funding priorities to meet them. Other projects, such as the National Jail and Prison Overcrowding Project (NJPOP), made similar programming efforts. Jointly funded by the National Institute of Corrections (NIC), a federal agency, and the Edna McConnell Clark Foundation, a private organization, NJPOP recognized that unless all parts of the system that contribute to the growth of jail and prison populations participate in decisionmaking about the best use of existing resources, jails and prisons will continue to fill. Such collaboration required tremendous effort by all parts of the system. Each part had to be willing to try to understand the roles and responsibilities of the others, to compromise on issues, and to acknowledge and respect others' political realities.

In recent years, numerous federal initiatives have continued to work for empowerment of communities by encouraging the use of collaboration by criminal justice policymaking entities, including Comprehensive Communities, Weed and Seed, Community Oriented Policing Services, Violence Against Women Office (VAWO), Safe Kids/Safe Streets, the Office of Justice Program's Drug Courts Program Office, NIC, and the Office of Justice Programs. Many of these programs represent federal interagency or interbureau collaboration. To ensure that the goals of collaborations are successfully met, philosophical hurdles and entrenched organizational structures must be overcome through training and commitment of resources.

Application of the Collaborative Model to VS2000

VS2000 has been a 5-year experiment in collaboration within the victim services field. It is hoped that the experiences and lessons learned from the VS2000 project will help professionals around the country form new collaborations as they work in the fields of victim assistance and criminal justice.

Building on Existing Collaborations

In 1996, when OVC announced its intention to fund development of model victim service networks in both rural and urban communities, the Denver Victim Assistance and Law Enforcement (VALE) board convened its planning committee, which comprised more than 50 community and criminal justice-based victim service providers and allied professionals. Since Denver's victim service community had a strong history of collaborative projects and partnerships, the creation of a seamless, integrated victim service delivery system such as VS2000 seemed like the logical next step. The goal of Denver's VALE committee was to design the components and structure of a VS2000 model for the city of Denver and strategize their implementation. Historically, Denver's victim service community has had several interdisciplinary task forces and councils to focus on sexual assault, domestic violence, and child abuse. In addition, three statewide coalitions representing domestic violence, sexual assault, and criminal justice programs have been active in Denver. Further, interdisciplinary, victim-centered protocols have been in place in Denver for sexual assault, domestic violence, elder abuse, older and disabled crime victims, and child sexual assault and abuse. In an effort to fill

existing gaps in Denver's services to victims, collaborative planning in 1987 led to the establishment of a centralized victim services center. Victim services in Denver continue to be provided to the entire continuum of crime victims, including services specifically designed for traditionally underserved victims. Many of the agencies work to increase the public's education and awareness about victims' issues. By regularly conducting client satisfaction surveys, agencies determine the best strategies to adopt for refinement and expansion of their services.

Once Denver was selected as a VS2000 site, funding began, and the project was under way. The planning committee became the steering committee, and all of the agencies and programs participated as partners in Denver's VS2000 project. Participants included community and criminal justice-based victim service programs as well as victims, survivors, and allied professionals. Though many of these programs had a history of collaboration on distinct projects and smaller scale initiatives, VS2000 provided the first opportunity for collaboration with participation from the full spectrum of Denver's victim service agencies. With OVC funding for staffing and program innovations, these service providers and allied professionals came together to work toward the following goals:

- The creation of a seamless, comprehensive, coordinated, interdisciplinary system of delivery of services for victims of crime, with special emphasis on services for victims previously underserved or unserved.
- The establishment of a training institute that integrates technology, cross training among victim service providers, and training for allied professionals who work with victims of crime.

- The application of relevant technology to the delivery of services for victims of crime.

The following statement reflects the mission of VS2000 as it has evolved with the project goals in mind.

To work with the community to create a model network of services that offers outreach as well as innovative, specialized, seamless, and integrated services to all victims of crime, strengthening and restoring the fabric of our community.

Leadership and Facilitation

Leadership was the first critical factor in the success of Denver VS2000. Research has demonstrated overwhelmingly that successful collaborations depend on skilled leaders. Historically, few in the criminal justice system have had the training or experience necessary to convene, lead, and facilitate collaborations effectively. Until recently, it was difficult to find skilled collaboration conveners, leaders, and facilitators within the victim services field.

Critical to the success of Denver VS2000 was the fact that the VALE board already had in place the leadership necessary to facilitate this complex collaboration. The VALE board was established in 1984 to fund local crime victim services, using surcharges on criminal cases in Denver's county and district courts. This five-member board awards more than \$1 million each year to approximately 26 community-based victim service programs that serve victims in the city and county of Denver. A similar municipal structure funds the criminal justice-based victim service programs in Denver. With separate funding sources, criminal justice-based victim service programs and community-based victim service programs

do not compete for funding, which eases tension surrounding selection of programs for funding.

The Denver VALE board convened the VS2000 Planning Committee and other necessary stakeholders, supported the development of the project financially, and arranged for the housing and administration of the project by the Denver District Attorney's Office. Perhaps the board's most important contribution was a commitment to facilitate and fund the final programmatic and fiscal recommendations of the VS2000 Steering Committee.

Staff Selection

Staff selection was the second critical factor in the success of Denver VS2000. The planning body of Denver VS2000 realized that successful collaboration requires the time, energy, and talent of a supportive staff. Convening meetings, documenting progress, and acting on agenda items all take dedicated staff time. Recruitment for the VS2000 staff targeted individuals with particular experience and knowledge. They needed experience working with both criminal justice and community-based victim service organizations, and they needed knowledge about planning and collaboration, training, curriculum development, community organizing, technical writing, and program management. A concerted effort was made to hire a culturally diverse team that reflected Denver's demographics, demonstrated VS2000's commitment to cultural competency, and met the needs of all victims of crime.

Using Skilled Facilitators

The use of skilled facilitators at strategic points was the third critical factor in the success of Denver VS2000 collaboration and planning. These strategic points included setting initial goals; developing values and a mission; identifying and

defining the transition points between planning, implementing, providing technical assistance, and overseeing the long-term, operational phase; and planning major meetings and retreats. The collaboration curriculum developed by the Center for Effective Public Policy for the State Justice Institute (*see A Note to Readers*) was also very helpful in framing the issues of collaboration for VS2000 participants. This curriculum would be especially beneficial to beginning collaborative projects.

VS2000 Online Resource Directory

Early in the project, VS2000 participants identified a critical service gap. Appropriate referrals were not being provided to victims since there was no resource database to generate accurate, up-to-date referral information. Providing information to victims about resources is the backbone of victim assistance. Locating, compiling, screening, organizing, and distributing information about resources to victims in a timely manner are some of the most time-consuming tasks for a victim services agency. Too often, by the time an agency has gathered, processed, printed, and distributed information about resources to its clients, it is out of date. In addition, great duplication of effort resulted as each agency individually went through the process of providing information about resources to victims. To replace this approach, Denver victim service providers developed and implemented a collaborative, Internet-based directory of resources available for use by all service providers. All 38 Denver victim services agencies share this Web-based resources directory of more than 800 records, contributing data and accessing information. The administration, maintenance, and updating of directory records for all agencies is performed by an information specialist employed by a VS2000 member agency.

VS2000 Case Management System

In 1997, VS2000 conducted a needs assessment that asked underserved victims how services might be tailored to better meet their needs. Respondents said they wanted service providers to ask them what they needed rather than only tell them what is available. Also, they expressed a desire for services that recognized and addressed the multiple layers of obstacles they often encounter in getting their needs met.

In response to this feedback, VS2000 is developing a Case Management System for victim services providers. This shared system will operate over a secure private network that makes it possible for service providers to assist and track their clients through the network of services to ensure clients are getting the help they need. It also allows service providers to communicate with colleagues about shared clients. In particular, this system allows service providers to assist, follow up on, and support those victims who must navigate multiple agencies. For victims, using this system means they will not have to retell their stories and complete duplicative forms each time they access services at a different agency.

Community Advocacy

The 1997 needs assessment of underserved victims showed that these victims do not trust that the services being provided will meet their needs, even if the services were designed for their particular demographic group. Further, the assessment showed that underserved victims normally will not access services outside their community even when they have knowledge of the services. They want services to be located in their community and they want the services to be provided by individuals who are members of their communities or neighborhoods.

Table 1. VS2000 Online Resource Directory

Networking →	Coordination →	Cooperation →	Collaboration
Victim service agencies referred victims to each other's services. Each agency created, used, and updated its own paper resource directory.	Several agencies began to share their paper resource directories and to use more than one as a reference.	Three agencies pooled their resource data to create a joint resource directory. One agency developed the database and updated information using an automated version. The other two agencies used paper versions of the directory.	Thirty-eight agencies collaborated to design and develop a shared online resource directory of their combined resource data. Each agency inputs current data electronically. An information specialist administers, maintains, and updates records for all member agencies.
▲ VS2000 enters the process			

Table 2. VS2000 Case Management System

Networking →	Coordination →	Cooperation →	Collaboration
Victim service agencies made referrals to each other's services.	Agencies developed, and currently participate in, an Inter-agency Cross-Training Plan to increase knowledge and trust among agencies.	Case managers currently meet monthly for case reviews. Victim service agencies created a standard intake and assessment process and form (an element of the online Case Management System).	Twenty-two agencies will use the online Case Management System to eliminate duplicative intake procedures, better follow up on referrals, and share case records as appropriate.
▲ VS2000 enters the process			

The assessment also showed that the underserved victim wants services provided in his or her language, in a culturally competent manner, and with recognition of the unique barriers experienced by many ethnic and cultural communities in accessing services.

Community advocates and community advocacy programs were conceived in direct response to the information gathered in this needs assessment. Community advocates are members and residents of the community or neighborhood they serve. They are known, respected, and involved in their communities and are responsible for linking victims with available services.

Three underserved communities were selected as sites for the VS2000 Community Advocacy Program. Community advocates inform the VS2000 Steering Committee and VS2000 working teams about both the need for services and the barriers to services experienced by the victims in their communities.

Collaboration changes the way we work and requires a profound shift in our thinking about how change is created. The examples provided in the three tables illustrate how collaboration shifted organizational focus from competing to consensus building, from working alone to including others, from thinking about activities to thinking about results and

strategies, and from focusing on short-term accomplishments to demanding long-term results.

Establishing a Collaborative Structure

We know that many victims of crime have experienced multiple and varied victimizations. We also know that the impact of a crime ripples out to affect many people beyond the primary victim. Many specialized programs have been developed to meet these multidimensional needs resulting from crime victimization. These programs create a continuum of services, and within that continuum, each service provider has expertise, access, or purview within a particular service area.

Table 3. VS2000 Community Advocacy Program

Networking →	Coordination →	Cooperation →	Collaboration
Agencies informally exchanged information about meeting community needs in flexible and specific ways.	Agencies hired certain employees to perform targeted outreach to community members.	Three community advocates were hired to address community needs. Agencies and community advocates host and participate in cross-training events to learn from each other and to build trusting relationships. VS2000 funds this project.	Underserved communities obtain services from agencies and agencies receive more referrals from underserved communities.
▲ VS2000 enters the process			

Further, instead of delivering one unduplicated type of service to a victim, service providers often unknowingly deliver several very similar services to the same victim at the same time. Using training, technology, and community advocacy initiatives, the VS2000 demonstration project coordinates these specialized service providers and programs so that the services victims receive are networked and interconnected. This is what victims said would increase the value of the services.

The structure of the coordination in VS2000 was critical to its success. Each agency involved in the collaboration had a seat on the VS2000 Steering Committee, its governing body. VS2000 agencies also participated on several working teams that addressed the core issues of collaboration: technology, model network development, and training. Subcommittees were convened under each of these teams to address specific issues, make recommendations to their team, and submit them to the Steering Committee for approval.

Developing a Guiding Vision and Core Values

The guiding vision of all VS2000 agencies can be expressed like this:

When crime victims in Denver look for services, there will be no wrong door for them to open. Wherever they turn, a quick, reliable connection will be made to get them to the most appropriate services.

During their first month of working together, the VS2000 partners developed this vision and the following values in support of it:

- **Victim-centered services.** The victims are our clients, and they come first. We provide services to our victim clients based on an evaluation of their needs and we deliver them with respect. The advocacy and services we provide to our victim clients are intended to empower them. We agree to keep in mind the big picture of victim services, including prevention and important community issues.

- **Embodiment of the spirit of diversity.** We acknowledge our limits, our assumptions, and our privileges, and those historical cultural concepts of victim services that do not work for all victims. We are willing to listen and learn from each other. We honor each other's identity.
- **Creative collaboration.** We recognize that the whole is greater than the sum of its parts. We value risk taking. We work with flexibility. We communicate openly and honestly with each other. We share information, knowledge, and values.
- **Self-care so you can care for others.** We commit our agencies in vision and in practice to the exercise of self-care. Only by being aware of and accountable for our own needs and by keeping ourselves and our agencies healthy can we adequately provide for our clients. We realize that agencies as well as individuals need renewal and restoration.

The Denver Experience: Lessons Learned

In their 1989 book, *Teamwork: What Must Go Right/What Can Go Wrong*, Carl E. Larson and Frank M.J. LaFasto described eight characteristics found in high performing teams: a clear, elevating goal; a results-driven structure; competent team members; a unified commitment; a collaborative climate; standards of excellence; external support and recognition; and principled leadership. The discussion below uses these characteristics as a framework to analyze the planning and collaboration of VS2000. What worked? What did not? What lessons were learned?

1. Establish a Clear, Elevating Goal

- **Base the project goal on project values.** At the inception of the project, Denver VS2000 convened a facilitated, all-day, team-building session attended by members of the planning committee who represented more than 50 VS2000 participant agencies. The purpose of the meeting was to define the project's core values and create a common vision. Four core values were identified: victim-centered services, an atmosphere that welcomes diversity, creative collaboration, and passionate well-being (self-care so you can care for others).
- **Use words and pictures of clear, elevating goals so people fully understand them.** A few months into the project, VS2000 convened a Visioning Session to define the vision further and begin developing the structure of the model victim service

network. Visual exercises were used. In one exercise, participants were asked to draw pictures of what the world or their communities would look like if seamless services were provided for all victims of crime.

- **Be aware of and address changes in participants' attitudes, perceptions, and level of support and participation.** As time passes, participants sometimes become uncomfortable comparing their original ideas with the actual developments. As the Denver VS2000 project matured, conversations and actions naturally shifted from philosophy and visions to the implementation of new initiatives and new ways of delivering services. This made some participants feel their turf was threatened. Others felt that the time and work involved had begun to outweigh any evidence of tangible change. Commitment began to wane and participation on working teams and committees decreased. Two things became clear. VS2000's core values and mission needed to be revisited, and it was more important than ever for all decisions to be made with input from all participants.

2. Develop a Results-Driven Process

- **Maintain balance between the process and the product.** Denver VS2000 continues to be a large, collaborative effort, which involves many agencies that compete for funding and territory. Issues of trust were present from the beginning. Mindful of this, VS2000 staff and meeting facilitators knew it was critical for the participants to have time to express and process these and

other issues. This made participants feel that they had a voice and it was heard. Opportunities were provided to participants to engage in trust-building discussions with their colleagues. In the first year, especially, meetings often consisted of processing issues and clarifying positions. This created an atmosphere of mutual trust and collective ownership of the project and its outcomes that was crucial to sustaining a collaborative network of this magnitude.

- **Provide the participants with immediate feedback about the results of the time and effort they spent on the project.** Design, and insert into the work, some short-term goals that the participants can achieve. This will keep participants motivated to continue working on the long-term goals. Aware that busy people would continue to attend meetings only if they see tangible results, project staff interspersed challenging, short-term goals that could successfully be completed while working on the long-term goal of creating a model victim service network. Another long-term goal, that of developing a technology system, began with smaller goals of providing participants with e-mail accounts and training them in basic software applications for word processing, spreadsheets, and databases. The larger goal of raising the awareness of service providers to create a truly seamless network of victim services began with the smaller goal of implementing a cross-training plan throughout VS2000. Selecting interns from a minority intern recruitment program was a short-term commitment to the goal of embracing the spirit of diversity.

- **Maintain good communications among all stakeholders involved in the process.** A network of good communications is necessary for the success of any collaboration, particularly one as diversified as the Denver VS2000 project. A staff of 5 provided communications support for the approximately 150 individuals who worked in 5 teams on 15 committees and subcommittees. The staff coordinated meetings; maintained a participant database; wrote and disseminated a newsletter; announced meetings, trainings, and other pertinent information; established e-mail accounts for project participants; maintained a meeting calendar; recorded minutes; and uploaded products created by the project onto the VS2000 Web site. Communications were further enhanced by frequently including updates about the progress of other teams, team committees, and committee agendas. In addition, time was allotted for agency updates and networking.

3. Develop the Capabilities of Project Participants

- **Encourage and inspire all team members to participate.** All Denver VS2000 participants, both management and staff, were encouraged to join in and share the responsibility for the project. They were encouraged to make decisions about the structure and components of the VS2000 model service network. When it became clear that each person's opinion was important and actively sought, individuals who may normally remain reserved and quiet in group situations began to take a more active role and display leadership qualities. During times

of disagreement, it was helpful to revisit the core vision and values to maintain focus and inspire participants.

- **Recruit diverse and balanced leadership.** Ongoing recruitment for leadership of the VS2000 project sought diverse individuals of all levels of skill, knowledge, and experience to reflect the diversity of the field and to provide balance and broad perspective to the project. Believing a diverse and balanced work force would be best for the development of the project, VS2000 required each team on the project to have the same diversity as existed in the field, including age and work experience. Included in the leadership search were direct service providers, such as victim service providers, community members, and allied professionals, as well as policymakers and administrators, such as agency directors and administrative and program staff.

4. Recruit Unified and Committed Stakeholders

- **Commitment needed from all levels of the VS2000 project and agencies.** The VS2000 staff believed that multilevel participation by all stakeholders regardless of position would give the project greater and necessary depth and breadth of perspective. For example, the executive directors of Denver's victim service agencies serve as members of the VS2000 Steering Committee. In addition, many also participate on the project's working teams and committees and allow or require their staff to participate also.

5. Create a Collaborative Climate

- **Understand the obstacles to using collaboration in victim services.** Collaboration is not often seen in victim services because the conditions for successful collaboration rarely exist. Normally, victim services funding is scarce and the competition for it is intense. Victim services work often operates from a model of scarcity, forcing the service provider to function with the anxiety and fear of losing or not finding resources. None of this is conducive to collaboration. VS2000 was possible because the basic needs and resources were met by a grant, allowing the individuals enough relaxation, security, and peace of mind so that ideas could emerge, take root, and grow.
- **Recognize the value of building relationships between criminal justice-based and community-based programs.** A tension often exists between community-based and criminal justice-based programs. Rather than acknowledging that the work done by both programs is necessary and complements the other in serving victims, program members argue about each program's relative value and contribution. The experience of VS2000 indicated that collaboration would not be realized without a solid understanding of roles by both the criminal justice-based and community-based programs and without the establishment of respect and trust between them. VS2000 found that cross training was critical for increasing understanding. Guided discussions were very valuable in helping the participants work through issues of tension and

develop the trust necessary for a collaborative environment.

- **Understand that collaboration is a process that requires constant evaluation and adjustment.** A collaborative effort is not a destination but a journey. During the project, all VS2000 team members had to constantly assess whether the collaborative effort represented the populations being targeted for better service. As new collaborators joined the effort, it was important and necessary to reassert the agreements and understandings of the collaboration to maintain the original collaborative climate established by the core VS2000 group. As team members reached out to other victim services providers, allied professionals, victims, and underserved communities, it was very important that the original collaborative climate was strong and that all involved had a good understanding of its meaning.

6. Set a Standard of Excellence

- **Set a standard of excellence that provides results that meet the needs of the targeted community.** The needs assessment that VS2000 conducted was a necessary first step in defining the project's standard of excellence. In this assessment, focus groups were most helpful in clearly identifying areas where victim services did not reflect the "no wrong door" vision. Focus groups noted where victims seeking services might run into obstacles.
- **Stress the importance of evaluation.** As a profession, victim services often does not evaluate the impact of its services adequately. Those who work in victim services will never know if their work is truly making a

difference unless the consumers of their services evaluate them and provide feedback. Since VS2000 projects are guided by the concept of creating and providing *victim-centered* services, evaluation and feedback from those served is very important for assessing the effectiveness of a VS2000 project.

7. Recruit External Support and Recognition

- **Recognize the importance of diversified support.** VS2000 worked hard to cultivate relationships and garner the support of external entities that were interested or willing to help provide services or support for victims of crime. These included allied professionals in local seminars, law schools, and corporations such as AT&T Wireless. By building the broadest, most integrated victim service network possible, the greatest number of victims can be assisted.
- **Acknowledge the critical roles of funding entities.** Ranging from housing staff members to helping ensure the ongoing viability of project initiatives, the support of the Denver VALE board in administering the VS2000 project has been critical. The Denver District Attorney's Office, which housed the Denver VALE board, was key in making VS2000 a reality. Denver District Attorney Bill Ritter devoted the resources of his office to administrative, housing, and oversight functions for the VS2000 effort, as well as providing his leadership and commitment to the issues of victim rights and services.
- **Understand that internal support is also critical.** One's own organization must provide support and

recognition. VS2000 discovered that those who were involved in successful collaborations enjoyed the internal support of their agencies. VS2000 also discovered that collaboration takes time and energy, and receiving only superficial commitment from partner agencies impeded success.

8. VS2000 Leadership Principles

- **Embrace diversity, critique, and conflict as opportunities for growth and understanding.** One goal of the VS2000 model is for the collaboration participants to develop trust in the leadership and believe it to be fair, open, and supportive of creative decisionmaking. The VS2000 model believes this will ensure many voices are heard and participants will be encouraged to work hard. In the VS2000 model, the leadership invites criticism as an important step in resolving conflict and moving forward collaboratively. Further, it is important for leadership to embrace criticism and conflict as positive opportunities to achieve mutual understanding. The VS2000 Community Advocates and the Victim Advisory Council are two groups that invited criticism and embraced conflict as an impetus for growth.
- **Consensus building and collaboration.** While the consensus model of decisionmaking has been important to the grassroots and feminist philosophies underlying victim services, applying it to collaboration is more challenging. On the plus side, consensus building empowers more people to participate. On the minus side, having increased numbers of participants makes decisionmaking difficult. An organization must take care to implement and manage the consensus-building process wisely.

Principled Leadership

From *Teamwork: What Must Go Right/What Can Go Wrong* by Carl E. Larson and Frank M.J. LaFasto, 1989.

Responsibilities of Team Leaders

- Avoid compromising the team's objective with political issues.
- Exhibit personal commitment to the team's goal.
- Do not dilute the team's efforts with too many priorities.
- Be fair and impartial toward all team members.
- Be willing to confront and resolve issues associated with inadequate performance by team members.
- Be open to new ideas and information from team members.

Create a Supportive Decisionmaking Climate

- Trust team members with meaningful levels of responsibility.
- Provide team members with the necessary autonomy to achieve results.
- Present challenging opportunities that stretch the individual abilities of team members.
- Recognize and reward superior performance.

- Stand behind the team and support it.

Responsibilities of Team Members

- Demonstrate a realistic understanding of my role.
- Demonstrate objective and fact-based judgments.
- Collaborate effectively with other team members.
- Make the team goal a higher priority than any personal objective.
- Demonstrate a willingness to devote whatever effort is necessary to achieve team success.
- Be willing to share information, perceptions, and feedback openly.
- Help other team members as needed and appropriate.
- Demonstrate high standards of excellence.
- Stand behind and support team decisions.
- Demonstrate courage of conviction by directly confronting important issues.
- Demonstrate leadership in ways that contribute to the team's success.
- Respond constructively to feedback from others.

Excessive emphasis on the consensus-building process can ultimately be unproductive. Skilled management and implementation of the process and capable facilitation of the group are needed to ensure that the group actually reaches decisions and honors them rather than reprocessing them.

Conclusion

This bulletin outlines the most critical factors that contributed to the success of the interdisciplinary, collaborative Denver VS2000 project. These success factors are not unique to Denver. They exist in the Vermont model and other successful collaborations both within and outside the criminal justice system.

Although it is impossible to isolate which critical element may be the most important predictor of success, it is very important to highlight three elements that contributed to success in the Denver experience:

- Acceptance by the stakeholders that a collaborative climate is not a destination, but a journey.
- Adoption of a shared vision and core values by all that set the tone for the entire process.
- Agreement that collaboration is part and parcel of how the planning process is conducted.

A Note to Readers

The Center for Effective Public Policy for the State Justice Institute, in concert with the National Center for State Courts, is administering a national training and technical assistance project on this topic, called the National

Resource Center on Collaboration in Criminal and Juvenile Justice. This project, sponsored by the State Justice Institute and its federal partners—the Bureau of Justice Assistance, NIC, OVC, the Drug Courts Program Office, VAWO, and the Office of Juvenile Justice and Delinquency Prevention—is assisting selected jurisdictions, including the Denver VS2000 Project, with building stronger initiatives and enhancing justice in their communities. Denver VS2000 is proud to publish the first bulletin on collaboration resulting from this training and technical assistance project.

References

Borden, Lynne M., and Daniel F. Perkins (1999). *Assessing Your Collaboration: A Self Evaluation Tool*. Available at www.joe.org/joe/1999April/tt1.html.

Collaboration and Knowledge Management Resource Center Web site, www.collaboration-tools.com.

Denver Juvenile Justice Integrated Treatment Network (2000). *Collaboration and Coordination—Denver's story of integrating services for substance abusing juvenile offenders*. Denver, CO: Denver Juvenile Justice Integrated Treatment Network.

Hargrove, Robert A. (1998). *Mastering the Art of Creative Collaboration*. New York, NY: McGraw-Hill.

Huxham, Chris, ed. (1996). *Creating Collaborative Advantage*. Newbury, CA: Sage Publications.

Larson, Carl E., and Frank M.J. Lafasto (1989). *Teamwork: What Must Go Right/What Can Go Wrong*. Newbury, CA: Sage Publications.

U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (1994). *Innovative Community Partnerships: Working Together for Change*. Washington, DC: U.S. Department of Justice. NCJ 146483.

Denver VS2000 Steering Committee

AMEND

Anti Violence Program

Asian Pacific Development Center

AT&T Wireless Services

City Attorney's Office, Domestic Violence Unit

Colorado Attorney General's Office

Colorado Coalition Against Domestic Violence

Colorado Coalition Against Sexual Assault

Colorado District Attorney's Council

Colorado Division of Criminal Justice

Colorado Federal Bureau of Investigation

Colorado Organization for Victim Assistance

Colorado State Judicial, Office of Probation Services

Curtis Park Community Center

Denver Child Advocacy Center

Denver Community Corrections

Denver County Court Probation

Denver Crime Victim Compensation Program

Denver Department of Human Services

Denver District Attorney's Office

Denver Health Medical Center

Denver Indian Health and Family Services

Denver Police Department

Denver Sheriff's Department

Denver VALE Board

Denver Victims Service Center

Domestic Violence Initiative for Women with Disabilities

Dove: Advocacy Services for Abused Deaf Women and Children

Justice Information Center

Mary's Hope

Muslim Women's Society

The Poder Project

Project Safeguard

PAVE: Promoting Alternative to Violence through Education

Rape Assistance and Awareness Program

SafeHouse Denver

Servicios de la Raza

Sexual Assault Interagency Council

U.S. Attorney's Office

Victim Offender Reconciliation Program

WINGS Foundation

Resources

For more information about the Denver VS2000 project and related products, please contact Denver VS2000 or OVC at the following:

U.S. Department of Justice
Office for Victims of Crime
810 Seventh Street NW.
Washington, DC 20531
202-616-3575
Fax: 202-514-6383
E-mail: dolisek@ojp.usdoj.gov
Web site: www.ojp.usdoj.gov/ovc

Denver VS2000
303 West Colfax, No. 1300
Denver, CO 80204
720-913-9256
Fax: 720-913-9090
Web site: www.vs2000.org

For information on training and technical assistance available from OVC, contact:

OVC Training and Technical Assistance Center
10530 Rosehaven Street, Suite 400
Fairfax, VA 22030
1-866-OVC-TTAC (1-866-682-8822)
Fax: 703-279-4673
E-mail: TTAC@ovcttac.org
Web site: www.ojp.usdoj.gov/ovc/assist/welcome.html

Acknowledgments

Victim Services 2000 would like to acknowledge the help and support of the Denver District Attorney's Office in making VS2000 a reality. District Attorney Ritter devoted the resources of his office to the administration, housing, and oversight of this effort. More importantly, Bill Ritter's leadership and commitment to victims' rights and services helped us create a model network of services that passionately adheres to those ideals.

This document was prepared by the Denver VS2000 project, under grant number 1997-VF-GX-K001, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

The Office for Victims of Crime is a component of the Office of Justice Programs, which also includes the Bureau of Justice Assistance, the Bureau of Justice Statistics, the National Institute of Justice, and the Office of Juvenile Justice and Delinquency Prevention.

Authors

Marti Kovener and Erin Stark,
Denver VS2000.

Bill Woodward, Manager, National Resource Center on Collaboration in Criminal and Juvenile Justice, Center for Effective Public Policy.



MULTNOMAH COUNTY

AGENDA PLACEMENT REQUEST (short form)

Board Clerk Use Only

Meeting Date: 05/17/07
Agenda Item #: R-12
Est. Start Time: 10:55 AM
Date Submitted: 05/10/07

Agenda Title: RESOLUTION Supporting the Issuance of Industrial Development Revenue Bonds by the State of Oregon to AMG FACTORY LLC

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Requested Meeting Date: May 17, 2007 Amount of Time Needed: 5 minutes
Department: Non-Departmental Division: Chair Ted Wheeler
Contact(s): Johnell Bell
Phone: 503 988-3928 Ext. 83928 I/O Address: 503/600
Presenter(s): Johnell Bell

General Information

1. What action are you requesting from the Board?

Approve resolution supporting the issuance of Industrial Development Revenue Bonds by State of Oregon to AMG FACTORY LLC.

2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.

Company Background

Apparel Manufacturing Group, Ltd. (AMG) is a manufacturer of apparel and sportswear. Incorporated in 1996 by Devin Wright, President, it manufactures products for customers as diverse as Nike, Crankbrothers in the bike industry, McMenamins, and RS Medical in the medical industry.

The company provides full services to its customers from the initial point of concept to final packaging. These services include design (digital based graphic designing for graphics and CAD based pattern engineering for garments), production (automated direct screen print for graphics and automated and manual cutting and sewing for garments), and automated packing.

AMG currently employs 28 persons at its leased Northeast Portland facility. Defying the trend of apparel manufacturing moving overseas, AMG's successful business model has resulted in rapid

growth and the creation of skilled and semi-skilled manufacturing jobs in Portland metro. Management projects this growth to continue. The current facility is cramped and does not allow for the most efficient layout of production space.

The Project

A related entity, AMG FACTORY LLC, plans to purchase a property in the City of Portland, near Portland International Airport, and construct an 18,000 - 24,000 square foot manufacturing facility, which it will lease to the operating business, AMG. The new facility will provide an efficient layout and accommodate future growth. AMG projects adding 13 new employees in the three years after the new plant opens. The new plant is within close proximity to the existing facility, so the relocation is expected to have minimal impacts on the current labor force.

Industrial Development Bonds

AMG FACTORY LLC has requested that the State of Oregon issue Industrial Development Bonds (IDBs) to help finance land, building construction, and other costs for the new facility. Oregon Economic and Community Development Department (OECDD) is currently working with AMG FACTORY LLC on financing through its Express Bond Program, a streamlined approach to IDB financing. IDBs provide low-cost financing at tax-exempt rates to expanding manufacturing businesses to support the creation of new jobs in Oregon. The bonds are issued on a "conduit basis" and are not a direct obligation of the State of Oregon. The company, as borrower, is responsible for repayment of the bonds.

3. Explain the fiscal impact (current year and ongoing).

No impact on County funds. The obligation to repay the bonds is AMG FACTORY LLC and no public funds are paid or pledged.

4. Explain any legal and/or policy issues involved.

The Project complies with the provisions of the County's economic development plan, ORS 285B.332 related to the issuance of revenue bonds by the State of Oregon and Oregon Administrative Rule 123-011-0035(2)(d) that requires the County to approve of the bond issue.

5. Explain any citizen and/or other government participation that has or will take place.

In addition to this public hearing, the City of Portland will hold a public hearing and pass a similar resolution and AMG FACTORY LLC will need to comply with City of Portland zoning and land use requirements. All meetings are advertised to the public.

Required Signature

Elected Official or
Department/
Agency Director:



Date: 05/10/07

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 05-138

Adopting a Comprehensive Economic Development Strategy (CEDS) and Joining the Portland-Vancouver Economic Development District for Submission to the U.S. Economic Development Administration

The Multnomah County Board of Commissioners Finds:

- a. The U.S. Economic Development Administration ("EDA") entered into a Financial Assistance Award Agreement with the City of Portland in August 2004, as certified in Ordinance No. 178264.
- b. The Award Period will conclude on September 30, 2005 with the completion of a Comprehensive Economic Development Strategy (CEDS) for the Portland-Vancouver metropolitan region and an application for a regional Economic Development District.
- c. A locally-adopted CEDS is a pre-requisite to the formation of an Economic Development District and receipt of economic development funds from the EDA.
- d. Regional public and private partners have devised the CEDS to provide technical and policy background for larger, private-sector-led regional business planning efforts currently underway.
- e. The County Commissions and City Council of the largest city in the region are required to approve by resolution the CEDS as prepared by the Comprehensive Economic Development Strategy Committee.
- f. The CEDS has been prepared by a Strategy Committee composed of representatives from the City of Portland, Multnomah, Washington, Clackamas, and Clark counties, Metro, regional business organizations, economic development agencies, labor organizations, and chambers of commerce, and said Strategy Committee has recommended approval of said document.
- g. The Strategy Committee has coordinated with the Portland Regional Partners for Business to create an Economic Development District to implement the CEDS.
- h. An Economic Development District Board composed of representatives from the City of Portland, Multnomah, Washington, Clackamas, and Clark counties, Metro, regional businesses, labor organizations, and chambers of commerce, have approved the CEDS and the formation of an Economic Development District Board.

- i. The draft CEDS has been submitted for public review and public meetings on the CEDS have been held.

The Multnomah County Board of Commissioners Resolves:

1. The Board approves the Comprehensive Economic Development Strategy, as prepared by the Comprehensive Economic Development Strategy Committee, and authorizes submission of said Strategy to the U.S. Economic Development Administration for consideration.
2. The Board also authorizes joining the Economic Development District and submission of the Economic Development District for recognition by the U.S. Economic Development Administration.

ADOPTED this 4th day of August, 2005.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Diane M. Linn, Chair

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY OREGON

By _____
Agnes Sowle, County Attorney

Comprehensive Economic Development Strategy for the Portland-Vancouver Metropolitan Region

June 2005

prepared for

The Regional Partners for Business
and the
CEDS Strategy Committee

by

ECONorthwest

888 SW 5th Ave., Suite 1460
Portland, OR 97204

with

Impresa Consulting

1424 NE Knott. Portland, OR 97212

Institute of Portland Metropolitan Studies, PSU

IMS-780 URBN, PO Box 751, Portland, OR 97207

FutureWorks

11 Water Street, Arlington, MA 02476

Executive Summary

DEVELOPING A REGIONAL BUSINESS PLAN

WHY THINK REGIONALLY ABOUT ECONOMIC DEVELOPMENT?

Regions—not states or cities—are the essential geography for economic development and competition. Within regions, a few clusters of industrial activities (e.g., high-tech, metals, transportation equipment) provide specialized goods and services that are in high demand outside the region, nationally and internationally. Purchases of those goods brings money into the regional economy and fuels economic development: the growth of businesses, jobs, and income.

The economy of the Portland-Vancouver region is changing; globalization of economic activity and new technologies have accelerated the rate of that change. Leaders in both the public and private sectors realize they must work together to keep the region competitive. Public and private investments across the region to create a strong and prosperous economy should support one another and aim for common objectives.

WHAT'S NEW ABOUT THIS EFFORT?

Twenty years ago, economic change proceeded more slowly, and global competition was less fierce. Economic development agencies, where they existed, operated in cities or counties. Those agencies communicated occasionally with business groups, but had few strong or long-term partnerships.

That changed gradually. Economic development agencies saw the need to coordinate at a regional level. That coordination was at first informal. In the Portland-Vancouver region, the Portland Regional Partners for Business formed as a public-private partnership focusing on shared economic priorities for the six-county region.

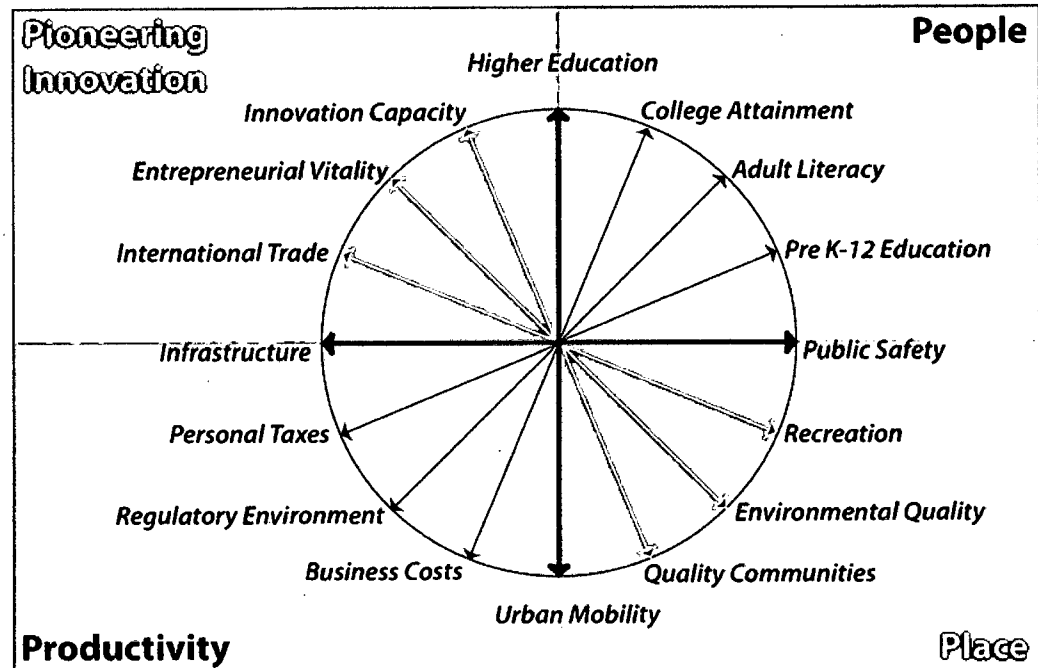
Now businesses in the region are organizing to create a *Regional Business Plan* as the next step in getting a regional strategy for private and public investment. In support of that effort, the public sector is simultaneously preparing a *Comprehensive Economic Development Strategy* (this document) that will provide technical and policy information to the Regional Business Plan process.

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The CEDS is a planning effort that is led by the public-sector and is focused on assembling information relevant to making choices about public-sector actions on economic development. The CEDS process leads to a document that describes economic conditions for the Portland-Vancouver metropolitan region, captures

the essential elements of previous economic development plans around the region, and discusses broad strategies and specific actions of importance to the regional economy. The CEDS document is organized along the lines of the Oregon Business Plan—it aims to increase economic prosperity by improving performance in four areas: *Pioneering Innovation*, *Productivity*, *People*, and *Place* (referred to as “the four Ps of Prosperity”). Figure 1 provides detail.

Figure 1. The Four Ps of Prosperity



Source: ECONorthwest, 2005, based on the Oregon Business Plan, 2002.

The CEDS effort is funded in large part by a grant from the Economic Development Administration (EDA) of the U.S. Department of Commerce. The CEDS process ran from February to June 2005, and ended in a CEDS document approved by a diverse steering committee that consisted of public- and private-sector leaders from around the region. Having a CEDS document has some potential advantages to the region for federal money; more important, however, is the information this evaluation provides toward the preparation of the Regional Business Plan.

THE REGIONAL BUSINESS PLAN

The Regional Business Plan is being developed through a public-private partnership to build on the information and framework in the CEDS. The initial efforts of developing the Regional Business Plan are being led by the region's private-sector business organizations. Their effort will be expanded to include the region's public sector leaders, who are viewed as important partners in any effort to address the region's economic future.

The Regional Business Plan is scheduled to be completed at the end of 2005. Table 1 shows the schedule for the CEDS and the Regional Business Plan, and illustrates that the CEDS process and document is completed before and feeds into the Regional Business Plan.

Table 1. CEDS and Regional Business Plan schedules

Date	CEDS	Regional Business Plan
Jan – Mar 2005	Organization of Committee Preliminary data collection	Outreach to business leaders
Apr – June 2005	Interviews and Surveys Data analysis Sub-Committee meetings Draft and final CEDS report	Identify issues and conduct task force research Regional meetings
July – Sept 2005	Local adoption Federal application	Regional meetings
Oct – Dec 2005	Formation of a board for the Economic Development District Integration into the Regional Business Plan	Task force report Regional Business Plan Public Meeting
2006		Implementation of the Regional Business Plan

Source: ECONorthwest, 2005

WHAT HAPPENS NEXT?

The region's future economic success depends heavily on the capacity of its traded-sector industries to innovate. A theme of both the CEDS and the forthcoming Regional Business Plan is to bolster the creative efforts of the firms in the region by creating a supportive environment in each of the four P categories. The Regional Business Plan can't create that supportive environment without broad based support (from business and government representatives as well as the general public) for the implementation of its actions. Broad participation is necessary not just for the success of the Regional Business Plan, but also for the ultimate success the Portland-Vancouver regional economy.

In July, the CEDS project team will ask the Clark, Clackamas, Multnomah, and Washington County Commissions and the Portland City Commissioners to adopt (by resolution) the CEDS and request the designation of an Economic Development District (EDD) by the Economic Development Administration. A successful EDD application will make the region eligible to apply for certain planning grants.

Once the Regional Business Plan is complete at the end of 2005, there will continue to be ways to be involved. The plan will be updated regularly, and will involve the public and private sectors at each step along the way.

WHAT IS THE CURRENT AND LIKELY FUTURE ECONOMIC CONTEXT FOR THAT STRATEGY?

The Portland-Vancouver region's economy is robust and changing. Over the last 25 years, the aggregate size of the metropolitan economy almost doubled. In the late 1970s, the region had fewer than 500,000 workers; by 2005, it had nearly a million workers. From the early 1980s through 2000, the region enjoyed 17 years of uninterrupted employment growth. The national recession that struck the nation in 2001 hit metropolitan Portland harder than many other US metropolitan areas; after three successive years of employment declines in 2001, 2002, and 2003, employment growth has resumed in the Portland metropolitan area.

The Portland-Vancouver region is the 25th largest metropolitan economy in the United States with a gross metropolitan product of approximately \$75 billion annually. The metropolitan region's industrial structure is characterized by the presence of a number of traded sector industry clusters, particularly in durable goods manufacturing. The region's largest traded sector industry cluster is high technology and electronics manufacturing followed by metals machinery and transportation equipment manufacturing the products for processing sporting-goods/apparel, creative and professional services and other industry clusters. Growth in high technology industry cluster, particularly in semiconductors during the 1990s, contributed to the region's export, income, and employment growth.

STRENGTHS

Many factors affect the productivity of businesses and the efficiency of economic activity in the metropolitan area. The following factors differentiate Portland-Vancouver from other regions in the country, making the region an exceptional place to live and work. The action plan in this document seeks to protect and build upon these strengths.

- The region is known for its quality of place and livability. The region is rated particularly high in environmental quality, health insurance coverage, recreation, and leisure opportunities.
- The Portland-Vancouver region's existing businesses are highly innovative.
- The Tax Foundation ranks both Oregon and Washington among the top 10 states for business climate.
- Over the past decade, the region has been particularly successful in attracting well-educated young adults to move to the region from elsewhere in the United States.
- Portland-Vancouver region has an extensive transportation, communications, and public utilities infrastructure system. While the region is relatively distant from most other US metropolitan areas it is adequately served by air, rail, highway, and international shipping connections.
- The region's workforce is highly educated.

- The region's per capita income is higher than the US average, but by a smaller margin than during most of the last decade.

AREAS FOR IMPROVEMENT

While some factors make the region an attractive location for new businesses or residents, the following do little to differentiate Portland-Vancouver from other metropolitan areas and may even discourage relocation.

- The local system of K-12 education is roughly average. Higher education enrollment as a fraction of the young adult population is smaller than in most U.S. metropolitan areas.
- Portland and Multnomah County have higher personal and business income taxes than the rest of the region and many other metropolitan areas.
- The region ranks above average on a per capita basis in venture capital funding, although venture capital funding has declined since its peak in 2000.
- The region's cost of business is roughly similar to other US metropolitan areas; a comparison of 33 metropolitan areas with 1 to 4 million population, showed metropolitan Portland ranked 13th lowest in typical business costs.

WHAT GOALS AND ACTIONS SHOULD THE REGION PURSUE?

Consistent with conclusion about the importance to economic development of regional coordination, the traded sector, and clusters with comparative advantages relative to other regions, the broad goal for the CEDS is:

The economy of the Portland-Vancouver region should develop to have multiple traded-sector clusters containing businesses that are global leaders in innovating new products and processes.

Consistent with that goal are actions in five categories:

PIONEERING INNOVATION

- **Cluster innovation.** Work with the region's industry cluster organizations to develop cluster-specific innovation activities.
- **Capital availability.** Encourage greater availability of the early-stage risk capital for new business formation and expansion.
- **Entrepreneurial culture.** Promote the role of local entrepreneurs and measure their impact on the regional economy.

- **Knowledge creation.** Strongly align the region's higher education resources to improve the competitiveness of the region's traded-sector cluster businesses.
- **High-performance work organization.** Promote widespread adoption of high performance work organization in the manufacturing techniques in the region's private sector firms. Encourage the adoption of these practices within the public sector.

PRODUCTIVITY

- **Industry clusters.** Focus economic development efforts on established and emerging traded sector industry clusters.
- **Land supply.** Assure that there is sufficient land supply for the region's economy; emphasize the needs of traded sector industry clusters.
- **Transportation and other infrastructure.** Assure that the region's transportation and other infrastructure systems are adequate to efficiently meet the needs of the region's economy.
- **Tax and regulatory environment.** Work to reduce the tax and regulatory burdens imposed on the region's businesses, consistent with maintaining an adequate level of public service and a high quality of life.

PEOPLE

- **K-12 and higher education funding.** Advocate for secure funding for K-12 and higher education to ensure high-quality educational opportunities.
- **Workforce training.** Continue to seek additional funding for the development of workforce training opportunities and one-stop training centers.
- **Awareness of existing opportunities.** Enhance awareness of existing educational and workforce training resources.
- **Skills gap analysis.** Conduct annual skills gap analyses to determine training and skills needs.
- **Basic skills.** Increase the availability of remedial education and ESL programs.

PLACE

- **Branding the region.** Encourage collaborative marketing of the area to create a "brand" that appeals to the workforce the region is trying to attract in key clusters.
- **Land use balance: green spaces and economic opportunity.** Implement programs that enhance green spaces and recreational opportunities in the region while considering the importance of land for economic development opportunities.

- **Workforce housing.** Seek opportunities to develop workforce housing.
- **Neighborhoods: safety and improvements.** Support the formation of neighborhood associations and similar groups throughout the region that focus on neighborhood safety and other improvements.
- **Engaging younger workers.** Encourage the 25-35 year-old demographic to become more active in the region's civic and political life.

PROCESS

- **Market as a region.** Organizations should continue to market together to expand the region's markets.
- **Coordinate with Regional Business Plan efforts.** The CEDS should become part of the Regional Business Plan, with the EDD board operating as a subcommittee of the Regional Business Plan.
- **Monitor progress.** Continue to evaluate progress toward benchmarks on priority actions.

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. _____

Supporting the Issuance of Industrial Development Revenue Bonds by the State of Oregon to
AMG FACTORY LLC

The Multnomah County Board of Commissioners Finds:

- a. Apparel Manufacturing Group, Ltd. (AMG) is a manufacturer of apparel and sportswear for customers as diverse as Nike, Crankbrothers in the bike industry, McMenamins, and RS Medical.
- b. AMG currently employs 28 persons at its leased Northeast Portland facility. AMG's successful business model has resulted in rapid growth and the creation of skilled and semi-skilled manufacturing jobs. The current facility is cramped and does not allow for the most efficient layout of production space.
- c. A related entity, AMG FACTORY LLC, plans to purchase property in the City of Portland, near Portland International Airport, and construct an 18,000 - 24,000 square foot manufacturing facility (the AMG FACTORY LLC project) that it will lease to AMG. The new facility will provide an efficient layout and accommodate future growth. AMG projects adding 13 new employees in the three years after the new plant opens. The new plant is within close proximity to the existing facility, so the relocation is expected to have minimal impacts on the current labor force.
- d. The development of the project by AMG FACTORY LLC would foster the economic growth and legislative policy as set forth in ORS 285B.320.
- e. The project complies with the provisions of the county's economic development plan.
- f. ORS 285B.332 requires, before the issuance of revenue bonds by the State of Oregon, that the governing body of the County endorse the project.
- g. Oregon Administrative Rule 123-011-0035(2)(d) requires, before the issuance of revenue bonds by the State of Oregon, that the county having jurisdiction over the proposed project should provide a statement with regards to the potential benefit to be derived by the county from the project.
- h. Completion of the AMG FACTORY LLC project in Multnomah County would be in the best interests of the citizens of the County.

The Multnomah County Board of Commissioners Resolves:

1. The potential benefits of the AMG FACTORY LLC project to the County include the anticipated hiring of 13 additional employees.
2. The County requests the Oregon Economic and Community Development Commission and the State of Oregon assist in the financing of the project within Multnomah County through the issuance of revenue bonds as provided by ORS 285B.320 to ORS 285B.371.
3. The Chair is authorized on behalf of the County to sign such documents and take any future action necessary for the issuance of revenue bonds by the State for the project.

ADOPTED this 17th day of May 2007.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Ted Wheeler, Chair

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By _____
John S. Thomas, Deputy County Attorney

SUBMITTED BY:
Ted Wheeler, Chair

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 07-104

Supporting the Issuance of Industrial Development Revenue Bonds by the State of Oregon to
AMG FACTORY LLC

The Multnomah County Board of Commissioners Finds:

- a. Apparel Manufacturing Group, Ltd. (AMG) is a manufacturer of apparel and sportswear for customers as diverse as Nike, Crankbrothers in the bike industry, McMenamins, and RS Medical.
- b. AMG currently employs 28 persons at its leased Northeast Portland facility. AMG's successful business model has resulted in rapid growth and the creation of skilled and semi-skilled manufacturing jobs. The current facility is cramped and does not allow for the most efficient layout of production space.
- c. A related entity, AMG FACTORY LLC, plans to purchase property in the City of Portland, near Portland International Airport, and construct an 18,000 - 24,000 square foot manufacturing facility (the AMG FACTORY LLC project) that it will lease to AMG. The new facility will provide an efficient layout and accommodate future growth. AMG projects adding 13 new employees in the three years after the new plant opens. The new plant is within close proximity to the existing facility, so the relocation is expected to have minimal impacts on the current labor force.
- d. The development of the project by AMG FACTORY LLC would foster the economic growth and legislative policy as set forth in ORS 285B.320.
- e. The project complies with the provisions of the county's economic development plan.
- f. ORS 285B.332 requires, before the issuance of revenue bonds by the State of Oregon, that the governing body of the County endorse the project.
- g. Oregon Administrative Rule 123-011-0035(2)(d) requires, before the issuance of revenue bonds by the State of Oregon, that the county having jurisdiction over the proposed project should provide a statement with regards to the potential benefit to be derived by the county from the project.
- h. Completion of the AMG FACTORY LLC project in Multnomah County would be in the best interests of the citizens of the County.


The Multnomah County Board of Commissioners Resolves:

1. The potential benefits of the AMG FACTORY LLC project to the County include the anticipated hiring of 13 additional employees.
2. The County requests the Oregon Economic and Community Development Commission and the State of Oregon assist in the financing of the project within Multnomah County through the issuance of revenue bonds as provided by ORS 285B.320 to ORS 285B.371.
3. The Chair is authorized on behalf of the County to sign such documents and take any future action necessary for the issuance of revenue bonds by the State for the project.

ADOPTED this 17th day of May 2007.

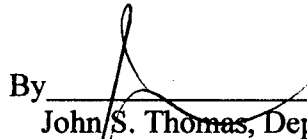


BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON


Ted Wheeler, Chair

REVIEWED:

AGNES SOWLE, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By 
John S. Thomas, Deputy County Attorney

SUBMITTED BY:
Ted Wheeler, Chair