

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

**PROPOSED
PROGRAM
OFFERS** | **2020**



Volume 2

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Understanding Program Offers

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

- Introduction to the department, a department budget overview, budget trends summary, and a budget summary by division.
- Division narratives including significant changes by division.
- List of all of program offers in the department.
- The department's program offers.

Program offers form the basis for the County's budget process. The offers constitute a department's budget request and provide information to the Board of County Commissioners so they can select programs that best serve the community.

Program offers are labeled with a five digit document number and title (e.g. 50005 - DCJ Human Resources). Throughout the budget document, readers will see references to program offers by number and/or title. To find a program offer that is referenced in this document, go to the department's section in Volume 2; the program offers are listed in numerical order.

What Makes a Good Program Offer

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

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

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

Anatomy of a Program Offer

Executive Summary & Description

In Multnomah County's budget, a "program" is an organizational unit that provides services to the public or to other County departments/divisions. Program offer documents explain all aspects of the program through the following sections: executive summary and description, performance measures, legal and contractual mandates, revenue/expense detail, explanation of revenues, and significant program changes.

The program executive summary should briefly and clearly explain the activities in the program offer. The description should describe how the program will support department strategies or known County policy frameworks. If the offer represents a change in current practice (e.g. a reorganization or change in staffing levels, service hours, etc.), it should briefly describe the nature of that change. The description should cite research, experience, or logic to convincingly make the case for program selection. New programs should note how the department created program cost estimates.

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

~Sir Arthur Conan Doyle, Sherlock Holmes

Performance Measures

Performance measures are organized in a table in each program offer. The table identifies the type of measure, the measure's definition, and measure results. Where available, the table reports history, annualized current service level estimates (what's being delivered at the time of printing), and anticipated target service level for the upcoming year. Additional supporting information, such as explanations of notable performance changes, are located in the narrative section below the table. Every program offer includes two to four performance measures indicating the level of service expected if the program is selected. Two types of measures are required: the output, which represents the volume of work, and the outcome, which represents the measurable results of that work. For example, a hypothetical addictions treatment program for teenage girls might report the number of girls who received treatment (output), and the percentage of teenage girls who achieved sobriety and completed their treatment plan upon exit (outcome).

Departments may also include additional measures to further illustrate a program's performance, such as resource measures (inputs other than staffing or finances) and measures of service quality/efficiency. Using the addictions treatment example, inputs might be reported as the number of treatment beds available. Quality could be reported as the percent of teenage girls that rate counseling staff as engaging and supportive, and efficiency might be reported as the cost for each successful treatment completion.

Legal and Contractual Mandates

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

Revenue/Expense Detail (Program Costs)

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

Explanation of Revenues

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

Significant Program Changes

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

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

In this section you will also find a reference from this year's program offer to its predecessor in the previous year, if applicable. (Note that program offer numbering can change between fiscal years.)

Types of Programs

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

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

Administration

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

Support

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

Operating Program

An “on the ground” activity of the County. Includes front-line supervisors/ program managers with specific responsibilities for particular operating programs. For example, the Health Department’s Primary Care Clinics.

New/Innovative

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

Program Alternative or Reconstruction

A current or former program with changes to operations, different providers, or with different business models than in the previous year.

Internal Service

Programs that support countywide operations. Examples include Fleet or Information Technology services.

Revenue

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

Additional Program Details

Program Offer Characteristics

Program offer documents also include information on program characteristics (see below). Program characteristics provide additional information on the type of funding for the program.

A letter at the end of a program offer number indicates a scaled program offer. Scaled offers are a way for the Board to make choices on the size of programs to fund (see next page).

At the top of each program offer, you will see a list of program characteristics (if they are applicable):

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

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

Measure 5 Education Offers - In Oregon we have a constitutional limit on how much real property tax we can spend for educational services. Multnomah County has General Fund revenues which are not derived from real property taxes, and these revenues can be expended on educational services without violating the Constitutional limitation. In order for the County to easily demonstrate that it has complied with the Constitutional limitation, departments can designate a program as a "Measure 5 Education Offer" indicating the program may be funded by non real property tax revenues.

Scaled Program Offers

Program offers represent discrete increments of service and many County programs have the ability to deliver services at varying levels. For example, an alcohol and drug treatment program may be able to offer 100, 150 or 200 beds. Departments were asked, when appropriate, to provide decision-makers with the option to choose from those service levels. Scaled offers are indicated by including an A, B, C, etc at the end of the program offer number. When looking at scaled program offers, one should consider the following definitions:

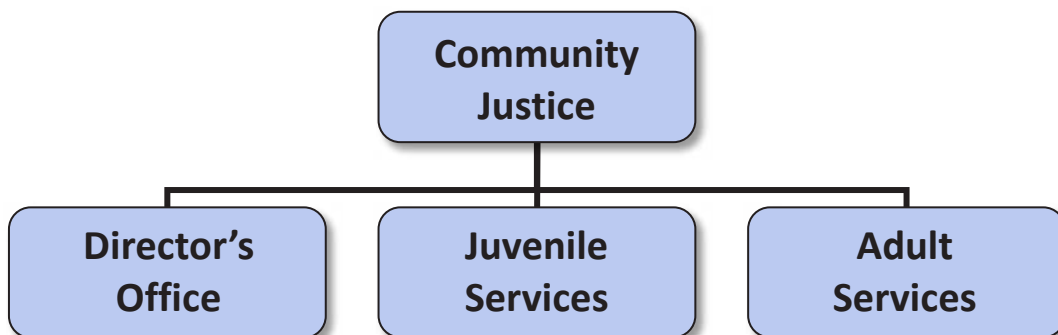
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service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

Department Overview

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

- Accountability – Hold justice involved youth and adults accountable for their actions;
- Behavior Change – Work with justice involved youth and adults to reduce delinquent and criminal behavior;
- Commitment to Victims and Community – Respect and address victims’ rights and needs and restore the community;
- Invest in Employees – Provide tools and resources that promote the resiliency, safety, and wellness of employees and their families;
- Resource Management – Direct resources to delivering cost-effective services; and
- System Change – Use advocacy and innovation to guide DCJ’s work with stakeholders to improve community safety and assure a fair and just system.

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



Budget Overview

The FY 2020 Department of Community Justice (DCJ) Proposed budget is \$108.4 million and 496.57 FTE, a \$2.0 million increase from FY 2019. The Department is highly dependent on General Fund, accounting for two-thirds of the total budget (\$73.8 million). Other Funds include Federal/State at \$32.6 million and Justice Special Operations Fund at \$2.0 million.

The proposed budget assumes no change to SB 1145 Department of Correction funding and will remain at the FY 2019 adopted budget amount (\$17.6 million). Anticipated \$372,800 of debt service for the East County Campus is included for the first time. The department prepaid the first year of debt service in FY 2018 to avoid additional cuts in FY 2019, as such it was not part of the department FY 2019 Adopted budget.

The General Fund allocation includes \$518,310 in ongoing funding for new programs:

- Mead Center Support (50039) \$143,838
- Juvenile Counseling Assistant backfill (50051B) \$108,267
- Three new Juvenile Custody Services Specialists (50054B) \$266,205

The FY 2020 General Fund allocation includes \$864,000 in one-time-only funding. The one-time-only funding is allocated to two program offers. A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	535.91	527.70	527.70	496.57	(31.13)
Personnel Services	\$61,506,759	\$63,796,209	\$65,105,732	\$65,158,128	\$52,396
Contractual Services	18,828,713	21,157,662	21,759,951	21,736,934	(\$23,017)
Materials & Supplies	2,071,046	1,911,478	2,500,193	2,186,826	(\$313,367)
Internal Services	16,018,883	17,279,525	17,058,849	18,483,098	\$1,424,249
Capital Outlay	0	0	11,000	825,000	\$814,000
Total Costs	\$98,425,402	\$104,144,874	\$106,435,725	\$108,389,986	\$1,954,261

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

The Department of Community Justice (DCJ) is committed to serving the highest risk and investing in programs and services that improve community safety by helping justice-involved youth and adults change their behavior. DCJ uses outcomes and evidence and promising practices to inform programmatic and budgetary decisions and continues to work closely with partners to invest in services needed by those under its supervision.

The Adult Services Division (ASD) continues to be a committed partner and leader in the effort to reform the criminal justice system through the active involvement in the Multnomah County Justice Reinvestment Program (MCJRP) and the MacArthur Foundation's Safety and Justice Challenge. These efforts have contributed to the decreased reliance on costly resources such as jail and prison beds and instead focused time and money on identifying the key risks and needs of these justice-involved individuals and developing a case plan to address those needs. ASD continues to look at how to improve the delivery of culturally specific services. Funding from the MacArthur Foundation has allowed the County to open the Diane Wade House, a transitional housing program that provides gender-responsive, trauma-informed services that are also Afrocentric. Additionally, DCJ is refining and expanding the use of the Habilitation, Empowerment, Accountability Therapy (HEAT) curriculum, a culturally specific approach to addressing low engagement rates among high risk/high need African American males across ASD. As a results driven department, DCJ uses data to help gauge progress. One data point DCJ relies on is recidivism rates. Based on the latest data available, rates for arrests within one year in Multnomah County is 26.4%, which is lower than overall Statewide percentage of 37.4%.

The Juvenile Services Division (JSD) remains committed to identifying ways to improve the services it delivers to youth and their families while holding the youth accountable and developing skills necessary for success. JSD has continued to focus on how to better engage families in the juvenile justice system. An important milestone in this effort is the creation a Parent Handbook for justice-involved youth by parents working with the Community Healing Initiative (CHI). JSD has also just begun implementing Kids at Hope, a cultural framework that challenges the "at risk youth" paradigm. JSD staff are being trained in this philosophy that focuses on what youth can accomplish.

A main challenge continues to be decreasing resources due to budget reductions and a decrease in the adult felony population. DCJ will continue to pay close attention to where resources are invested with a continued goal of limiting the most expensive options like jail or detention. DCJ will continue to narrow its focus to serve those who are the highest risk by relying on assessment tools to guide decisions. DCJ will also work with treatment providers to determine the appropriate level of treatment for those receiving services, with a continued emphasis on ensuring all treatment is addressing criminogenic needs.

Diversity, Equity, and Inclusion

DCJ remains committed to promoting a diverse and equitable workforce, and a consistent, responsive delivery of programs and services to justice-involved adults, youth, and their families. The department continues to invest in culturally appropriate programming and contracted services, as well as increasing the tracking and reporting on key demographic information to address racial and ethnic disparities. An equity lens is applied throughout the department’s collaborative budget process which informs how to invest limited resources.

DCJ’s Workforce Equity Strategic Plan (WESP) is actively shaping department wide activities and priorities. A few key areas of progress and continued focus are:

- Recruiting an equity and inclusion manager who will provide direction on policy development and training that will enhance the department’s workforce equity and inclusion. In addition, this position will oversee the implementation of DCJ’s WESP goals, as well as the Diversity and Equity Steering Committee (DESC).
- Engaging a newly formed DESC to guide the implementation of the WESP.
- Working to expand the already established mandatory diversity training hours to be in line with WESP expectations, from 3 hours to 4 hours per year.
- Establishing a training plan that will increase the skills of DCJ managers to address issues of equity and inclusion. This includes mandatory training in the areas of Leveraging Diversity and Intro to Micro-aggressions.
- Developing a department wide plan for on-boarding for line staff and managers.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$17,595,360	\$721,587	\$18,316,947	61.45
Adult Services Division	33,861,572	26,859,628	60,721,200	282.72
Juvenile Services Division	<u>22,301,934</u>	<u>7,049,905</u>	<u>29,351,839</u>	<u>152.40</u>
Total Community Justice	\$73,758,866	\$34,631,120	\$108,389,986	496.57

Director's Office

The Director's Office provides policy, program, and fiscal direction to DCJ and ensures that DCJ is accountable to County residents, the Board of County Commissioners, and justice system partners. The Director's Office is responsible for the fiscal management of more than \$108 million in county, state, federal and private grant funds. The Research and Planning (RAP) unit promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. Business Services provides support for sound budgeting, grants management, invoice processing, contracting, fee collection, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) unit directs the evaluation, selection, purchase, implementation and training of innovative technology solutions to enhance DCJ's effectiveness. Human Resources (HR) supports over 500 regular employees on any given day including the needs of management and members of three different unions. HR coordinates the department-wide development of policies, procedures, hiring and training, and also manages 206 volunteers and interns. The Crime Victim Services Unit (CVSU) is responsible for advancing DCJ's long-term commitment to crime victims' rights and continues to be an important resource for staff and community partners. This includes staffing the County's Sex Trafficking Collaborative, a partnership of more than 300 individuals and 15 agencies coordinating a community response to trafficking and supporting survivors.

Significant Changes

The FY 2020 budget continues to focus on investing in resources that improve the delivery of customer service by the Director's Office (50000) to the rest of the department and increase direct services to justice-involved individuals. The County constraint is resulting in the elimination of several positions. This includes a management assistant position that is currently vacant. It focuses on improving DCJ's implementation of evidence based practices department wide. While this focus is important, funding direct services is a higher priority given the difficult budget situation. DCJ is eliminating a project manager. Utilization of this position has decreased and at the same time DCJ is narrowing its focus on key department wide elements. An office assistant 2 from the Crime Victim Services Unit (50003) that was tasked with sending restitution letters that were backlogged is eliminated due to the task being completed. DCJ is closing the Forensics Unit (50006) which provides forensic examinations of electronic storage devices. While the lab does incredibly important work, the volume of cases analyzed does not compare to the impact of losing staff working directly with the highest risk justice-involved individuals. Other positions being eliminated are an office assistant senior in the Business Services Unit (50001), a data technician (program offer 50004), and a business process consultant (program offer 50002) is being reduced by a 0.25 FTE. To prepare for future reductions, DCJ will look at overall staffing within the Director's Office in an effort to find efficiencies, particularly to see if any efficiencies can be realized through the implementation of Workday.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 12,000 justice-involved adults in the community annually who have been convicted of felony and misdemeanor crimes. The Recognizance unit helps process over 29,000 cases per year. Together, these programs promote public safety while reducing County jail utilization. ASD's mission is to enhance community safety, reduce crime, and change behavior by holding justice-involved adults accountable in a fair and just manner while providing them with services they need to reintegrate into the community. ASD also effectively coordinates with public safety partners. Parole-probation officers (PPOs) receive significant training to work with adults under supervision who engage in risky behaviors related to domestic violence, gang involvement, mental illness, and sex offenses. DCJ's model is built to address the root causes and risks of these individuals committing new crimes and their specific needs that can contribute to criminal behavior. ASD bases its case management model on evidence-based practices, emphasizing approaches that address behavior change and community reintegration. ASD utilizes Community Service to strengthen accountability and community reparation. Services are also provided to help individuals under supervision examine their criminal thinking patterns as well as receive employment training and educational support services. ASD enhances supervision with GPS/electronic monitoring and computer forensics monitoring as needed.

Significant Changes

Based on the projected State budget shortfall, continued decline in the number of felony cases, DCJ is focusing on staffing, programs, and services that maintain a solid foundation to serve the highest risk. DCJ continues to examine utilization of programs and contracts and this budget reflects adjustments. This budget includes elimination of a number of staff positions. DCJ has held a variety of vacancies in preparation for the proposed reductions, in hopes of reducing layoff impacts. However, several of these positions are filled.

Referral numbers for the Change Center (50028) have been decreasing and this budget reduces staffing to reflect the current referral numbers. The Community Response Team (50021A) that was established several years ago to increase response to clients who were no shows to programs was not realized because of workload demands within high risk supervision and referrals rates to these programs. These PPOs have only had the capacity to conduct field investigations, which is a task that can be given back to field PPOs. Several contracts (program offers 50011, 50021B, 50026) were reduced to reflect current utilization. This budget includes funding for two office assistant 2's to provide support for reception areas on more floors at the Mead Building. A Support Staff redesign and resource shortage led to reception areas being taken away on several floors of the Mead building, which includes 7 floors (program offer 50039). Lastly, this budget also includes one-time-only funding to replace radios scheduled to be discontinued in October 2019 (program offer 50013).

Juvenile Services Division

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

Although delinquency referrals have declined over the past decade, there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Last year, JSD completed 674 detention screenings and 549 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention Home. In total, the Tri-County area had 1,241 admissions. Many of these youth arrive in crisis and require comprehensive wraparound services.

This past year 479 youth were diverted from court for less serious criminal activity and either held accountable through formal accountability agreements that typically include community service, paying restitution to victims or completing community-based educational/behavioral and early interventions. Juvenile court counselors (JCC) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with case management and treatment services, utilizing accountability interventions when needed.

Significant Changes

DCJ's goal is to continue to focus on funding staff, programs, and services that provide a solid foundation to serve the highest risk youth, address racial and ethnic disparities, and have the best outcomes. DCJ decided to discontinue claiming Title IV-E (federal) funds because the revenues received are no longer justified given the amount of work involved for numerous DCJ employees. With the oversight of dependency cases transitioning to the Attorney General's Office in July 2019, JSD will be eliminating two corrections technicians (program offer 50051) who process and deliver summons to parents.

After many years of increasing detention utilization, JSD has successfully reversed the trend and is operating well below capacity and is reducing bed capacity by 8 (program offer 50054A). In order to improve safety and security in detention, and to reduce reliance on on-call staff, DCJ will be adding three newly created Juvenile Custody Services Specialist (JCSS) positions (program offer 50054B).

DCJ continues to examine utilization of programs and contracts. Referrals to the Community Healing Initiative Early Intervention (CHI-EI) program (50065B) have been lower than expected. The contract has been reduced to reflect numbers served. JSD will work with providers to identify and address areas of improvement and barriers to increase utilization.

Department of Community Justice

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,691,819	\$0	\$1,691,819	9.00
50001	DCJ Business Services	3,337,117	0	3,337,117	16.80
50002	DCJ Business Applications & Technology	8,932,204	0	8,932,204	6.25
50003	DCJ Crime Victim Services Unit	857,169	12,000	869,169	7.00
50004	DCJ Research & Planning Unit	1,239,045	709,587	1,948,632	12.60
50005	DCJ Human Resources	1,538,006	0	1,538,006	9.80
Adult Services Division					
50011	Recovery System of Care	1,126,099	342,020	1,468,119	0.00
50012	Adult Residential Treatment Services	1,284,386	122,496	1,406,882	0.00
50013	Replacement Radios	814,000	0	814,000	0.00
50014	Adult Treatment First/STOP Drug Court	1,447,197	614,442	2,061,639	7.00
50016	Adult Services Management	1,964,595	98,556	2,063,151	9.22
50017	Adult Support Services	4,840,371	3,522,740	8,363,111	51.00
50018	Adult Recog/Pretrial Supervision Program (PRSP)	2,672,008	0	2,672,008	21.00
50019	Adult Local Control Release Unit	0	131,521	131,521	1.00
50020	Adult Parole/Post Prison Violation Hearings	0	554,134	554,134	3.00
50021A	Assessment and Referral Center	806,069	3,707,800	4,513,869	22.00
50021B	Assessment and Referral Center - Housing	3,133,398	0	3,133,398	0.00
50021C	Shoreline - Restore 18 Beds	250,000	0	250,000	0.00
50022	HB3194 Justice Reinvestment	0	3,361,358	3,361,358	4.63
50023	Adult Field Generic Supervision High Risk-West	1,494,885	1,954,797	3,449,682	22.37
50024	Adult Mental Health Unit - Supervision and Treatment	2,491,836	0	2,491,836	11.00
50025	Adult Sex Offense Supervision & Treatment	356,497	2,002,957	2,359,454	12.00
50026	Adult Domestic Violence Supervision	1,074,362	1,462,060	2,536,422	16.00
50027	Adult Women & Family Services Unit	2,262,730	1,611,445	3,874,175	17.00

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50028	The Change Center	1,615,170	0	1,615,170	12.00
50029	Adult Electronic Monitoring	516,454	130,220	646,674	3.00
50030	Adult START Court Program	573,236	1,385,906	1,959,142	7.00
50031	Community Service	1,263,569	249,504	1,513,073	10.00
50032	Adult Gang and African American Program	851,837	1,757,675	2,609,512	10.00
50033	Adult Field Generic Supervision High Risk-East	2,231,404	3,177,570	5,408,974	32.50
50036	Adult Domestic Violence Deferred Sentencing	119,185	0	119,185	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	0	292,579	292,579	2.00
50038	Adult Generic Reduced Supervision (Casebank)	528,446	379,848	908,294	6.00
50039	Mead Center Support	143,838	0	143,838	2.00
Juvenile Services Division					
50050A	Juvenile Services Management	1,548,958	273,719	1,822,677	7.00
50050B	Training for Juvenile Custody Services Specialists	50,000	0	50,000	0.00
50051A	Juvenile Services Support	2,955,220	0	2,955,220	15.00
50051B	Juvenile Counseling Assistant - Backfill	108,267	0	108,267	1.00
50052	Family Court Services	336,820	1,061,789	1,398,609	8.80
50053	Courtyard Cafe and Catering	406,571	0	406,571	3.20
50054A	Juvenile Detention Services - 48 Beds	8,420,179	140,065	8,560,244	52.40
50054B	Juvenile Detention Services - 16 Beds	1,168,880	0	1,168,880	9.00
50055	Community Monitoring Program	222,097	419,715	641,812	0.00
50056	Juvenile Shelter & Residential Placements	208,983	505,815	714,798	0.00
50057	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	1,269,622	0	1,269,622	9.00
50058	Juvenile Probation Services	1,683,148	1,338,528	3,021,676	19.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	523,260	523,260	0.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	840,823	1,790,293	2,631,116	16.00
50064	Juvenile Assessment & Treatment for Youth & Families (ATYF)	200,117	756,183	956,300	6.00

Community Justice

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Juvenile Services Division (cont.)					
50065A	Juvenile Community Healing Initiative (CHI)	1,515,143	169,787	1,684,930	0.00
50065B	CHI Early Intervention & Youth Gang Prevention Services	577,687	70,751	648,438	1.00
50066	Juvenile Community Interface Services	<u>789,419</u>	<u>0</u>	<u>789,419</u>	<u>5.00</u>
Total Community Justice		\$73,758,866	\$34,631,120	\$108,389,986	496.57

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,653,484	\$0	\$1,531,490	\$0
Contractual Services	\$71,086	\$0	\$71,586	\$0
Materials & Supplies	\$83,453	\$0	\$80,909	\$0
Internal Services	\$16,920	\$0	\$7,834	\$0
Total GF/non-GF	\$1,824,943	\$0	\$1,691,819	\$0
Program Total:	\$1,824,943		\$1,691,819	
Program FTE	10.00	0.00	9.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50000-19 DCJ Director's Office

This program offer reflects a net decrease of 1.00 FTE. During FY 2019, 1.00 FTE HR Analyst Senior transferred from another DCJ program (refer # 50005-20). In FY 2020, 1.00 FTE Management Assistant and 1.00 FTE Project Manager (Represented) is cut.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,218,436	\$0	\$2,126,735	\$0
Contractual Services	\$12,925	\$0	\$13,491	\$0
Materials & Supplies	\$52,165	\$0	\$24,366	\$0
Internal Services	\$1,034,717	\$0	\$1,172,525	\$0
Total GF/non-GF	\$3,318,243	\$0	\$3,337,117	\$0
Program Total:	\$3,318,243		\$3,337,117	
Program FTE	17.80	0.00	16.80	0.00

Program Revenues				
Other / Miscellaneous	\$2,877,057	\$0	\$2,922,812	\$0
Total Revenue	\$2,877,057	\$0	\$2,922,812	\$0

Explanation of Revenues

County General Fund which includes \$2k from County District Attorney for Subpoena Copy Fees, and Dept. Indirect Revenue of \$2,920,812. The copy fees are published in FY 2020 Master Fee Schedule, and Department Indirect Revenue rate is based on the FY 2020 indirect rate in the Countywide Cost Allocation Plan. Indirect rate is applied to total allowable payroll expenditures in Non-General Fund revenue streams.

Significant Program Changes

Last Year this program was: FY 2019: 50001-19 DCJ Business Services

This program offer cuts 1.00 FTE Office Assistant Senior in FY 2020.

Department: Community Justice **Program Contact:** Kimberly Bernard
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Business Applications and Technology (BAT) unit supports the implementation and use of information systems and data reporting tools to increase the effectiveness of staff and improve the delivery of services to internal customers, Criminal Justice Partners, and the individuals we serve. BAT also manages the Court Appearance Notification System (CANS), and Case Companion, a multi-jurisdictional online resource that provides vital, easily accessible information for victims of crime in Multnomah County.

Program Summary

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

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

This program offer contains services provided by the County's Information Technology organization which facilitate support for information needs of the Department, system partners and the public. This includes development and maintenance, training and on-going support of information systems to support business needs and easy access to data in order for DCJ to effectively utilize technology. This program offer also provides for the purchase and replacement of computer equipment, software and technology tools. This program offer also includes funding for the continuation and expansion of Case Companion Victim's Portal, an online resource that provides important and easily accessible information for victims of crime.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of system innovations, upgrades and system replacements implemented	18	30	26	20
Outcome	Number of Technology Requests Completed	NEW	NEW	15	15
Outcome	Number of systems supported/administered	NEW	NEW	15	15

Performance Measures Descriptions

Performance Measure 2 & 3 Changed to align to core function of unit

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$914,499	\$0	\$889,755	\$0
Contractual Services	\$104,861	\$0	\$104,861	\$0
Materials & Supplies	\$202,506	\$0	\$202,419	\$0
Internal Services	\$7,300,975	\$0	\$7,735,169	\$0
Total GF/non-GF	\$8,522,841	\$0	\$8,932,204	\$0
Program Total:	\$8,522,841		\$8,932,204	
Program FTE	6.50	0.00	6.25	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50002-19 DCJ Business Applications & Technology

This program offer is reduced by 0.25 FTE Business Process Consultant in FY 2020.

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community supervision serves three main purposes: 1) holding justice involved youth and adults accountable, 2) provide tools for making positive changes in individuals' behavior, and 3) protecting the rights of victims/survivors and the larger community. The Crime Victim Services Unit ensures that the department is fulfilling its legal obligation to uphold crime victims' rights and ensures best practices by coordinating and enhancing each division's response to the crime victims' rights to individual crime victims/survivors of justice involved adults and youth on supervision.

Program Summary

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

This unit collaborates with public safety agencies and community partners as well as DCJ staff to develop a more coordinated system response to crime victim issues. The unit is charged with making sure DCJ is acting in compliance with the rights of crime victims in accordance with Oregon statutes, reaching out to crime victims and providing information about individuals on supervision and the corrections system if desired, improving the collection of restitution, and providing emergency assistance to crime victims. The unit also provides training to DCJ staff on crime victims rights, restitution collection, and becoming more responsive to crime victims. A crime victims portal has been developed to increase and simplify victim access to the criminal justice system. Lastly, this unit includes a position devoted specifically to staffing the County's Sex Trafficking Collaborative, a partnership of more than 300 individuals and 15 agencies coordinating a community response to trafficking and supporting survivors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of initial contacts with victims of probation cases	2,375	2,500	2,254	2,200
Outcome	Percent of victim probation violation contacts	NEW	NEW	95%	95%
Outcome	Number of crime victims registering for ongoing notifications	614	450	483	620

Performance Measures Descriptions

Measure 2 Changed: Alignment with Core Functions of the unit.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$820,719	\$42,206	\$748,416	\$0
Contractual Services	\$91,890	\$0	\$96,747	\$0
Materials & Supplies	\$8,327	\$9,250	\$9,006	\$12,000
Internal Services	\$3,600	\$6,943	\$3,000	\$0
Total GF/non-GF	\$924,536	\$58,399	\$857,169	\$12,000
Program Total:	\$982,935		\$869,169	
Program FTE	8.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$49,149	\$0	\$0
Other / Miscellaneous	\$0	\$3,000	\$0	\$5,880
Beginning Working Capital	\$0	\$6,250	\$0	\$6,120
Total Revenue	\$0	\$58,399	\$0	\$12,000

Explanation of Revenues

County General Fund plus 1) \$12k from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. \$12k includes \$6,120 carryover from FY 2019 and remaining \$5,880 is the estimated partial calendar year 2020 award.

Significant Program Changes

Last Year this program was: FY 2019: 50003-19 DCJ Crime Victim Services Unit

This program offer cuts 1.00 FTE Office Assistant 2 in FY 2020.

Department: Community Justice **Program Contact:** Kimberly Bernard
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

The RAP Unit supports the data and analysis needs of the three department divisions. These analyses promote effective resource management and the attainment of the department's strategic goals. The unit is responsible for designing and implementing a system of interactive data monitoring dashboards as part of the County's Tableau Software initiative. The unit also produces more complex data analyses involving multivariate models and longitudinal time trend analyses.

In addition to quantitative analyses, RAP develops qualitative research protocols facilitated primarily by key informant interviews and focus groups. This is an important practice for soliciting scientifically valid feedback from staff and justice involved individuals regarding DCJ practices and needed quality improvements. The unit promotes the adoption of evidence-based practices through continual identification and dissemination of emerging best practices in the literature. The unit helps to ensure that departmental operations have fidelity and are delivered in a manner optimizing positive outcomes. RAP also develops new grant applications for service enhancements and research projects. When DCJ receives federal or state grants or contracts containing an evaluation component, RAP is responsible for the coordination and development of mandatory reports and other deliverables to funders.

The unit is a contracted data and evaluation resource for local jurisdictions without their own research team. Within the County, RAP provides ongoing facilitation and technical assistance to several Countywide data collaborative bodies. Members of RAP participate in work groups with other criminal justice analysts to help leverage DCJ data and resources for maximum impact on the local public safety system.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of new research and evaluation requests received by unit annually	170	144	175	180
Outcome	Number of output and outcome measures analyzed for budgeting process	138	135	135	135

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,102,636	\$598,670	\$1,209,775	\$592,069
Contractual Services	\$750	\$7,192	\$3,200	\$11,043
Materials & Supplies	\$17,112	\$23,400	\$23,298	\$18,025
Internal Services	\$2,000	\$88,073	\$2,772	\$88,450
Total GF/non-GF	\$1,122,498	\$717,335	\$1,239,045	\$709,587
Program Total:	\$1,839,833		\$1,948,632	
Program FTE	9.18	4.42	8.93	3.67

Program Revenues				
Intergovernmental	\$0	\$706,576	\$0	\$628,439
Beginning Working Capital	\$0	\$10,759	\$0	\$81,148
Total Revenue	\$0	\$717,335	\$0	\$709,587

Explanation of Revenues

County GF + \$199,475 Or CJC/Justice Reinvestment Grant. Presume funding at same level as FY19. It also includes BWC \$81,148, \$69,484 US HHS SAMHSA TreatmentDrugCourts, award 9/30/2017-9/29/2020, \$19,732 US DOJ SMART Supervision, reduce prison populations & create safer communities. No cost extension to 9/30/2019, \$17,068 US DOJ SMART Reentry. Award 10/01/2017-9/30/2020, \$168,876 WA Cnty, maintain Google dashboard allowing access in DOC 400. IGA 1/1/2019-12/31/2020, \$144,935 US DOJ W.E.B. Du Bois Program of Research on Race and Crime. Award 1/01/2018-12/31/2020, \$51,398 US DOJ Innovations in Supervision Initiative, reduce violent recidivism for African American males with convictions for violent crimes by expanding the Rehabilitation, Empowerment, Accountability Therapy curriculum. Award 10/1/2018-9/30/2021, \$38,619 City of Gresham partners with DCJ on their Project Respond Program,US DOJ Justice & Mental Health Collaboration grant. IGA 10/1/17-09/30/2019.

Significant Program Changes

Last Year this program was: FY 2019: 50004-19 DCJ Research & Planning Unit

This program offer cuts 1.00 FTE Data Technician in FY 2020.

Department: Community Justice **Program Contact:** Patty Blanchard
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Human Resources (HR) unit recruits, hires, trains and assists with the management of regular, on-call, temporary employees, volunteers and interns. DCJ HR and training consultants work closely with both internal and external customers to design responsive programs and services. HR staff work with management and members of three unions to promote effective service. The HR unit directly supports the culture and mission of the Department, giving employees the tools they need to do their job and supporting management performance.

Program Summary

The HR unit supports approximately 545 regular and 283 temporary and on-call employees on any given day in addition to 3 union contracts; and 24-hour operations in Juvenile Detention and the Multnomah County Justice Center. HR will continue to:

- 1) Assess diverse organizational and customer (employee) needs to provide strategic direction as well as succession and workforce planning through active participation on management teams;
- 2) Consult with managers and employees as well as manage employee and labor relations issues, that include performance management, discipline and grievances, recruitment and selection of a highly qualified and diverse workforce, personnel records, leave administration, layoffs and bumping, and compliance with County Personnel Rules, Department Work Rules, and union contracts;
- 3) Ensure compliance with all laws, rules, regulations, policies and labor agreements so liability and costs of unlawful employment actions are reduced or eliminated.

The HR unit is tasked with developing and implementing HR initiatives with Central Human Resources and Labor Relations, coordinating internal employee investigations, policies and procedures, training, safety, Health Insurance Portability and Accountability Act (HIPAA), and Prison Rape Elimination Act (PREA).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of regular employees supported per day	545	550	550	540
Outcome	Percent of people of color applying for open positions	47%	42%	40%	45%
Outcome	Total number of temps/on calls supported	283	215	280	250

Performance Measures Descriptions

The percentage of people of color in the Portland/Vancouver PMSA (Portland Metropolitan Statistical Area) Civilian Labor Force was 18.3% when last reported in 2015. This is the legal benchmark used to evaluate whether an employer's workforce is representative of the available labor force in the area the business/organization operates.

Measure 3 (Annual number of temporaries and on-calls supported) Chanaed: Reflects Proaram Chanaes

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,534,736	\$0	\$1,462,108	\$0
Contractual Services	\$24,535	\$0	\$24,735	\$0
Materials & Supplies	\$45,621	\$0	\$51,062	\$0
Internal Services	\$369	\$0	\$101	\$0
Total GF/non-GF	\$1,605,261	\$0	\$1,538,006	\$0
Program Total:	\$1,605,261		\$1,538,006	
Program FTE	10.80	0.00	9.80	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50005-19 DCJ Human Resources

This program offer reflects a decrease of 1.00 FTE HR Analyst Senior that transferred to another DCJ program during FY 2019 (refer # 50000-20).

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Providing justice involved adults with alcohol and drug treatment in conjunction with wraparound services is an effective strategy to reduce re-offense, especially for those classified as high risk. These services can include outpatient treatment. Alcohol/drug and mental health treatment addresses a major criminal risk factor and is a necessary correctional intervention if DCJ is to continue to be successful in reducing recidivism. Other services such as vocational assistance, mentoring, and housing are also essential in promoting client success.

Program Summary

This program offer supports a recovery system of care which includes comprehensive support for recovery in addition to treatment, such as stable and drug free housing, peer mentors, and vocational assistance. A recovery system of care better supports long-term behavior change than treatment alone. Alcohol and drug treatment services are provided through contracts with non-profit providers. Contracted treatment programs are equipped to respond to culturally-specific needs and to address criminal risk factors in addition to addiction to drugs or alcohol.

With the expansion of Medicaid and private forms of insurance, some clinical services previously supported by the DCJ budget are reimbursed through health insurance. DCJ will continue to provide funding for clinical services for individuals eligible for treatment who do not have insurance. In addition, funding is provided to support treatment interventions for criminal risk factors such as antisocial thoughts and attitudes, antisocial peers, impulsivity and poor problem solving skills, anger management and so on. Effective interventions for adults should integrate addictions treatment with treatment for criminality. Without treatment, justice involved adults are more likely to re-offend and/or to occupy expensive jail beds. Treatment has been proven to be effective at reducing recidivism both in Oregon and nationally.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals that received DCJ funded treatment	1133	800	918	900
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	13%	15%	9%	10%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,223,467	\$347,520	\$1,099,220	\$342,020
Materials & Supplies	\$26,879	\$0	\$26,879	\$0
Total GF/non-GF	\$1,250,346	\$347,520	\$1,126,099	\$342,020
Program Total:	\$1,597,866		\$1,468,119	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$329,029	\$0	\$342,020
Other / Miscellaneous	\$0	\$5,500	\$0	\$0
Beginning Working Capital	\$0	\$12,991	\$0	\$0
Total Revenue	\$0	\$347,520	\$0	\$342,020

Explanation of Revenues

County General Fund plus 1) \$279,376 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$62,644 - State Department of Corrections (DOC) M57 funding. Presume FY 2020 funding at same level as FY 2019. M57 funding restricted to programs that support Measure 57.

Significant Program Changes

Last Year this program was: FY 2019: 50011-19 Recovery System of Care

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Residential drug treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. When residential treatment is successful for adults, the long-term collateral costs of re-arrest, re-incarceration and inadvertent consequences for the children of justice involved adults significantly declines.

Program Summary

This program supports residential drug and alcohol treatment for high risk male and female adults and allows courts and Parole-Probation Officers to have sanction options other than jail for those needing treatment. Fifty-four beds serve high risk adults in a facility specialized in treating males involved with the criminal justice system. The remaining beds for men are located in three residential facilities within the community. Some of these beds are reserved for specific populations (e.g., justice involved adults convicted of sex crimes, East County property offenses). This program also provides 27 residential alcohol and drug treatment beds for high risk female adults in two facilities and four beds for dependent children. The current community treatment providers have been in existence for over 20 years and work collaboratively with the Department of Community Justice (DCJ) to treat adults with addictions and criminality.

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

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of males participating in treatment	368	315	314	350
Outcome	Percent of males convicted of a misd. or felony within 1 year of treatment admission date	13%	25%	13%	13%
Output	Number of females participating in treatment	293	230	230	250
Outcome	Percent of females convicted of a misd. or felony within 1 year of treatment admission date	22%	20%	18%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,374,481	\$122,496	\$1,284,386	\$122,496
Total GF/non-GF	\$1,374,481	\$122,496	\$1,284,386	\$122,496
Program Total:	\$1,496,977		\$1,406,882	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$122,496	\$0	\$122,496
Total Revenue	\$0	\$122,496	\$0	\$122,496

Explanation of Revenues

County General Fund plus \$122,496 from State Department of Corrections (DOC) M57 funding. Presume FY 2020 funding at same level as FY 2019. Funding restricted to clients being served on active supervision, convicted of crimes related to M57, and have a substance abuse disorder.

Significant Program Changes

Last Year this program was: FY 2019: 50012-19 Adult Residential Treatment Services

This program offer includes a reduction of \$90,095 in contracted services. Treatment services are not primarily focused on criminal justice individuals. The utilization of this program has diminished substantially over time based on rigid program criteria.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Capital Outlay	\$0	\$0	\$814,000	\$0
Total GF/non-GF	\$0	\$0	\$814,000	\$0
Program Total:	\$0		\$814,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Funds

Significant Program Changes

Last Year this program was:

This program offer is to replacing existing radio inventory which is scheduled to be discontinued by the manufacturer for parts and service/maintenance in October of 2019. The total request of this offer totals \$814,000, which includes: (1) \$789,000 for the purchase price of 137 radios; and (2) \$25,000 in programming costs. The life cycle of these radios are approximately 5-7 years.

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Treatment First program is the next generation of diversion court. It builds on the established STOP (Sanction, Treatment, Opportunity, and Progress) model Drug Court and provides outpatient treatment and supervision. Treatment First utilizes validated risk and needs assessment tools, and provides separate tracks for individuals with differing risk and need levels. Adults charged with drug offenses are held accountable while receiving the opportunity for treatment. Those who successfully complete treatment and court requirements have their charges dismissed.

Program Summary

The Treatment First Program is a collaborative effort between DCJ, the courts, the DA's office, the public defender's office, local law enforcement, and community treatment providers. The program involves the use of a validated risk and needs assessment tool and serves a mixed population of low risk/need and moderate to high risk/need individuals. The program provides quadrant levels and separate group treatment services to ensure low risk individuals are not attending group sessions with moderate and high risk individuals and that their specific needs are met. Defendants with low risk and low needs will be assigned to a low supervision track. The Treatment First model reserves the STOP Court for the highest need, highest risk individuals while creating alternative tracks that match program design to individuals' needs and profiles. By creating multiple treatment tracks besides the STOP Court, the county is able to provide an appropriate system response to individuals who are non-addicted and/or low-risk.

DCJ's contribution to the Treatment First program is the Assessment Team, which consists of 3 Parole-Probation Officers (PPO) who assess all incoming Treatment First drug cases using evidence-based risk assessment tools. These assessments are used to place incoming justice involved individuals (JIIs) in the level of supervision that research shows to be the most effective for their level of risk and specific A&D need. The assessment team assess JIIs both in and out of custody, and works closely with the Court, DA's Office and Defense Bar during the early Court process. Those placed in the STOP Court are supervised by a total of 3 PPOs.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals served annually	2049	1200	2000	2000
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	17%	20%	17%	17%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$583,391	\$473,629	\$511,870	\$482,865
Contractual Services	\$898,688	\$119,243	\$935,129	\$82,660
Materials & Supplies	\$0	\$7,559	\$198	\$559
Internal Services	\$0	\$47,941	\$0	\$48,358
Total GF/non-GF	\$1,482,079	\$648,372	\$1,447,197	\$614,442
Program Total:	\$2,130,451		\$2,061,639	
Program FTE	4.67	3.38	3.82	3.18

Program Revenues				
Fees, Permits & Charges	\$0	\$5,500	\$0	\$1,172
Intergovernmental	\$0	\$642,872	\$0	\$613,270
Total Revenue	\$0	\$648,372	\$0	\$614,442

Explanation of Revenues

County General Fund plus 1) \$1,172 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$613,270 from OR CJC Stop Court Grant Program to meet the needs of individuals charged with possession of a controlled substance. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50014-19 Adult Treatment First/STOP Drug Court

This program offer reflects a decrease of 1.05 FTE. During FY 2019, 1.00 FTE Parole-Probation Officer transferred to another DCJ program (refer # 50026-20). In FY 2020, 0.05 FTE Community Justice Program Manager transfers to another DCJ program (refer # 50030-20).

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 12,000 justice involved adults in the community annually. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise justice involved adults.

Program Summary

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

Our priority is to focus resources on the highest risk and highest need individuals. The Department is utilizing current and evidence based assessment tools that:

- 1) guide supervision by identifying criminogenic risk and need factors, and
- 2) help develop case plans that reduce risk to re-offend.

Establishing a good relationship with the justice involved adults and then providing them with structured directions are key factors to reducing recidivism (Andrews & Bonita, 2006). In the coming year, ASD will focus on maintaining evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming, utilizing case management strategies that provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017)

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults supervised annually	12,172	13,000	12,642	12,500
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	17%	16%	16%	17%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,888,648	\$289,639	\$1,564,311	\$85,579
Contractual Services	\$10,000	\$84,278	\$88,810	\$4,703
Materials & Supplies	\$331,476	\$9,946	\$276,134	\$0
Internal Services	\$118,094	\$18,641	\$35,340	\$8,274
Total GF/non-GF	\$2,348,218	\$402,504	\$1,964,595	\$98,556
Program Total:	\$2,750,722		\$2,063,151	
Program FTE	11.34	1.66	8.75	0.47

Program Revenues				
Fees, Permits & Charges	\$0	\$80,700	\$0	\$61,311
Intergovernmental	\$0	\$321,804	\$0	\$37,245
Total Revenue	\$0	\$402,504	\$0	\$98,556

Explanation of Revenues

County General Fund plus 1) \$61,311 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$37,245 from the Oregon Board of Parole & Post-Prison Supervision. This funding covers the cost of 1.00 FTE while the employee participates in a career enrichment opportunity from 03/19/2018 through 09/19/2019.

Significant Program Changes

Last Year this program was: FY 2019: 50016-19 Adult Services Management

This program offer reflects a decrease of 3.78 FTE. During FY 2019, 1.00 FTE Probation/Parole Officer transferred to another DCJ program (refer # 50023-20). In FY 2020, a Community Justice Program Manager is reduced by 0.78 FTE because the current employees assignment with the Oregon Board of Parole & Post-Prison Supervision ends in September 2019. Additionally in FY 2020, 1.00 FTE Senior Manager and 1.00 FTE Probation-Parole Officer is cut.

Department: Community Justice **Program Contact:** Wende Jackson
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Support Services provides the Adult Services Division (ASD) with support for supervision units, Assessment and Referral Center, Local Control, Pretrial Services, Change Center and Community Service. Support services provided include the following: maintain records for internal, state and nationwide data systems, provide information and referrals to the public and community partners, provide administrative and clerical support to division personnel, and coordinate purchasing functions.

Program Summary

Adult Services Division (ASD) Support Services provides office support services for all parole and probation supervision programs, Pretrial Services, Change Center and Community Service. Essential functions include maintenance of highly confidential records and crime data in the statewide Correction Information System (CIS), Law Enforcement Data System (LEDS) and internal service tracking systems, maintaining files for all active and discharged justice involved adults, providing reception coverage, handling of general inquiries from members of the public, mail distribution, supply ordering and processing of fee payments.

Support staff routinely collaborate closely with the DA's office, Courts throughout the state, police agencies, Oregon Department of Corrections, the Oregon Parole Board, other community corrections agencies and community partners to ensure compliance with legal documents of supervision.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of work items processed by the unit	NEW	NEW	29,427	47,500
Outcome	Average Processing Time (days)	NEW	NEW	5	4
Output	Number of check-ins at a reception desk	82,608	85,000	82,000	80,000

Performance Measures Descriptions

All performance measures changed to align with core functions of the unit.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,133,747	\$2,179,846	\$1,936,830	\$2,996,059
Contractual Services	\$8,016	\$0	\$28,021	\$1,654
Materials & Supplies	\$581,815	\$0	\$491,388	\$12,101
Internal Services	\$1,576,069	\$358,585	\$2,384,132	\$512,926
Total GF/non-GF	\$3,299,647	\$2,538,431	\$4,840,371	\$3,522,740
Program Total:	\$5,838,078		\$8,363,111	
Program FTE	13.00	23.00	21.00	30.00

Program Revenues				
Intergovernmental	\$0	\$2,538,431	\$0	\$3,522,740
Total Revenue	\$0	\$2,538,431	\$0	\$3,522,740

Explanation of Revenues

County General Fund plus 1) \$3,522,740 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50017-19 Adult Support Services

This program offer reflects an increase of 15.00 FTE that transferred from other DCJ programs during FY 2019 as part of the reorganization of support staff in the Adult Services Division; 3.00 FTE Office Assistant 2 and 1.00 FTE Office Assistant Senior (refer # 50018-20), 3.00 FTE Records Technician (refer # 50026-20), 1.00 FTE Office Assistant Senior (refer # 50031-20), 1.00 FTE Office Assistant 2, 1.00 FTE Program Supervisor and 5.00 FTE Records Technician (refer # 50033-20).

Department: Community Justice **Program Contact:** Wende Jackson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Adult Recognizance (Recog) unit and Pretrial Services Program (PSP) unit both perform functions necessary for public safety and the effective operation of the local justice system. By assessing a defendant's probability to appear in court or re-offend and conducting interviews and assessments to determine release eligibility, the Recog and Pretrial units allow for scarce jail beds to be reserved for higher risk justice involved adults.

Program Summary

The Recog unit is a 24-hour, seven day a week program that is housed at the County Jail. From expedited release for low risk defendants, to detention holds, to in depth custody placement, Recog staff have the knowledge, expertise, and tools necessary to make preliminary decisions in the best interest of the community. They interview defendants who have a pending Multnomah County charge, which in turn provides a comprehensive, objective, and valid system for release decisions based on victim and community safety along with the defendant's flight risk. Defendants charged with felonies and/or person-to-person misdemeanor crimes are subject to a full criminal history and warrant check in addition to the standard risk screening.

The screening tool used to guide Recog staff has been validated by an independent research group and the results of that study have been approved by the Community Justice Advisory Council. In addition to evaluating the likelihood of appearing in court and risk for committing a new crime, Recog staff assist the court with release decisions for defendants that are ineligible for release by Recog staff. The unit serves as a 24-hour link between law enforcement agencies and Parole-Probation officers, by coordinating the process of holding parole and probation violators in jail and providing after-hours information on high risk individuals who are on electronic monitoring.

The primary mission of the PSP unit is to evaluate the risk of releasing defendants prior to trial, to monitor defendants in the community and to ensure that defendants attend court hearings. PSP staff use evidence based criteria during their investigations to determine whether or not a defendant is likely to pose a safety risk or further is likely to attend subsequent court hearings. The results of these investigations are presented back to the Court when necessary. When the defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through office visits, telephone contacts and in some instances, electronic and Global Positioning Software (GPS) is used.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of recog cases processed annually	29,657	29,000	28,585	28,000
Outcome	Percent of recog cases interviewed	32%	35%	35%	33%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,787,956	\$0	\$2,548,913	\$0
Contractual Services	\$6,642	\$0	\$10,842	\$0
Materials & Supplies	\$27,291	\$0	\$23,272	\$0
Internal Services	\$84,578	\$0	\$88,981	\$0
Total GF/non-GF	\$2,906,467	\$0	\$2,672,008	\$0
Program Total:	\$2,906,467		\$2,672,008	
Program FTE	26.00	0.00	21.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50018-19 Adult Recog/Pretrial Supervision Program

This program offer reflects a decrease of 5.00 FTE that transferred to other DCJ programs during FY 2019; 3.00 FTE Office Assistant 2 and 1.00 FTE Office Assistant Senior (refer # 50017-20), and 1.00 FTE Parole-Probation Officer (refer # 50020-20).

Department: Community Justice
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Lisa Lewis
Program Offer Stage: As Proposed

Executive Summary

The Department of Community Justice (DCJ) is statutorily and legislatively mandated to provide services to local control (LC) justice involved individuals in order to carry out the Local Supervisory Authority (LSA) functions. The LC Release unit is instrumental in providing all LSA functions including, but not limited to investigations, issuance of warrants, release planning, and active supervision.

Program Summary

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

The LC Release unit is instrumental in holding justice involved individuals accountable by providing fair and objective investigations and parole hearings, incarceration when appropriate and providing supervision. Through collaboration with the Sheriff's Office, the Oregon State Board of Parole, treatment providers, and the community, this unit provides effective interventions and helps to ensure efficient operations of the local justice system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of release plans completed	480	500	500	500
Outcome	Percent of individuals convicted of misd. or felony within 1 year of release date from local control	22%	35%	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$251,950	\$0	\$105,302
Contractual Services	\$0	\$1,098	\$0	\$1,448
Materials & Supplies	\$0	\$350	\$0	\$0
Internal Services	\$0	\$51,293	\$0	\$24,771
Total GF/non-GF	\$0	\$304,691	\$0	\$131,521
Program Total:	\$304,691		\$131,521	
Program FTE	0.00	2.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$304,691	\$0	\$131,521
Total Revenue	\$0	\$304,691	\$0	\$131,521

Explanation of Revenues

County General Fund plus \$131,521 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50019-19 Adult Local Control Release Unit

This program offer cuts 1.00 FTE Parole-Probation Officer in FY 2020.

Department: Community Justice **Program Contact:** Wende Jackson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Violation Hearings unit is instrumental in holding justice-involved adults accountable by providing fair and objective investigations and parole hearings, incarceration when appropriate and actively supervising justice-involved adults. Through collaboration with the Sheriff's Office, the Oregon State Board of Parole, treatment providers, and the community, this unit provides effective interventions and helps to ensure efficient operations of the local justice system.

Program Summary

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

In addition, the unit provides support within the Justice Center to field PPO's for the purposes of testimony and DCJ representation on probation violation matters before the court.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of hearings completed by hearings officers	674	625	662	630
Outcome	Percent of hearings completed by hearings officers outside of Multnomah County	27%	25%	30%	30%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$302,298	\$0	\$471,426
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$0	\$100	\$0	\$0
Internal Services	\$0	\$49,728	\$0	\$80,708
Total GF/non-GF	\$0	\$354,126	\$0	\$554,134
Program Total:	\$354,126		\$554,134	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$335,267	\$0	\$554,134
Beginning Working Capital	\$0	\$18,859	\$0	\$0
Total Revenue	\$0	\$354,126	\$0	\$554,134

Explanation of Revenues

County General Fund plus 1) \$535,275 - State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$18,859 from State Board of Parole Hearings fund allocation. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50020-19 Adult Parole/Post Prison Violation Hearings

This program offer is increased by 1.00 FTE Parole-Probation Officer that transferred from another DCJ program during FY 2019 (refer # 50018-20).

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Assessment and Referral Center (ARC) combines in-custody interviews, intakes (post prison and probation) orientations and specialized services, for those released from state and local custody. Enhanced transition services provided at the ARC reduces duplication of efforts and increases the amount of screenings, referrals, and re-entry services available when an individual is first placed on supervision (Post-Prison or Probation).

Program Summary

The ARC staff meets with justice-involved individuals pre and post release who are considered high risk to re-offend in order to determine which strategies and services are most appropriate to connect with at release to reduce the risk of recidivism. Results indicate that using tailored referrals and re-entry services reduces re-offending and increases engagement. Coordinated and immediate service delivery pre and post release addresses individuals' needs and enables interventions targeting criminogenic factors to be delivered more effectively.

ARC staff meet with the majority of justice involved individuals prior to their release from prison (reach-in visits), reducing the abscond rate for post-prison releases. Potential risks and strengths are identified during reach-in sessions, allowing for the development of appropriate supervision plans and preparation for potential roadblocks that could impede an individual's successful transition. In addition to state custody, this practice includes some adults in local jails and residential treatment.

ARC actively works to build partnerships with community based services and organizations, as well as other Multnomah County Departments, including the Health Assessment Team (HAT) located at the ARC, to provide the continuum of care that is needed for recently released individuals, including housing, health assessments, treatment access, case coordination and family engagement.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of probation and post prison intakes completed	NEW	NEW	NEW	2800
Outcome	Percent of individuals that are not revoked during the first thirty days from their release from prison	98%	95%	98%	98%
Outcome	Percent of individuals who report as ordered during the first thirty days from their release from prison	98%	94%	94%	95%

Performance Measures Descriptions

Measure 1: Changed to align with core functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$705,548	\$2,545,864	\$743,509	\$2,142,446
Contractual Services	\$33,890	\$1,122,931	\$33,890	\$1,167,137
Materials & Supplies	\$0	\$28,871	\$0	\$31,430
Internal Services	\$0	\$418,795	\$28,670	\$366,787
Total GF/non-GF	\$739,438	\$4,116,461	\$806,069	\$3,707,800
Program Total:	\$4,855,899		\$4,513,869	
Program FTE	6.00	20.50	5.98	16.02

Program Revenues				
Fees, Permits & Charges	\$0	\$4,700	\$0	\$7,267
Intergovernmental	\$0	\$3,570,411	\$0	\$3,700,533
Beginning Working Capital	\$0	\$541,350	\$0	\$0
Total Revenue	\$0	\$4,116,461	\$0	\$3,707,800

Explanation of Revenues

County General Fund plus 1) \$3,626,551 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$73,982 funding from DOC Subsidy/Inmate Welfare Fund (IWF). Presume FY 2020 funding at same level as FY 2019. 3) \$3,975 Interstate Compact fees for clients applying to be supervised in another state. The \$50 application fee was set by the County (Board Resolution) for each transfer application prepared under the Interstate Compact for Adult Offender Supervision (OAR 291-180-0465). 4) \$3,292 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50021-19 Assessment and Referral Center

This program offer reflects a decrease of 4.50 FTE. In FY 2020, this program offer cuts 1.00 FTE Corrections Counselor, 1.00 FTE Corrections Technician and 2.00 FTE Parole-Probation Officers. 0.50 FTE Parole-Probation Officer ended during FY 2019.

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The ARC Transition Services staff meets with client's pre and post release considered high risk to re-offend in order to determine which strategies and services are most appropriate to connect client at release to reduce the risk of recidivism. Results indicate that using client specific referrals and re-entry services including housing placement reduces recidivism and increases engagement. Coordinated and immediate service delivery including housing post- release addresses client needs and ensures interventions addressing criminogenic factors and social determinants of health are delivered effectively.

Program Summary

Ending homelessness and maintaining community safety is synonymous for Transition Services, Department of Community Justice. Placing high risk, high need offenders directly into housing with services upon release are consistent with the current Multnomah County plan to end homelessness by circumventing individual's entry into homelessness and cycling in and out of incarceration.

Evidence based practices clearly dictate the need to provide case management, access to healthcare, safe and secure housing for justice involved individuals (JIIs) releasing from jail, prison or residential treatment. Currently, there is capacity to provide short and long-term housing services for an average of 330 high-risk adults identified with behavioral or medical needs using several contracted agencies within our community. Providing housing to JIIs is cost effective. On average, the cost to house an individual is \$38.00 daily, as compared to \$150-170 per day to incarcerate an individual in jail or prison.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of individuals housed monthly	343	330	338	350
Outcome	Average percentage of contracted beds utilized each month.	NEW	NEW	NEW	80%

Performance Measures Descriptions

Measure 1: Moved from 50021A to align with core function. Measure 2: New performance measure

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$3,380,574	\$0	\$3,127,997	\$0
Materials & Supplies	\$11,612	\$0	\$5,401	\$0
Internal Services	\$47,074	\$0	\$0	\$0
Total GF/non-GF	\$3,439,260	\$0	\$3,133,398	\$0
Program Total:	\$3,439,260		\$3,133,398	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50021-19 Assessment and Referral Center

This program offer reflects a decrease in contractual services (Assessments & Evaluations) in the amount of \$94,194. This reduction resulted in the cut of one SUD/MH Evaluation & Case Consultant. These services are a duplication in effort because once an individual is referred to an agency the evaluation is completed again.

This program offer reflects a decrease in contractual services of 18 single occupancy men's bed in the amount of \$250,000. This housing is very expensive and DCJ can serve more clients in a dorm setting. This will impact clients that are returning to the community from prison.

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Housing is an important component for justice-involved individuals to be successful upon re-entry. Restoration of 18 beds at Central City Concern's Shoreline would ensure that beds are available for those justice-involved individuals who have limited housing choices.

Program Summary

Ending homelessness and maintaining community safety is synonymous for DCJ's Transition Services. Placing high risk, high need offenders directly into housing with services upon release are consistent with the current Multnomah County plan to end homelessness by circumventing individual's entry into homelessness and cycling in and out of incarceration.

With the scarcity of housing for justice-involved individuals it is important to maintain all housing options while research is done to identify more affordable options. This offer would restore the numbers of beds at the Shoreline to 62.

As renovation work begins at the East County campus and with staff eventually being moved permanently into the North and West buildings on that campus, more justice-involved individuals will be supervised out of this office. A goal will be to continue to work with providers to increase housing options in East County, which would likely be more affordable as well as closer to where justice-involved individuals are living and receiving services.

DCJ will continue to increase partnerships with other County departments, such as the Joint Office of Homeless Services and Mental Health and Addiction Services, and housing providers to identify housing in this area. The goal will be to identify more affordable housing than the current options of Single Room Occupancy (SRO) in downtown Portland. This past year additional beds were provided in East County by the opening of the Diane Wade House. In addition, the Joint Office of Homeless Services opened a temporary shelter in the South Building of the East Campus and is working to open a permanent shelter in the area.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average of individuals served monthly	NEW	NEW	NEW	18
Outcome	Average number of months individuals housed	NEW	NEW	NEW	6

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$250,000	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50021-19 Assessment and Referral Center

Department: Community Justice **Program Contact:** Stuart Walker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Justice Reinvestment is a statewide initiative that seeks to improve public safety by reducing spending on incarceration in order to reinvest savings in evidence-based strategies at the county level that decrease crime. The program has established a process to assess justice involved adults prior to sentencing that provide a continuum of community-based sanctions, services and programs designed to reduce recidivism and decrease the county's utilization of imprisonment in Department of Corrections (DOC) institutions while protecting public safety and holding individuals accountable.

Program Summary

Defendants facing a prison term who meet the eligibility requirements are identified by the District Attorney. The Multnomah County Justice Reinvestment Program (MCJRP) includes funding for the jail to expedite assessments, for the court and the defense to assist with case coordination and scheduling, a deputy district attorney to facilitate case identification and case management, law enforcement to assist DCJ in monitoring individuals before and after sentencing, and additional staff at DCJ to carry out the program (assessment, report writing, and supervision). Also, 10% of the funding for Multnomah County must be appropriated to a non-profit working with crime victims.

DCJ conducts an objective assessment of criminal risk and makes recommendations for how the individual could be managed in the community. This report is provided to the defense, prosecution, and court prior to sentencing and informs the sentencing process. For those individuals who are sentenced to probation rather than prison, DCJ provides intensive supervision, along with referrals to treatment. The case plan is individualized based on the person's specific criminal risk factors and community stability needs. This program offer also supports the ongoing Reentry Enhancement Coordination program. This is an evidence-based addictions treatment program for people leaving prison, and includes treatment, housing, mentoring, and employment assistance.

In 2017, MCJRP secured a supplemental grant through CJC which addresses special populations (women and young justice involved individuals - JIIs) and second sentence programs. This additional funding provided a .5 victims advocate to the prosecution, a district attorney to review all probation violations to inform revocations, and two positions with the Defense to support JII's accessing services and programs pre-adjudication. The MCJRP Law Enforcement (LE) Team comprised of two officers is also funded through this supplemental grant. To affect women, there are two Community Health Specialists who are trained in providing gender-informed services, trauma informed care and are skilled at helping the JII navigate the health and mental health systems, as well as other resources in the community. They work in tandem with the gender responsive Parole-Probation Officer.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults supervised annually	980	1,000	891	980
Outcome	Percent of adults who are not revoked within 1 year of supervision start date	86%	85%	85%	85%
Outcome	Percent of adults who are NOT convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	79%	81%

Performance Measures Descriptions

Measure 3: Changed to align with core functions of the unit and values of the department.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$798,385	\$0	\$893,894
Contractual Services	\$0	\$2,405,722	\$0	\$2,402,252
Internal Services	\$0	\$64,894	\$0	\$65,212
Total GF/non-GF	\$0	\$3,269,001	\$0	\$3,361,358
Program Total:	\$3,269,001		\$3,361,358	
Program FTE	0.00	4.84	0.00	4.63

Program Revenues				
Intergovernmental	\$0	\$2,974,797	\$0	\$3,269,001
Beginning Working Capital	\$0	\$294,204	\$0	\$92,357
Total Revenue	\$0	\$3,269,001	\$0	\$3,361,358

Explanation of Revenues

\$3,3361,358 from Oregon Criminal Justice Commission - Oregon Justice Reinvestment Grant Program (JRP). Presume FY 2020 funding based upon FY19 allocation budget. The project date extends to December 2019, therefore FY2020 budget includes BWC of \$92,357.

Significant Program Changes

Last Year this program was: FY 2019: 50022-19 HB3194 Justice Reinvestment

In FY 2020 this program offer is reduced by 0.21 FTE Community Justice Program Manager that transfers to another DCJ program (refer # 50023-20).

Department: Community Justice **Program Contact:** Stuart Walker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

High Risk Supervision uses research-based strategies to supervise high-risk individuals on probation and parole. DCJ utilizes the Level of Service/Case Management Inventory (LS/CMI), the Women's Risk Need Assessment (WRNA) and Public Safety Checklist (PSC) assessment tools to measure the risks and needs of adult. The LS/CMI is also a fully functioning case management tool. The LS/CMI provides a summary of the individual's static and dynamic criminogenic risk and need factors, as well as special responsivity considerations to be deployed during supervision. The WRNA is a gender-responsive risk assessment created with justice involved women's social and psychological needs in mind. The PSC provides a quick, objective, validated assessment of the probability an individual will be re-convicted of a felony or re-arrested for a person or property offense based on specific characteristics.

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

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. Implementing effective supervision practices has contributed to lower recidivism rates as compared to the Statewide average.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of high risk adults supervised annually in West Program	1060	1700	1,100	1,000
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	19%	23%	21%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,472,543	\$1,555,374	\$1,479,581	\$1,643,077
Contractual Services	\$14,807	\$33,630	\$14,807	\$30,426
Materials & Supplies	\$3,470	\$767	\$497	\$0
Internal Services	\$10,702	\$252,692	\$0	\$281,294
Total GF/non-GF	\$2,501,522	\$1,842,463	\$1,494,885	\$1,954,797
Program Total:	\$4,343,985		\$3,449,682	
Program FTE	18.26	12.78	9.94	12.43

Program Revenues				
Fees, Permits & Charges	\$0	\$86,000	\$0	\$66,731
Intergovernmental	\$0	\$1,737,214	\$0	\$1,888,066
Other / Miscellaneous	\$156,458	\$0	\$169,294	\$0
Total Revenue	\$156,458	\$1,823,214	\$169,294	\$1,954,797

Explanation of Revenues

County General Fund including \$169,294 from Circuit Court Jail Assessments per ORS 137.308 deposited into the general fund. Historically, fees for the Criminal Fine Account (CFA) are collected by Multnomah County Circuit Court per ORS 137.309. DCJ receives 60% and MCSO 40% of the monies collected per ORS 137.308. Plus 1) \$1,888,066 from State Department of Corrections (DOC) SB 1145. Presume FY 2020 funding at same level as FY 2019. 2) \$66,731 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50023-19 Adult Field Generic Supervision High Risk-West

This program offer reflects a net decrease of 8.67 FTE for positions that transferred to/from other DCJ programs in both FY 2019 and FY 2020.

Department: Community Justice **Program Contact:** Stuart Walker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

The MHU unit performs the following:

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

This program supports public safety by providing supervision and treatment to high and medium risk individuals who require assistance in accessing resources to help them achieve a higher quality of life.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	457	330	340	450
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	27%	25%	26%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,270,519	\$0	\$1,450,987	\$0
Contractual Services	\$1,334,346	\$0	\$1,040,849	\$0
Materials & Supplies	\$2,600	\$0	\$0	\$0
Internal Services	\$7,890	\$0	\$0	\$0
Total GF/non-GF	\$2,615,355	\$0	\$2,491,836	\$0
Program Total:	\$2,615,355		\$2,491,836	
Program FTE	10.00	0.00	11.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50024-19 Adult Mental Health Unit - Supervision and Treatment

This program offer is increased by 1.00 FTE Parole-Probation Officer that transferred from another DCJ program during FY 2019 (refer # 50025-20). This position was previously budgeted with State 1145 funds.

This program offer includes a reduction of \$313,296 in contracted services. This reduction includes 4 uninsured STAR dual diagnosis residential men's beds. With this reduction, services will be aligned with our current utilization service level.

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Sex Offense Supervision and Treatment program is a critical public safety function that provides oversight for the comprehensive supervision, treatment and management of approximately 770 adults convicted of sex offenses annually living in Multnomah County. The priorities of this unit are to increase community safety, decrease sexual victimization and reduce recidivism. This program achieves these goals through evidence-based supervision strategies combined with sexual offense specific treatment practices.

Program Summary

Evidence-based supervision of individuals convicted of sex offenses is conducted by certified Sex Offense Specialist Parole-Probation Officers (PPO). High and medium risk individuals are supervised in one field office. Individuals identified as lower risk to sexually re-offend are assigned to the Sex Offense Reduced Supervision Caseload (program offer 50037) after a period of documented compliance.

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	768	860	857	800
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	8%	12%	10%	10%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within 1 year of supervision start date	1%	2%	0%	1%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,982,178	\$0	\$1,692,565
Contractual Services	\$386,497	\$4,500	\$356,497	\$5,599
Materials & Supplies	\$0	\$15,000	\$0	\$15,025
Internal Services	\$0	\$326,067	\$0	\$289,768
Total GF/non-GF	\$386,497	\$2,327,745	\$356,497	\$2,002,957
Program Total:	\$2,714,242		\$2,359,454	
Program FTE	0.00	14.50	0.00	12.00

Program Revenues				
Fees, Permits & Charges	\$0	\$142,000	\$0	\$121,085
Intergovernmental	\$0	\$2,185,745	\$0	\$1,881,872
Total Revenue	\$0	\$2,327,745	\$0	\$2,002,957

Explanation of Revenues

County General Fund plus 1) \$1,851,289 from State Department of Corrections (DOC) SB1145 funding. Presume FY 2020 funding at same level as FY 2019. 2) DOC SVDO \$30,583. Presume level of funding for FY 2019 continue through FY 2020. 3) \$121,085 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50025-19 Adult Sex Offense Supervision & Treatment

This program offer reflects a decrease of 1.50 FTE. During FY 2019, 1.00 FTE Parole-Probation Officer transferred to another DCJ program (refer # 50024-20) and 0.50 FTE Parole-Probation Officer ended. In FY 2020, 1.00 FTE Community Justice Program Manager is cut.

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Domestic Violence (DV) unit collaborates with police, District Attorney's Office, courts and treatment agencies to hold justice involved adults accountable and promote individual change. Each year, this program supervises over 1,000 adults convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with victims to empower them to make changes that improve their lives as well as the lives of their families. Over the past year, 87% of individuals supervised by the DV unit have not committed a new misdemeanor or felony.

Program Summary

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

Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding high risk individuals accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming that is proven to reduce intimate partner violence. Case management strategies provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017).

The Domestic Violence Deferred Sentencing Program (DSP) is in Program Offer 50036.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served yearly	1317	1,200	1,274	1,250
Outcome	Percent of adults convicted of a misd. or felony 1 year of supervision start date	13%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,089,362	\$1,359,511	\$1,073,930	\$1,158,155
Contractual Services	\$0	\$125,847	\$0	\$105,528
Materials & Supplies	\$2,080	\$16,639	\$350	\$100
Internal Services	\$42,021	\$223,639	\$82	\$198,277
Total GF/non-GF	\$1,133,463	\$1,725,636	\$1,074,362	\$1,462,060
Program Total:	\$2,859,099		\$2,536,422	
Program FTE	8.43	10.57	8.52	7.48

Program Revenues				
Fees, Permits & Charges	\$0	\$126,000	\$0	\$113,562
Intergovernmental	\$0	\$1,599,636	\$0	\$1,348,498
Total Revenue	\$0	\$1,725,636	\$0	\$1,462,060

Explanation of Revenues

County General Fund plus 1) \$113,562 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$1,348,498 - State Department of Corrections (DOC) SB1145 funding. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50026-19 Adult Domestic Violence Supervision

This program offer reflects a decrease of 3.00 FTE Records Technician that transferred to another DCJ program during FY 2019 (refer # 50017-20). Additionally during FY 2019, 1.00 FTE Parole-Probation Officer (PPO) transferred in and 1.00 FTE PPO transferred out from other DCJ programs for a net zero impact to PPO FTE (refer # 50014-20 and 50027-20).

Department: Community Justice **Program Contact:** John Mcvay
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Women & Family Services Unit (WFSU) supervises approximately 670 justice involved adults annually, and most of them are women. A number of these individuals are pregnant women and/or have children involved in the juvenile justice system. By collaborating with community partners, including the Juvenile Services Division (JSD), WFSU protects children and works to break the cycle of cross-generational antisocial behavior and crime.

Program Summary

WFSU is a unique program that approaches supervision through a multi-disciplinary team effort. WFSU works closely with staff from Child Welfare, Self Sufficiency, Health Services, the Juvenile Services Division, and mental health agencies. WFSU emphasizes collaboration with other agencies for case planning, resource allocation and efficient service delivery. Integrating supervision, child welfare, the Family Court, benefits assistance, social and health services as well as addiction treatment allows WFSU to efficiently address dynamics that place an entire family at risk. WFSU also utilizes the Women's Risk Need Assessment to appropriately assess each woman's actual risk and need areas. This tool allows WFSU staff to be more effective with cognitive behavioral interventions, as well as treatment and service referrals.

The Family Support project, a community-based component, reduces recidivism through accountability, education and training, prioritization of self sufficiency and child welfare, and facilitating access to necessary treatment or counseling. WFSU's approach strengthens the family's resistance to future involvement in the criminal justice system and successfully defrays long-term costs associated with inter-generational criminal activity.

House Bill 3503 established the Family Sentencing Alternative Pilot (FSAP) Program. This program is also included in the Women & Family Services Unit, which diverts qualified justice involved adults who have primary custody of a minor child at the time of the offense from prison to probation. The intent of this program is to promote reunification of families, prevent children from entering the foster care system, and holding individuals accountable, while utilizing wrap around services, with a primary focus of parenting. WFSU has 4 staff dedicated to working with clients who are either pregnant or parenting, or attempting to parent their children, through Department of Human Services involvement. The rest of WFSU staff focus on women involved in the criminal justice system, who are not parenting, the majority due to termination of parental rights through the court system. New this year is the Diane Wade House transitional housing program for women involved in the criminal justice system, funded through the MacArthur Foundation. It provides gender-responsive, trauma-informed services that are also Afrocentric. Residents, who must be referred to the program, will have access to culturally specific mental health stabilization and support services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	676	500	517	520
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	18%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,037,840	\$281,870	\$2,063,296	\$307,429
Contractual Services	\$26,605	\$1,103,521	\$40,339	\$1,245,880
Materials & Supplies	\$3,200	\$6,024	\$14,044	\$5,504
Internal Services	\$10,154	\$46,368	\$145,051	\$52,632
Total GF/non-GF	\$1,077,799	\$1,437,783	\$2,262,730	\$1,611,445
Program Total:	\$2,515,582		\$3,874,175	
Program FTE	7.94	3.06	13.98	3.02

Program Revenues				
Fees, Permits & Charges	\$0	\$13,400	\$0	\$9,985
Intergovernmental	\$0	\$627,064	\$0	\$667,836
Other / Miscellaneous	\$0	\$763,926	\$0	\$0
Beginning Working Capital	\$0	\$33,393	\$0	\$933,624
Total Revenue	\$0	\$1,437,783	\$0	\$1,611,445

Explanation of Revenues

County General Fund plus 1) \$9,985 Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$280,000 from the state HB3503 Family Sentencing Alternative Program grant. Assuming funding will continue through FY 2020. 3) \$417,836 is partial allocation from US DOJ BJA SMART Reentry grant, award period 10/01/2017 - 09/30/2020. The grant focuses on evidence-based strategies for successful reentry from incarceration to the community. 4) \$903,624 from MacArthur Foundation. Award period 10/01/2017 - 09/30/2019. Funding focuses on the Safety + Justice Challenge to ensure access to jail alternatives for women with mental health issues. Will request a no cost extension.

Significant Program Changes

Last Year this program was: FY 2019: 50027-19 Adult Family Supervision Unit

This program offer reflects an increase of 6.00 FTE Parole-Probation Officers that transferred from other DCJ programs during FY 2019 (refer # 50023-20, 50026-20, 50032-20, and 50033-20).

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Change Center (CC) is a cost-effective public safety program that serves moderate and high risk, violent, mentally ill and drug addicted adults who are on probation and parole. The Change Center provides educational and employment services as well as cognitive behavioral skill-based programming through group sessions

Program Summary

The program works with moderate and high-risk justice involved adults who have been released from incarceration or who have been referred to the program by their Parole-Probation Officer (PPO). The program works to address relevant criminogenic need areas to help participants succeed on supervision and become successful in the community. The Change Center has group locations in both Downtown and East Portland. The program utilizes several evidence-based curricula for both men and women's groups. The Change Center also provides specialized assistance focused on employment. The Change Center participants receive services designed to address risky situations and challenging life circumstances such as substance abuse, criminal thinking and attitudes, inadequate work skills and lack of stability and/or pro-social support.

Additionally, training staff for all cognitive behavioral curricula and program practices ensures common understanding of the group material and promotes consistency in targeting criminogenic risk factors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually by the Change Center	623	500	600	600
Outcome	Total number of dosage hours provided annually	4002	5000	4000	4000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,005,838	\$1,516,643	\$0
Contractual Services	\$0	\$76,932	\$76,932	\$0
Materials & Supplies	\$0	\$7,182	\$6,808	\$0
Internal Services	\$0	\$2,459	\$14,787	\$0
Total GF/non-GF	\$0	\$2,092,411	\$1,615,170	\$0
Program Total:	\$2,092,411		\$1,615,170	
Program FTE	0.00	17.00	12.00	0.00

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

Explanation of Revenues

This offer was previously funded by Video Lottery Funds. In FY 2020, the revenue source will be County General Funds

Significant Program Changes

Last Year this program was: FY 2019: 50028-19 The Change Center

This program offer reflects a decrease of 5.00 FTE. In FY 2020, 1.00 FTE Community Justice Program Manager, 3.00 FTE Corrections Counselor, and 1.00 FTE Corrections Technician are cut.

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

EM technologies are useful case management tools that allow for a broader range of responses to non-conformance and an alternative to more expensive incarceration during pre-adjudication and post-conviction. EM allows Parole-Probation Officers (PPO) to know where high risk justice involved adults are located at any given time. This alternative sanction expands supervision sentencing options for judges and creates cost-effective client management by having the individual pay a portion of the equipment costs (based upon subsidy eligibility). Current data indicate most defendants and justice involved adults on EM complete their obligation successfully. Last year, DCJ clients were on EM instead of using nearly 60,000 jail bed days.

This use of EM technology further allows an individual the ability to maintain employment and continue participation in treatment groups. The EM Program is staffed by Correction Technicians (CTs) and provides case management assistance to PPOs by installing the bracelets, monitoring compliance, responding to program violations and communicating violations to PPOs, and maintaining an EM database.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served	1,442	1,400	1,366	1,200
Outcome	Number of jail beds saved	59676	55,000	57,000	55,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$285,152	\$0	\$184,454	\$111,185
Contractual Services	\$332,000	\$0	\$332,000	\$0
Materials & Supplies	\$260	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0	\$19,035
Total GF/non-GF	\$617,412	\$0	\$516,454	\$130,220
Program Total:	\$617,412		\$646,674	
Program FTE	3.00	0.00	2.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$130,220
Total Revenue	\$0	\$0	\$0	\$130,220

Explanation of Revenues

County General Fund plus 1) \$130,220 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50029-19 Adult Electronic Monitoring

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

DCJ has redesigned this program to include a targeted focus on high risk, opioid-dependent adults and the difficulty in successfully treating these individuals. A close partnership with a qualified community-based program enhances our ability to safely manage these justice involved adults while reducing overdose deaths and criminal recidivism.

The Success Through Accountability, Restitution, and Treatment (START) court is multi-disciplinary in nature, and money is shared by multiple stakeholders. The START program is selective, and provides wrap-around services including treatment, supervision, and transition planning, and mentorship. It uses evidence-based practices in collaboration with the Courts, Multnomah County Sheriff's Office, defense attorneys, the District Attorney, Volunteers of America, and DCJ. This program is part of a specialty court that the Multnomah County Justice Reinvestment Program (MCJRP) refers individuals with the highest risk and needs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults in START Court served each year in supervision	212	230	237	200
Outcome	Percent of adults in START Court NOT convicted of a misdemeanor or felony within 1 year of supervision start	NEW	NEW	76%	75%
Output	Number of adults referred to medically assisted treatment	23	70	77	40

Performance Measures Descriptions

Measure 2: Changed to align to core values of the department.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$411,250	\$370,665	\$470,772	\$400,368
Contractual Services	\$96,699	\$952,979	\$100,501	\$911,010
Materials & Supplies	\$2,024	\$41,340	\$1,963	\$33,530
Internal Services	\$0	\$38,084	\$0	\$40,998
Total GF/non-GF	\$509,973	\$1,403,068	\$573,236	\$1,385,906
Program Total:	\$1,913,041		\$1,959,142	
Program FTE	3.37	3.58	3.44	3.56

Program Revenues				
Fees, Permits & Charges	\$0	\$8,200	\$0	\$4,951
Intergovernmental	\$0	\$1,394,868	\$0	\$1,380,955
Total Revenue	\$0	\$1,403,068	\$0	\$1,385,906

Explanation of Revenues

County General Fund plus 1) \$1,034,339 - State Criminal Justice Commission START Court. Presume FY 2020 funding at same level as FY 2019. 2) \$4,951 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 3) \$86,692 - Adult Drug Court Discretionary Grant from US Dept. of Justice. This is the 3rd grant year budget. Total award is \$300k for the award period of 10/01/2016 - 09/30/2019. This grant also requires a county general fund match of \$101,670 during the grant award period. FY 2020 budgeted match is \$33,890. 4) \$259,924 is partial allocation from SAMHSA Treatment Drug Courts, US Dept. of HHS to expand and/or enhance substance use disorder treatment services. Award period 09/30/2017 - 09/29/2020.

Significant Program Changes

Last Year this program was: FY 2019: 50030-19 Adult START Court Program

In FY 2020 this program offer is increased by 0.05 FTE Community Justice Program Manager that transfers from another DCJ program (50014-20).

Department: Community Justice **Program Contact:** Stuart Walker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

Community Service provides the Courts and Parole-Probation Officers (PPO) with a cost-effective method of holding individuals accountable while providing reparations for the community. Individuals are referred to Community Service by the Courts for both Bench and Formal Supervision and by PPOs. Courts sentence adults to Community Service as a condition of probation and PPOs can sanction individuals to complete Community Service as a consequence of a supervision violation. Many non-profit community organizations use individuals in this program for non-paid work. Along with being an alternative sanction to jail, Community Service also provides clients the chance to give back by improving the livability of the community through the work that is accomplished in this program.

In addition to alternative sanctions and allowing individuals the opportunity to give back to the community, Community Service also allows individuals to pay back victims of crimes by them earning money with the Restitution Work Crew program. This program will ensure individual accountability to pay back the victims of their crimes.

The Juvenile CS program has two components: Community Service and Project Payback. Youth do landscaping work and litter clean-up in much needed areas. The Juvenile Community Service/Project Payback Program provides youth with the ability to fulfill their Court mandated obligation while earning money to pay their ordered restitution. Over the past year, the Juvenile CS crews worked approximately 8,300 hours in the community and paid approximately \$46,450 in payments to the Court and individual victims for restitution. Both Community Service and Project Payback provide youth with a pro-social activity while teaching valuable skills. Youth learn landscaping techniques, hand/power tool use and maintenance, and how to safely and efficiently accomplish tasks.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served	1,233	1,200	1,075	1,200
Outcome	Percent of cases completing community service hours successfully	68%	50%	40%	60%
Output	Number of hours juvenile crews worked in the community	8,392	7,900	7,500	8,000
Outcome	Restitution payments made by juveniles participating in work crews	\$46,451	\$43,000	\$44,418	\$47,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,101,525	\$146,265	\$1,087,640	\$122,120
Contractual Services	\$19,143	\$107,150	\$19,293	\$106,476
Materials & Supplies	\$46,675	\$0	\$45,712	\$0
Internal Services	\$122,200	\$24,061	\$110,924	\$20,908
Total GF/non-GF	\$1,289,543	\$277,476	\$1,263,569	\$249,504
Program Total:	\$1,567,019		\$1,513,073	
Program FTE	10.15	0.85	9.33	0.67

Program Revenues				
Fees, Permits & Charges	\$0	\$25,000	\$0	\$14,384
Intergovernmental	\$12,000	\$252,476	\$12,000	\$235,120
Total Revenue	\$12,000	\$277,476	\$12,000	\$249,504

Explanation of Revenues

County General Fund including \$12,000 in revenue collected from various government agencies for adults who perform community services deposited into the general fund and passed through to victims for restitution. Plus 1) \$40,000 - IGA with City of Portland Water Bureau. Current IGA ends 6/30/2019, anticipating renewal at same amount. 2) \$88,644 - IGA with City of Portland Parks & Recreation with set billable rate per day. IGA ends 6/30/2019, anticipating IGA will continue through FY20. 3) \$14,384 - Fees collected per ORS 423.570. Fee payable by person on supervised release. This is a one-time-only fee set at \$35 per Board Resolution for clients sentenced to community service of 40 hours or more. 4) \$75,000 - assuming current IGA with City Of Portland Water Bureau at \$75,000 will continue through 6/30/2020. 5) \$31,476 - IGA with Metro ending 06/30/2019, anticipating renewal at same amount.

Significant Program Changes

Last Year this program was: FY 2019: 50031-19 Community Service

This program offer is decreased by 1.00 FTE Office Assistant Senior that transferred to another DCJ program during FY 2019 (refer # 50017-20).

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

High risk African American men and women returning to their communities from prison and placed on supervision are over represented in the criminal justice system. DCJ is committed to addressing systemic racism that creates unnecessary barriers for black community members. Lack of education, employment experience, supportive housing coupled with returning to communities that may present some of the same anti-social influences have a negative impact on successful reentry into the community.

Program Summary

This program addresses the needs of African American men and women and gang involved adults. The Department of Community Justice (DCJ) works with culturally responsive providers who have demonstrated effectiveness in improving outcomes for African American justice involved men and women who are 18 to 45 years of age in the areas of education, employment, culturally responsive cognitive behavioral therapy and family stability. This target population is under supervision with (DCJ) Adult Services Division African American Program and Gang Unit. Providers engage in cognitive behavior therapy, peer mentoring, parenting, employment and educational services designed to change the way people think and behave.

Cognitive interventions are a systematic approach that seeks to overcome difficulties by identifying and changing dysfunctional thinking, behavior and emotional responses. This involves helping individuals develop skills for modifying beliefs, identifying distorted thinking, relating to others in different ways, and changing behaviors. The provider utilizes mentors to assist clients with navigating complex systems such as education and employment. Mentoring helps adults establish stable lives by reducing the chaos brought about by poverty, homelessness, underemployment as well as the effects of incarceration. Gang members have shown an increased willingness to participate in programs that use mentors that have had similar life experiences as their own. The relationship that develops between the mentor and the gang member is a key factor for engaging with pro-social resources, relationships and behavior change.

Individuals assigned to this program are classified as high risk based on their scores by the Public Safety Checklist and the LSCMI. They are also identified prior to being released from prison as gang members based on an established set of criteria. Cognitive interventions follow the Habilitation Empowerment Accountability Therapy (HEAT) curriculum, a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of participants, respectively.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	553	500	522	520
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	16%	20%	20%	17%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$151,149	\$1,373,969	\$164,450	\$1,317,994
Contractual Services	\$476,921	\$12,587	\$674,779	\$203,390
Materials & Supplies	\$5,000	\$5,860	\$6,076	\$10,650
Internal Services	\$38,591	\$226,018	\$6,532	\$225,641
Total GF/non-GF	\$671,661	\$1,618,434	\$851,837	\$1,757,675
Program Total:	\$2,290,095		\$2,609,512	
Program FTE	1.00	10.00	1.00	9.00

Program Revenues				
Intergovernmental	\$0	\$1,618,434	\$0	\$1,757,675
Total Revenue	\$0	\$1,618,434	\$0	\$1,757,675

Explanation of Revenues

County General Fund plus 1) \$1,557,915 from State Department of Corrections (DOC) SB1145. Presume FY 2020 funding at same level as FY 2019. 2) \$199,760 from US DOJ BJA for Innovations in Supervision Initiative grant. Funding is to reduce violent recidivism rate for African American males with convictions for violent crimes by refining and expanding the use of the Habilitation, Empowerment, Accountability Therapy (HEAT) curriculum. Award period 10/01/2018 - 9/30/2021.

Significant Program Changes

Last Year this program was: FY 2019: 50032-19 Adult Gang and African American Program

This program offer is decreased by 1.00 FTE Parole-Probation Officer that transferred to another DCJ program during FY 2019 (refer # 50027-20).

Department: Community Justice **Program Contact:** John Mcvay
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Department of Community Justice (DCJ) High Risk Generic Supervision has been nationally recognized for the use of evidence-based strategies, including the development of a system to identify criminogenic risk factors affiliated with High Risk justice involved adults. The Monitored Misdemeanor Program (MMP) promotes public safety by monitoring and supervising justice involved adults on bench probation who have been convicted of Driving Under the Influence of Intoxicants (DUII). MMP is instrumental in holding bench probation clients accountable.

Program Summary

High Risk Supervision uses research-based strategies to supervise high-risk individuals on probation and parole. DCJ utilizes the Level of Service/Case Management Inventory (LS/CMI), the Women's Risk Need Assessment (WRNA) and Public Safety Checklist (PSC) assessment tools to measure the risks and needs of adult. The LS/CMI provides a summary of the individual's static and dynamic criminogenic risk and need factors, as well as special responsivity considerations to be deployed during supervision. The WRNA is a gender-responsive risk assessment created with justice involved women's social and psychological needs in mind. The PSC provides a quick, objective, validated assessment of the probability an individual will be re-convicted of a felony or re-arrested for a person or property offense based on specific characteristics.

DCJ continues to use Effective Practices in Corrections Setting (EPICS) as an evidence-based case management model. With EPICS, Parole-Probation Officers (PPOs) reinforce law-abiding behavior and link clients to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) collaboration with law enforcement agencies.

Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. Implementing effective supervision practices has contributed to lower recidivism rates as compared to the Statewide average.

The Monitored Misdemeanor Program (MMP) provides a service to the courts by monitoring police contacts with individuals supervised in this DUII program. This allows the Court to respond more quickly and effectively with individuals on DUII supervision.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of high risk adults supervised annually in East Program	1720	1700	1700	1,700
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	14%	23%	21%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$958,238	\$2,803,224	\$2,019,116	\$2,706,832
Contractual Services	\$12,926	\$8,193	\$32,631	\$4,114
Materials & Supplies	\$10,979	\$23,231	\$1,248	\$3,216
Internal Services	\$271,576	\$484,557	\$178,409	\$463,408
Total GF/non-GF	\$1,253,719	\$3,319,205	\$2,231,404	\$3,177,570
Program Total:	\$4,572,924		\$5,408,974	
Program FTE	7.70	22.92	13.55	18.95

Program Revenues				
Fees, Permits & Charges	\$0	\$216,300	\$0	\$238,413
Intergovernmental	\$0	\$3,230,062	\$0	\$2,939,157
Total Revenue	\$0	\$3,446,362	\$0	\$3,177,570

Explanation of Revenues

County General Fund plus 1) \$2,422,802 from State Department of Corrections (DOC) SB 1145. Presume FY 2020 funding at same level as FY 2019. 2) \$64,033 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status 3) \$516,355 from State Department of Corrections (DOC) M57 funding. Presume FY 2020 funding at same level as FY 2019. Funding restricted to programs that support Measure 57. 4) \$174,380 - Monitored Misdemeanor Probation (MMP) fees. Fees are set by and ordered by the Circuit Court as a condition of probation and payable to DCJ for the monitoring of clients. The current MMP monitoring fees are \$15 per month.

Significant Program Changes

Last Year this program was: FY 2019: 50033-19 Adult Field Generic Supervision High Risk-East

This program offer reflects a net increase of 1.88 FTE; for positions that transferred to/from other DCJ programs in both FY 2019 and FY 2020; and in FY 2020, 1.00 FTE Corrections Technician is cut.

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

1) Individuals with first time offenses of domestic violence are placed in the Deferred Sentencing Program (DSP). DSP provides individuals access to services that help address their violent behavior patterns. If an individual successfully completes all requirements of DSP, he/she is not convicted of the initial offense and the case is dismissed.

2) DSP refers DV defendants to intervention services for batterers, which helps prevent their behavior from escalating into further contacts with law enforcement and subsequent stays in costly jails.

DV PPOs regularly attend court to ensure a collaborative approach is being utilized in victim safety and client accountability. Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding individuals accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming. Case management strategies provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	114	100	119	100
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	8%	5%	7%	8%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$90,313	\$0	\$119,185	\$0
Materials & Supplies	\$260	\$0	\$0	\$0
Total GF/non-GF	\$90,573	\$0	\$119,185	\$0
Program Total:	\$90,573		\$119,185	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50036-19 Adult Domestic Violence Deferred Sentencing

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

The SORS caseload is for adults convicted of sex offenses who have been identified as low risk for sexual re-offense. These individuals have shown compliance via:

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

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

- 1) Having a score of 6+ on the Static-99 assessment tool;
- 2) Having a primary sexual preference for children or sexual arousal to violence;
- 3) Having emotional identification with children; and
- 4) Level 3 Sex designation (may be waived by the manager).

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	231	200	254	200
Outcome	Percent of adults convicted of a misd. or felony within one year of supervision start date	0%	4%	0%	0%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within one year of supervision start date	0%	0%	0%	0%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$229,399	\$0	\$249,811
Internal Services	\$0	\$37,736	\$0	\$42,768
Total GF/non-GF	\$0	\$267,135	\$0	\$292,579
Program Total:	\$267,135		\$292,579	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$267,135	\$0	\$292,579
Total Revenue	\$0	\$267,135	\$0	\$292,579

Explanation of Revenues

State Department of Corrections (DOC) SB1145 \$292,579. Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 50037-19 Adult Sex Offense Reduced Supervision (SORS)

Department: Community Justice **Program Contact:** Wende Jackson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Reduced Supervision Team (RST) model takes care not to bring justice involved adults who are low risk deeper into the criminal justice system, provides minimal supervision and encourages increased self-sufficiency. Approximately 3000 adults are supervised by RST annually.

Program Summary

Justice involved adults are assessed utilizing risk tools. Those who have the lowest risk to re-offend are routed to RST for supervision. Research shows that providing intense supervision to lower risk individuals is detrimental and causes more harm (Lowenkamp, Latessa, & Holsinger, 2006).

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

Staff monitor and supervise individuals by tracking each case for police contact, new criminal activity and compliance to conditions set by the Court. This program's ability to monitor the activities of individuals allows the courts to effectively supervise these cases and address violations in a timely manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults served annually	4591	5000	4600	5,000
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	13%	9%	13%	13%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$690,907	\$539,036	\$520,935	\$309,940
Contractual Services	\$8,250	\$58,950	\$7,511	\$16,847
Materials & Supplies	\$6,711	\$0	\$0	\$0
Internal Services	\$5,625	\$70,922	\$0	\$53,061
Total GF/non-GF	\$711,493	\$668,908	\$528,446	\$379,848
Program Total:	\$1,380,401		\$908,294	
Program FTE	5.23	4.77	3.57	2.43

Program Revenues				
Fees, Permits & Charges	\$0	\$561,000	\$0	\$379,848
Other / Miscellaneous	\$159,722	\$0	\$145,762	\$0
Total Revenue	\$159,722	\$561,000	\$145,762	\$379,848

Explanation of Revenues

County General Fund plus 1) \$145,762 from HB2712 Circuit Court Jail Assessments per ORS 137.308. Funding received is deposited into county general fund. Presume FY 2019 funding will continue in FY 2020. Historically, fees for the Criminal Fine Account (CFA) are collected by Multnomah County Circuit Court per ORS 137.309. DCJ receives 60% and MCSO 40% of the monies collected per ORS 137.308 2) \$379,848 -Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2019: 50038-19 Adult Generic Reduced Supervision (Casebank)

This program offer reflects a decrease of 4.00 FTE. During FY 2019, 1.00 FTE Probation/Parole Officer transferred to another DCJ program (refer # 50033-20). In FY 2020, 1.00 FTE Community Justice Program Manager and 2.00 FTE Corrections Technician transfer to another DCJ program (refer # 50033-20).

Department: Community Justice

Program Contact: Wende Jackson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Funding two full-time Office Assistant 2's to provide support to have reception areas on more floors at the Mead Building. A Support Staff redesign and resource shortage led to reception areas being taken away on several floors of the Mead building, which includes 7 floors.

Program Summary

Support Services provides the Adult Services Division (ASD) with support for supervision units, Assessment and Referral Center, Local Control, Pretrial Services, Change Center and Community Service and provides a range of services including reception coverage.

In an effort to increase staffing efficiencies, in between late 2016 and early 2018 reception was moved to a central location on the first floor of the Mead Building. While some efficiencies have been realized, feedback from staff and justice-involved individuals (JIs) has revealed that this change has made it more difficult for JIs to get to their appointments with staff.

This program offer would fund two Office Assistant 2's allowing for up to three floors at the Mead Building to have reception areas.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of clients served at first floor reception	NEW	NEW	NEW	200
Outcome	Number of clients served at at new reception areas	NEW	NEW	NEW	175

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$143,838	\$0
Total GF/non-GF	\$0	\$0	\$143,838	\$0
Program Total:	\$0		\$143,838	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

This program offer adds 2.00 FTE Office Assistant 2 in FY 2020.



Program #50050A - Juvenile Services Management 4/12/2019

Department: Community Justice **Program Contact:** Deena Corso
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Juvenile Services Division (JSD) works to hold youth involved with the Juvenile Justice System (JJS) accountable, provide reformation opportunities, and promote public safety to ensure an equitable and fair JJS. Juvenile Services Management (JSM) leads, supports and monitors delinquency intervention, probation, accountability, community engagement, treatment, and detention services for delinquent youth ages 12-18, and in the case of probation, youth up to the age of 23.

Program Summary

JSD engages with the community and collaborates with victims and system partners (e.g., the judiciary, law enforcement, District Attorney, education system, etc) to enhance the coordination and effectiveness of the overall juvenile system. Programs are designed to reduce recidivism as well as the over-representation of youth of color in the JJS in Multnomah County. Specific oversight responsibilities include:

- 1) PROBATION AND TREATMENT SERVICES - Oversees intake/assessment, prevention/intervention and adjudication. Coordinates and monitors units devoted to probation supervision, sanctioning, connection to resources. Provides community-based mental health and alcohol and drug services for delinquent youth (including assessments, case planning, care coordination and individual/family therapy).
- 2) DETENTION SERVICES - Responsible for the operations and security of a regional juvenile detention facility. This facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including youth charged as adults with Measure 11), or those serving a sanction.
- 3) COMMUNITY-BASED AND SUPPORT SERVICES - Provides an assessment and evaluation (A&E) residential program that operates 24 hours a day, 7 days a week. Interfaces with youth-serving community resources to improve access and integration. Oversees a contract with a community provider that delivers the Community Monitoring program as an alternative to detention. Provides support staff to the Juvenile Justice Complex, including data and document services.
- 4) SYSTEM CHANGE AND DETENTION ALTERNATIVES INITIATIVE PROGRAMMING - Focuses on developing and implementing strategies to reduce racial and ethnic disparities in the JJS and enhancing multi-system integration. Holds youth accountable and protects public safety through shelter care, residential placement, and other detention alternative intervention outlets.
- 5) FAMILY COURT SERVICES - Provides mediation, parent education, and child custody evaluations. In addition, Juvenile Services Management oversees a position that serves as a liaison to the family court judiciary for community-based programs and agencies, advocates and implements best practices, staffs judicial meetings, and partners with the Chief Family Law Judge as a point of contact for foster care and juvenile justice reform.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of juvenile criminal referrals received annually	1,231	1,000	1,150	1,100
Outcome	Percent of youth that had one or more subsequent adjudications within 1 year post disposition	26%	25%	25%	25%

Performance Measures Descriptions

Measure 2 Changed: Refined Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,282,193	\$149,076	\$1,258,465	\$62,099
Contractual Services	\$162,340	\$0	\$164,840	\$155,907
Materials & Supplies	\$122,123	\$21,533	\$125,653	\$48,172
Internal Services	\$44,290	\$23,873	\$0	\$7,541
Total GF/non-GF	\$1,610,946	\$194,482	\$1,548,958	\$273,719
Program Total:	\$1,805,428		\$1,822,677	
Program FTE	7.80	0.20	6.72	0.28

Program Revenues				
Intergovernmental	\$0	\$156,386	\$0	\$223,720
Other / Miscellaneous	\$3,000	\$24,500	\$3,000	\$24,500
Beginning Working Capital	\$0	\$13,596	\$0	\$25,499
Total Revenue	\$3,000	\$194,482	\$3,000	\$273,719

Explanation of Revenues

County General Fund including \$3,000 - Juvenile Informal Restitution which is deposited into the general fund. Revenue is collected from the youth and passed-through to the victim for restitution. Budget based on prior 3 year average. Plus 1) \$49,999- Annie E. Casey Foundation grant. Amount includes carryover from FY 2019 in the amount of \$25,499 which is the projected unspent balance. 2) \$223,720 - partial allocation of a two year award (10/01/2017 - 09/30/2019) for \$379,823 from US DOJ OJJDP Juvenile Justice Emergency Planning Demonstration Program. This grant funds the development of an emergency plan for the County Juvenile Detention Facility. Will request a no cost extension.

Significant Program Changes

Last Year this program was: FY 2019: 50050-19 Juvenile Services Management

This program offer cuts 1.00 FTE Executive Specialist in FY 2020.

Department: Community Justice **Program Contact:** Rosa Garcia
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This is a one time only request for \$50,000 to implement and train all detention staff on a new behavior management system that will focus on increasing youth and staff safety while reducing reliance on isolation/room confinement and restraints. Mandatory training of all juvenile custody services specialists (JCSSs) is extremely expensive because of the need to backfill and provide overtime.

Program Summary

The behavior management system currently utilized in detention was created nearly 20 years ago. It is in need of updating to better align with modern research and science, statutes and laws, as well as national trends related to conditions of confinement.

This year (FY 2019) we will engage a core group of JCSSs in researching and selecting a new behavior management system with a goal of implementing the new model and training all staff in FY 2020. The training will focus on increasing youth and staff safety, reducing isolation/room confinement, and providing new tools to work with youth in line with adolescent brain development science and trauma informed care. A recent Performance based Standards (PbS) survey showed that many JCSSs wanted training in this area.

A core group of JCSSs will participate in the development of this training. DCJ will use funds this year to cover the costs of providing backfill for the JCSSs engaged in the research and development of the behavior management model and associated training. Engaging frontline staff in researching and recommending a new model, and developing an implementation plan, will be key to gaining their support and buy in.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of hours of new training provided per Juvenile Custody Service Specialist	NEW	NEW	NEW	20
Outcome	Percentage of Juvenile Custody Service Specialists (temporary and on-call) receiving training	NEW	NEW	NEW	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Juvenile Support Services assists the Juvenile Services Division (JSD) Administration, Probation And Treatment Services and Community Based & Support Services. Support Services staff members perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) provide administrative and clerical support to division personnel; d) property management and purchasing; and e) provide reception coverage.

Program Summary

Clerical Support Services: Support Services provides office support to Probation and Treatment Services, Community Based & Support Services, and the Assessment & Evaluation (A&E) program. Essential Functions include shelter care tracking, Medicaid billing preparation, reviewing client service notes, and creating client charts. Support services also maintains all closed juvenile files; provides public assistance with general inquiries; oversees mail distribution; and processes documents and forms for JSD, the District Attorney's Office, Department of Human Services and the Judiciary per inter-agency agreements.

Data Services: Essential functions include specialized data entry and record maintenance in the statewide Juvenile Justice Information System (JJIS) and Law Enforcement Data System (LEDS). Data services enters warrants into LEDS, provides law enforcement with field access to juvenile Electronic Probation Records (EPR); maintains juvenile sex offender registration information; performs records checks; processes subpoenas; processes archiving requests; and handles expunction of juvenile records that meet statutory criteria.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of referrals received & processed annually	2,816	3,100	2,800	3,000
Outcome	Number of court orders and dispositions processed	1,459	1,500	1,500	1,500
Outcome	Percent of warrants successfully processed without additional validations needed	97%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,814,778	\$86,535	\$1,607,956	\$0
Contractual Services	\$10,000	\$15,607	\$13,500	\$0
Materials & Supplies	\$116,908	\$0	\$51,617	\$0
Internal Services	\$1,111,711	\$14,235	\$1,282,147	\$0
Total GF/non-GF	\$3,053,397	\$116,377	\$2,955,220	\$0
Program Total:	\$3,169,774		\$2,955,220	
Program FTE	18.20	0.80	15.00	0.00

Program Revenues				
Intergovernmental	\$0	\$116,377	\$0	\$0
Total Revenue	\$0	\$116,377	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50051A-19 Juvenile Services Support

This program offer reflects a decrease of 4.00 FTE. In FY 2020, 1.00 FTE Clerical Unit Coordinator, 2.00 FTE Corrections Technician and 1.00 FTE Juvenile Counseling Assistant are cut. The Corrections Technicians are from the Child Abuse Unit. The Oregon Department of Justice is transitioning to representing the Department of Human Services in Dependency matters. As such they will be serving summons to parents for the Judicial proceedings. The Department is currently working with our partners to develop a plan to transition this work in an effective manner.

This program offer reflects a decrease in revenue from Other Funds due to the DCJs decision to discontinue claiming Title IV-E Federal Funds. Expenses exceeded revenues by a 2:1 ratio and continued to decline.

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Juvenile Counseling Assistants provide support and assistance to Juvenile Counselors and direct services to justice-involved youth and families. Restoration of this offer would increase direct case management services to youth/families and provide support to Juvenile Counselors.

Program Summary

This position has primarily been performing functions required for claiming Title IV-E (federal) funding. DCJ will discontinue claiming Title IV-E funds in FY 2020.

A Juvenile Counseling Assistant provides entry level professional evaluation, investigation, counseling, casework, adjudication, and supervision of justice-involved youth and their families. These tasks provide important foundational support allowing Juvenile Counselors to focus on developing and tracking case plans for youth and their families and connecting them to needed services.

Restoration of this position would improve case management and supervision services for justice-involved youth by supporting Juvenile Counselors and assisting youth and their families in accessing a range of services (e.g., transportation, housing, treatment, health insurance, etc.).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of unique youth/families served by Juvenile Counselor Assistant annually	NEW	NEW	NEW	50
Outcome	Number of summons served by Juvenile Counselor Assistants annually	NEW	NEW	NEW	100

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$108,007	\$0
Materials & Supplies	\$0	\$0	\$260	\$0
Total GF/non-GF	\$0	\$0	\$108,267	\$0
Program Total:	\$0		\$108,267	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50051A-19 Juvenile Services Support

This program offer restores 1.00 FTE Juvenile Counseling Assistant which includes 0.80 FTE backfilled with county general fund that was previously funded by Title IV-E reimbursement funds in FY 2019.

Department: Community Justice **Program Contact:** Laura Bisbee
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

FCS provides child custody mediation to over 1,000 cases a year and conducts approximately 30 child custody evaluations annually to assist families experiencing high levels of conflict. FCS also produces materials such as the "Birth Through Three" and "Second Chances" handbooks for use by parents and others in need of information relevant to parenting issues. Reducing parental conflict during separation decreases risks for delinquency and teen pregnancy, decreases subsequent litigation and increases children's meaningful contact with both parents (Wallerstein 1998; Emery 2001; Sarkadi et al. 2008).

FCS is housed in the Downtown Courthouse and services are taking place at East County Courthouse in order to better serve the residents of East County. Parent education and mediation are state mandated services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of individuals satisfied with parent education classes	90%	90%	93%	90%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	76%	50%	50%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$300,681	\$768,365	\$336,820	\$764,427
Contractual Services	\$0	\$61,349	\$0	\$61,819
Materials & Supplies	\$0	\$25,607	\$0	\$23,546
Internal Services	\$0	\$203,684	\$0	\$211,997
Total GF/non-GF	\$300,681	\$1,059,005	\$336,820	\$1,061,789
Program Total:	\$1,359,686		\$1,398,609	
Program FTE	3.09	6.51	2.43	6.37

Program Revenues				
Fees, Permits & Charges	\$0	\$983,172	\$0	\$978,172
Intergovernmental	\$0	\$75,833	\$0	\$83,617
Total Revenue	\$0	\$1,059,005	\$0	\$1,061,789

Explanation of Revenues

County General Fund plus 1) \$773,172 in state funding for conciliation and mediation services assumes continued funding at current level. 2) \$80,000 - Conciliation Services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation services fee. 3) \$5,000 - Child Custody Evaluation Case-Opening Fees. 70% of clients qualify for a waiver. 4) \$120,000 for Parenting Education Program fees. Fee of \$70 is collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. 5) \$83,617 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access and visitation services to non-custodial parents who are having difficulty establishing visitation and a legally enforceable parenting plan.

Significant Program Changes

Last Year this program was: FY 2019: 50052-19 Family Court Services

This program offer cuts a vacant 0.80 FTE Office Assistant 2 in FY 2020. DCJ converted 0.30 to the personnel temporary budget and reduced 0.50 from budget. There are two other support staff to assist in this standalone office.

Department: Community Justice **Program Contact:** Rosa Garcia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Courtyard Cafe provides breakfast and lunch service for visitors, Juvenile Justice partners, and staff at the Juvenile Justice Facility. The Courtyard Cafe is open daily Monday through Friday. There are limited food options available near the Juvenile Justice Complex.

Program Summary

This offer maintains food service by the Courtyard Cafe for the Juvenile Justice Complex. The Courtyard Café food service has a significant positive impact on maintaining staff morale and the good will of our partners at the Juvenile Justice Complex. Many of our partners utilize the Café for breakfast and lunch meetings between Court sessions.

The Café is also a resource for families who often have to spend time at the Juvenile Justice Complex awaiting court hearings and other meetings. It provides them with an affordable and convenient option for food. Without the Café, staff and others would have to leave to get food resulting in a loss of productivity and the ability to quickly get food and beverages. It provides a natural meeting space where DCJ staff and partners can interact to catch up on business as well as build positive relationships.

The Courtyard Catering Services primarily serves Multnomah County events but is available for caterings to the public as well. The catering provides a source of revenue for Juvenile Nutrition Services and an opportunity for youth in the culinary arts program to get experience in cooking and baking.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of Courtyard Cafe transactions per day	250	200	200	200
Outcome	Amount of annual revenue earned	\$140,000	\$125,000	\$120,000	\$130,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$203,763	\$0	\$276,394	\$0
Contractual Services	\$8,263	\$0	\$8,322	\$0
Materials & Supplies	\$97,180	\$0	\$97,284	\$0
Internal Services	\$20,394	\$0	\$24,571	\$0
Total GF/non-GF	\$329,600	\$0	\$406,571	\$0
Program Total:	\$329,600		\$406,571	
Program FTE	2.72	0.00	3.20	0.00

Program Revenues				
Other / Miscellaneous	\$198,800	\$0	\$214,000	\$0
Total Revenue	\$198,800	\$0	\$214,000	\$0

Explanation of Revenues

County General Fund including revenue of \$128,000 in Courtyard Cafe sales and \$86,000 in Catering sales.

Significant Program Changes

Last Year this program was: FY 2019: 50053-19 Courtyard Cafe and Catering

This program offer reflects an increase of 0.48 FTE that transferred from another DCJ program during FY 2019 (refer # 50054A-20).

Department: Community Justice **Program Contact:** Rosa Garcia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Juvenile Detention protects the community by holding youth in custody when it has been determined that they are a serious risk to public safety and/or are a high risk to not appear for court. In 2018, over 674 youth were brought to Juvenile Detention for intake screening. This offer funds 48 of the 64 beds required to meet the County's daily detention needs.

Program Summary

The Juvenile Detention facility has a capacity of 191 beds. Of the 64 beds required to meet the County's daily detention needs, 32 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 32 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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

Funding for these 48 detention beds allows for intake services and housing arrangements for youth who are: awaiting trial, have violated parole, have serious probation violations, or are on out-of-state holds awaiting return to their jurisdiction.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	NEW	NEW	345	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	316	290	300	300

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Functions of the unit and values of the division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$7,040,152	\$0	\$6,856,418	\$0
Contractual Services	\$5,461	\$0	\$5,461	\$0
Materials & Supplies	\$197,417	\$161,334	\$191,386	\$140,065
Internal Services	\$1,254,584	\$0	\$1,355,914	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$8,508,614	\$161,334	\$8,420,179	\$140,065
Program Total:	\$8,669,948		\$8,560,244	
Program FTE	57.88	0.00	52.40	0.00

Program Revenues				
Intergovernmental	\$3,737,127	\$161,334	\$3,615,195	\$140,065
Total Revenue	\$3,737,127	\$161,334	\$3,615,195	\$140,065

Explanation of Revenues

County General Fund plus 1) \$140,065 - total reimbursement by USDA ODE for youth that qualify for the school breakfast lunch program; \$50,969/breakfast & \$89,096/Lunch. Projection uses current FY 2019 meal counts and rates. 2) \$3,615,195 - anticipating current IGAs with Clackamas County and Washington County, respectively for Juvenile Detention Center of numbers of daily beds usage will continue through FY 2020 with an estimated 3% increase of current bed/day rate. The 3% increase is the estimated CPI index based on IGA. \$3,615,195 consists of \$1,691,430 from Clackamas County (15 beds) and \$1,923,766 from Washington County (17 beds). \$3,615,195 projection also includes the deduction of \$51,099 for each county for the Health Departments provision of health services to detention clients.

Significant Program Changes

Last Year this program was: FY 2019: 50054A-19 Juvenile Detention Services - 56 Beds

This program offer reflects a decrease of 5.48 FTE. During FY 2019, 0.48 FTE transferred to another DCJ program (refer # 50053-20). In FY 2020, 5.00 FTE Juvenile Custody Services Specialist are cut because Juvenile Detention is reduced by 8 beds.

Department: Community Justice **Program Contact:** Rosa Garcia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Juvenile Detention protects the community by holding youth in custody when they have been determined to be a serious risk to public safety and/or are high risk to not appear for court. In 2018, over 674 youth were brought to Juvenile Detention for intake screening. This offer funds 16 of the 64 beds required to meet the County's daily detention needs.

Program Summary

The Juvenile Detention facility has a capacity of 191 beds. Of the 64 beds required to meet the County's daily detention needs, 32 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 32 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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

Funding for these 16 detention beds allows for intake services and housing arrangements for youth who are: awaiting trial, have violated parole, have serious probation violations, or are on out-of-state holds awaiting return to their jurisdiction.

In order to improve safety and security in detention, and to reduce reliance on on-call staff, this program offer also funds three newly created Juvenile Custody Services Specialist (JCSS) positions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	NEW	NEW	345	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	316	290	300	300

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Functions and values of the division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$851,029	\$0	\$1,128,250	\$0
Materials & Supplies	\$36,289	\$0	\$40,630	\$0
Total GF/non-GF	\$887,318	\$0	\$1,168,880	\$0
Program Total:	\$887,318		\$1,168,880	
Program FTE	6.00	0.00	9.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50054B-19 Juvenile Detention Services - 16 Beds

This program offer adds 3.00 FTE Juvenile Custody Services Specialist in FY 2020.

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

This program serves both pre-adjudicated and post-adjudicated youth to ensure court compliance. CMP is comprised of four levels of supervision. All youth start out being placed on the highest level and are reduced in their level of supervision based on their performance.

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

Multnomah County Juvenile Services Division (JSD) is a national model site for Juvenile Detention Alternatives Initiative (JDAI). JDAI's success is dependent on having detention alternative programs which use the least restrictive means for youth who are involved in the court process. Without a range of alternatives to detention, Multnomah County JSD would detain over 100 additional youth per year.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth served	187	200	200	200
Outcome	Percent of youth who attend their court appearance	99%	97%	100%	98%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$198,122	\$419,715	\$222,097	\$419,715
Total GF/non-GF	\$198,122	\$419,715	\$222,097	\$419,715
Program Total:	\$617,837		\$641,812	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$419,715	\$0	\$419,715
Total Revenue	\$0	\$419,715	\$0	\$419,715

Explanation of Revenues

County General Fund plus \$419,715 from Oregon Youth Authority Gang Transition Services (OYA GTS). This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions.

Significant Program Changes

Last Year this program was: FY 2019: 50055-19 Community Monitoring Program

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth served	58	75	60	75
Outcome	Percent of youth who do not leave the shelter during their placement	70%	80%	65%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$117,129	\$554,860	\$208,983	\$505,815
Total GF/non-GF	\$117,129	\$554,860	\$208,983	\$505,815
Program Total:	\$671,989		\$714,798	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$362,140	\$0	\$271,175
Service Charges	\$0	\$192,720	\$0	\$234,640
Total Revenue	\$0	\$554,860	\$0	\$505,815

Explanation of Revenues

County General Fund plus 1) \$271,175 from Oregon Youth Authority Gang Transition Services (OYA GTS). This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. 2) \$234,640 from Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). Services are provided by two County contracted providers.

Significant Program Changes

Last Year this program was: FY 2019: 50056-19 Juvenile Shelter & Residential Placements

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intake, Assessment, Intervention and Adjudication (IAIA) carries an average daily caseload of 180 youth (12 to 18 years of age). Youth who are at imminent risk of becoming chronic juvenile offenders are identified using validated risk assessment instruments; supervision and services are provided to over 260 justice involved youth annually.

Program Summary

IAIA conducts daily intakes, responds to victim and public inquiries, and administers delinquency risk assessments. IAIA communicates with the District Attorney's Office regarding charging decisions, provides valuable information and referral services to the public, and facilitates victim services as mandated by Oregon Victims' Rights Law. Judges rely heavily on IAIA to provide critical information and technical support for daily court docketing and proceedings.

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

IAIA administers standardized, comprehensive delinquency risk assessments to identify youth who are at the highest risk to re-offend. Low and medium risk youth age 12 and older who commit low-level delinquent acts are assessed and held accountable via contracts called Formal Accountability Agreements (FAA), instead of being charged, adjudicated and placed on formal probation. FAA conditions may include community service, restitution, a letter of responsibility, school attendance and/or treatment services. IAIA youth who do not comply with agreements or who continue to demonstrate unsafe, illegal behavior can be taken to court and placed on formal probation.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of cases referred for adjudication	NEW	NEW	NEW	265
Outcome	Percent of youth who do not receive a new adjudication within one year of the start of informal supervision	NEW	NEW	78%	80%
Output	Total number of cases referred for informal handling	NEW	NEW	NEW	200

Performance Measures Descriptions

Measure 1 & 3: Changed to align with core functions of the division. Measure 2: Changed to revised recidivism measure to reflect the values of the division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,179,983	\$0	\$1,248,180	\$0
Contractual Services	\$6,144	\$0	\$6,144	\$0
Materials & Supplies	\$4,340	\$0	\$4,427	\$0
Internal Services	\$14,847	\$0	\$10,871	\$0
Total GF/non-GF	\$1,205,314	\$0	\$1,269,622	\$0
Program Total:	\$1,205,314		\$1,269,622	
Program FTE	9.00	0.00	9.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50057-19 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Juvenile Field Probation (JFP) services are divided into three specialized units designed to address the unique needs of each youth population. The three units are Resource Intervention Services to Empower (RISE), Juvenile Sex Offender Probation Supervision Unit (JSOP) and Juvenile Female Probation Unit. All three units hold youth accountable through specialized supervision and sanctions, skill building, mentoring and positive age appropriate activities.

Program Summary

The RISE unit provides probation supervision to high risk males, gang involved youth, and youth on supervision for serious assault and weapon related charges. The JSOP unit supervises youth on supervision for sexual related charges. The Female Probation Unit focuses on providing effective gender specific case management and programming to medium and high risk adjudicated females and youth who have been identified as victims of Commercial Sexual Exploitation of Children (CSEC).

Juvenile Court Counselors (JCC) develop probation case plans establishing enforceable expectations and address victim restitution. In addition to holding youth accountable, JCC's coordinate treatment (e.g. mental health and drug abuse) and interventions designed to address anti-social behavior. Skill building, mentoring, educational advocacy and the incorporation of positive age appropriate activities are all used to counteract gang involvement, sexual offending and other harmful behaviors leading to further involvement in the criminal justice system. JFP focuses on the highest risk youth by utilizing Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism and promoting accountability among justice involved youth. Probation's use of FFPS increases family participation in the youth's supervision and treatment, and youth have increased success on supervision when family members are actively participating. Interventions that take place in this program include intensive family based counseling, specialized youth treatment, culturally appropriate services, employment training opportunities, positive peer influences and community support systems.

JCCs are an integral member of the Community Healing Initiative (CHI), which uses an inter-disciplinary approach to develop and implement plans for positive youth development, family support and community protection. JCCs also collaborate with Police, Adult Parole-Probation Officers and the community to gather intelligence that helps with intervention when delinquent behavior is present.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth on probation served annually	477	450	475	475
Outcome	Percent of youth who did not receive a new criminal referral within 1 year post disposition	NEW	NEW	70%	70%

Performance Measures Descriptions

Measure 2 Changed: Refined Recidivism Definition and align with division values.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,068,500	\$1,306,164	\$1,467,732	\$1,051,834
Contractual Services	\$125,540	\$183,165	\$143,093	\$123,366
Materials & Supplies	\$9,146	\$1,560	\$9,206	\$0
Internal Services	\$61,638	\$194,490	\$63,117	\$163,328
Total GF/non-GF	\$1,264,824	\$1,685,379	\$1,683,148	\$1,338,528
Program Total:	\$2,950,203		\$3,021,676	
Program FTE	8.20	10.80	10.70	8.30

Program Revenues				
Intergovernmental	\$0	\$1,685,379	\$0	\$1,338,528
Total Revenue	\$0	\$1,685,379	\$0	\$1,338,528

Explanation of Revenues

County General Fund plus 1) \$956,445 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. 2) \$258,717 - IGA with Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. \$258,717 is allocated to the Female Gender Unit to provide diversion services for female youths with a Class A Misdemeanor or more serious act of delinquency. This is a 49% allocation for the 1st year 2019-2021 biennial budget. Funding must be allocated to evidence-based programs. 3) \$123,366 - Oregon Youth Authority (OYA) Flex Fund grant. Funding is to provide individualized services tailored to meet individual needs and case plans of youth offenders. FY 2020 is 49% allocation for 1st year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2019: 50058-19 Juvenile Probation Services

This program offer reflects the reallocation of 1.50 FTE from the Title IV-E Federal program that is eliminated in FY 2020. This reallocation was made possible due to extra reductions taken within the Juvenile Services Division overall County budget. The following positions were reallocated from Federal to County General Funds; 1) 0.50 FTE Community Justice Program Manager in the RISE program; 2) 1.00 FTE Juvenile Counselor in the JSOP program.

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Gang violence is a serious problem within Multnomah County. In 2005, the Oregon Legislature established a funding stream to enhance important law enforcement activities in the eastern part of Multnomah County via the East Metro Gang Enforcement Team (EMGET)

Program Summary

In the late 1980s, Multnomah County saw an increase in gang recruitment, drug sales, violence and gang activity. Today, gang activity is not only increasing in Multnomah County, it is spreading. Gang activity has been increasing in East County.

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of outreach/contacts with suspected gang members/associates	417	500	450	450
Outcome	Number of gang-activity related criminal arrests	398	400	400	400

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$534,500	\$0	\$523,260
Total GF/non-GF	\$0	\$534,500	\$0	\$523,260
Program Total:	\$534,500		\$523,260	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$534,500	\$0	\$523,260
Total Revenue	\$0	\$534,500	\$0	\$523,260

Explanation of Revenues

\$523,260 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. This is the 1st year of the 2019-2021 biennial budget as pass-through to the Gresham Police Dept.

Significant Program Changes

Last Year this program was: FY 2019: 50060-19 Juvenile East Multnomah Gang Enforcement Team (EMGET)

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

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

Related Programs:

Program Characteristics:

Executive Summary

The Assessment and Evaluation (A&E) Program is a Behavioral Rehabilitation Services (BRS) short term residential program designed to provide temporary structure, stabilization and treatment readiness. The assessment and evaluation program serves youth who may otherwise be in detention awaiting a community placement. The goal of this program is to provide a safe place where youth and family can make longer term plans for the youth.

Program Summary

The BRS A&E program is a voluntary program for male and female youth, ages 13-17, who require a staff secured, out of home placement for assessment/evaluation, stabilization and transition planning. Youth may be enrolled for up to 90 days based on individual needs. Capacity for the program is 16 youth. Participants receive a comprehensive assessment administered by a licensed mental health professional using the evidence-based Global Appraisal of Individual Needs (GAIN) tool, as well as a service plan that is developed by the Primary Counselor, parent (guardian) and the youth.

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth assessed	45	65	55	55
Outcome	Percent of youth exited with a completed discharge plan	67%	85%	82%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$266,398	\$1,600,207	\$447,146	\$1,531,185
Contractual Services	\$116,608	\$82,156	\$131,627	\$69,000
Materials & Supplies	\$8,537	\$0	\$9,740	\$0
Internal Services	\$235,883	\$198,384	\$252,310	\$190,108
Total GF/non-GF	\$627,426	\$1,880,747	\$840,823	\$1,790,293
Program Total:	\$2,508,173		\$2,631,116	
Program FTE	0.80	15.20	2.02	13.98

Program Revenues				
Intergovernmental	\$0	\$1,177,101	\$0	\$1,180,799
Service Charges	\$0	\$703,646	\$0	\$609,494
Total Revenue	\$0	\$1,880,747	\$0	\$1,790,293

Explanation of Revenues

County General Fund plus 1) \$1,180,799 - IGA w/Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. Funding includes 1a) \$284,529 Diversion Services: provide youth-specific treatment including but not limited to substance abuse, mental health and 1b) \$896,270 Basic Services to prevent the highest risk youth offenders from re-offending in the community. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. 2) \$289,069 - from Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). Funding based on an anticipated 6 beds being utilized daily with the projected daily rate of \$132/day. 3) \$202,670 - Anticipating renewal of IGA w/Oregon Dept. of Human Services to provide 4 A&E beds to youth authorized to receive Behavior Rehabilitation Services (BRS). 4) \$117,755 - IGA w/Clackamas County to provide A&E beds for youth requiring a staff-secured, out of home placement for assessment/evaluation, stabilization and transition planning. Anticipating 2 beds utilized rate.

Significant Program Changes

Last Year this program was: FY 2019: 50063-19 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Assessment and Treatment for Youth and Families (ATYF) is a unique public safety program serving medium and high risk probation youth with substance abuse, mental health and/or behavioral problems who cannot be effectively treated in community-based programs because of severe delinquency.

Program Summary

ATYF Mental Health Consultants (MHCs) administer an evidence-based clinical assessment, the Global Appraisal of Individual Needs (GAIN) which provides a comprehensive analysis of the youth's risks and needs as well as a level of care determination. ATYF Mental Health Consultants conduct clinical assessments to youth in Multnomah County's Assessment and Evaluation Program (A&E) and youth on probation providing clinical recommendations to help courts and probation staff with dispositional planning. This increases the likelihood that youth will receive appropriate treatment without compromising community safety.

ATYF MHCs provide outpatient individual and family treatment in strict adherence to an evidence-based model, Multidimensional Family Therapy (MDFT). MDFT addresses adolescent substance use and behavioral problems as the complex issues that they are. It is strength-based, solution-focused, and incorporates a team approach into the treatment of adolescents. Services are provided in the youth's home, the clinic office, school and other community settings and focus on improving attachments between youth and caregivers, changing anti-social behaviors and reducing drug and alcohol use.

Research shows that youth with untreated substance abuse issues are nearly ten times more likely to become chronic re-offenders. Delinquent youth who receive substance abuse treatment have fewer re-arrests, convictions and detention visits (Cuellar, Markowitz and Libby 2004). ATYF keeps at-risk youth from re-offending and penetrating deeper into the justice system by linking them to treatment services that change their delinquent thinking and behaviors.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth served annually	92	96	50	100
Outcome	Percent of youth who reduced usage or were not using A/D at the end of treatment	62%	70%	60%	65%
Outcome	Percent of youth who improved problem-solving, self-management, anger management and/or coping skills	65%	80%	60%	65%
Outcome	Percent of youth who made academic progress and/or improved attendance	65%	75%	65%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$66,024	\$682,494	\$161,635	\$632,361
Contractual Services	\$21,315	\$59,195	\$11,500	\$53,000
Materials & Supplies	\$2,550	\$1,560	\$3,999	\$0
Internal Services	\$22,009	\$76,990	\$22,983	\$70,822
Total GF/non-GF	\$111,898	\$820,239	\$200,117	\$756,183
Program Total:	\$932,137		\$956,300	
Program FTE	0.40	5.60	0.97	5.03

Program Revenues				
Intergovernmental	\$0	\$658,707	\$0	\$631,408
Service Charges	\$76,885	\$161,532	\$76,674	\$124,775
Total Revenue	\$76,885	\$820,239	\$76,674	\$756,183

Explanation of Revenues

County General Fund plus 1) \$207,442 from Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services program to provide ATYF services. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. 2) \$423,966 from Oregon Dept. of Education, Youth Development Division Prevention program. Funding is to provide assessment & treatment to youth who are at a high risk. Presume FY 2020 funding at same level as FY 2019. 3) \$124,775 - Medicaid insurance reimbursement for FQHC eligible services. FY 2020 projection is based on a total of 5 providers providing eligible billable services. 4) \$76,674 in FQHC wraparound payments that post to the general fund. Anticipating 70.85% average paid rate by using the prior years actual received.

Significant Program Changes

Last Year this program was: FY 2019: 50064-19 Juvenile Assessment & Treatment for Youth & Families (ATYF)

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of African-American and Latino youth referred through Juvenile service	92	100	100	100
Outcome	Percent of African American and Latino youth who did not receive a new criminal referrals after entering service	67%	60%	60%	60%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,449,168	\$169,787	\$1,515,143	\$169,787
Total GF/non-GF	\$1,449,168	\$169,787	\$1,515,143	\$169,787
Program Total:	\$1,618,955		\$1,684,930	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$169,787	\$0	\$169,787
Total Revenue	\$0	\$169,787	\$0	\$169,787

Explanation of Revenues

County General Fund plus 1) \$159,787 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget. 2) \$10,000 - from Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services to provide services for culturally specific youths. This is a 49% allocation for the 1st year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2019: 50065A-19 Juvenile Community Healing Initiative (CHI)

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

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

Related Programs:
Program Characteristics:
Executive Summary

In our community, there is a significant need to reduce racial and ethnic disparities in the juvenile justice system and to focus on and apply early intervention services. The Community Healing Initiative (CHI) Early Intervention and Diversion Program is a community based and family-focused effort designed to prevent and reduce delinquency, address root causes and augment community safety and connection. Culturally specific nonprofits provide services, supports and referrals calibrated to the level of risk and family needs for youth who have committed lower level offenses for the first time.

Program Summary

CHI is an emerging and innovative overarching best practice for preventing and reducing juvenile justice involvement and addressing racial and ethnic disparities. At the community level, CHI is essential to building capacity and safety in communities of color. All qualified youth are referred to community-based providers that offer care coordination, pro-social programming and referrals to needed services. Risk and needs are assessed through validated tools and the program uses assertive engagement to focus on those youth with the highest needs. Program coordinators are assigned to a caseload of youth to develop service plans tailored to meet the individual youth and family situation. School connection/re-connection assistance, counseling, youth development activities (e.g. sports, arts) and parent support/parenting classes are among the most critical areas of need. Previously, these youth would have received a warning letter from the Juvenile Services Division (JSD) after contact with law enforcement.

Also included in this program offer is funding for a part-time FTE to coordinate the implementation of Multnomah County's Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model Implementation Plan. This position provides leadership, planning, coordination and implementation of programs; serve as a liaison between County and community partners; and develop training materials, resources and policies related to youth and gang violence for various stakeholders. Lastly, also included is funding to provide gang prevention services to culturally specific organizations. Allocation of funding will be targeted to gang impacted youth and their families and fund services that are aligned with the Multnomah County Strategic Plan to address Gang violence based on the OJJDP Comprehensive Gang Model Implementation Plan.

Youth of color experience exclusionary school discipline, disconnection from school and a lack of educational attainment at disproportionate rates in Multnomah County. These factors, along with trauma have been cited as contributors to behavioral health challenges, delinquency and gang involvement in our community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of CHI Early Intervention youth referred	251	300	275	275
Outcome	Percent of CHI Early Intervention youth engaging in community-based support services	58%	70%	75%	65%
Output	Number of youth who receive gang prevention services	102	90	100	100
Outcome	Percent of youth enrolled in school at time of exit from Youth Gang Prevention Services	74%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$64,870	\$0	\$60,409	\$60,409
Contractual Services	\$710,589	\$0	\$517,018	\$0
Materials & Supplies	\$130	\$0	\$260	\$0
Internal Services	\$0	\$0	\$0	\$10,342
Total GF/non-GF	\$775,589	\$0	\$577,687	\$70,751
Program Total:	\$775,589		\$648,438	
Program FTE	0.50	0.00	0.50	0.50

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$70,751
Total Revenue	\$0	\$0	\$0	\$70,751

Explanation of Revenues

County General Fund plus \$70,751 from City of Portland for 1.00 FTE Youth & Gang Violence Coordinator to monitor and provide ongoing evaluation of the strategic plan under the guidance of the LPSCC Youth and Gang Violence Steering Committee. Funding period 12/01/2018 - 06/30/2020.

Significant Program Changes

Last Year this program was: FY 2019: 50065B-19 CHI Early Intervention & Youth Gang Prevention Services

This program offer is increased by 0.50 FTE Program Specialist with funding received from the City of Portland.

This program offer reflects a reduction in the CHI Early Intervention & Youth Gang Services (CHI-EI) resulting in impacts to two providers. Referrals to the CHI-EI program has been significantly lower than projected and engagement rates have dropped which has resulted in fewer youth/families receiving services.

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Juvenile Services Division (JSD) Community Interface Services seeks to strengthen and improve our multi-disciplinary community connections through initiatives and collaborations with youth and family-serving systems and partners. The goal is to improve services to youths and families, restore victims, and reduce recidivism.

Program Summary

Community Interface Services consists of the following:

EDUCATION AND TREATMENT ACCESS COORDINATOR serves as a liaison between JSD and the mental health and substance use disorder treatment providers to improve school and treatment connectivity for youth involved in the juvenile justice system.

RESTORATIVE JUSTICE COORDINATOR identifies and implements strategies for increasing restorative responses and opportunities for youth in the juvenile justice system as well as those at risk of delinquency and law enforcement contact. JSD also contracts with a community non-profit provider to facilitate restorative dialogues.

HANDS OF WONDER PROGRAM COORDINATOR plans, administers and leads the Hands of Wonder Program that includes the garden program as well as other restorative justice and workforce development efforts.

INTERVENTION & RESOURCE CONNECTION SPECIALISTS law enforcement liaisons /Juvenile Court Counselors works with the police school resource officers (SROs) countywide helping to prevent delinquency, reduce truancy, make referrals to needed services and improve positive school outcomes. These positions work to intervene prior to formal system involvement and to reduce racial and ethnic disparities (RED).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth and family connections made in the community for diversion from iuvenile svstem	583	550	550	550
Outcome	Percent of youth on probation actively engaged in school	90%	85%	85%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$696,838	\$55,517	\$690,746	\$0
Contractual Services	\$70,000	\$0	\$71,800	\$0
Materials & Supplies	\$11,083	\$0	\$7,411	\$0
Internal Services	\$18,252	\$9,132	\$19,462	\$0
Total GF/non-GF	\$796,173	\$64,649	\$789,419	\$0
Program Total:	\$860,822		\$789,419	
Program FTE	5.50	0.50	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$64,649	\$0	\$0
Total Revenue	\$0	\$64,649	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2019: 50066-19 Juvenile Community Interface Services

This program offer cuts 1.00 FTE Juvenile Counselor assigned to the Student Success Center in FY 2020. This position was a partnership with Portland Public Schools. The position worked to keep youth in the school setting and reducing expulsion and suspension. Over the past several years, on average less than 20% of youth served had ever been involved in the Juvenile Justice System. Portland Public Schools funded 0.50 FTE of this position in FY 2019. Program revenues has been decreased based on this reduction.

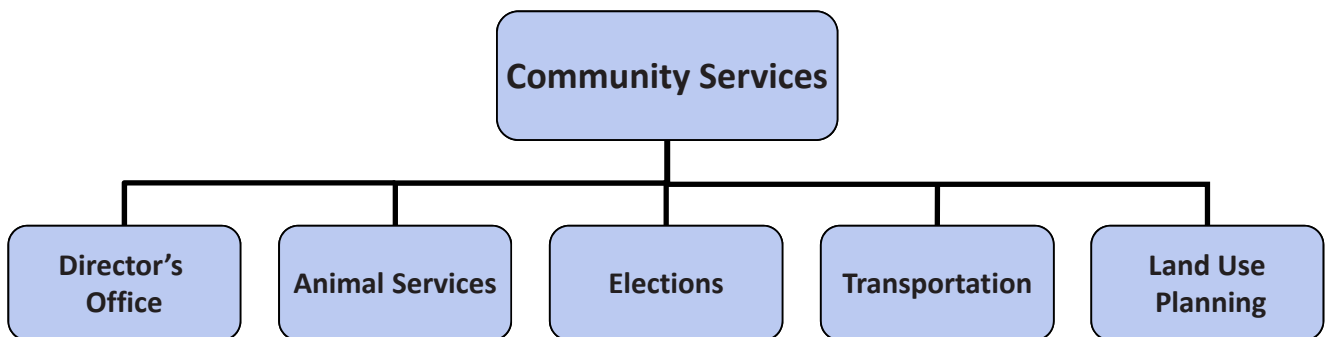
Department Overview

Multnomah County Department of Community Services (DCS) has developed a performance and accountability strategy that focuses on results. This system improves our ability to measure how we are doing, plan for the future and report on our performance across all of the services we deliver to the community. The foundation of our performance and accountability strategy is our department-wide Strategic Plan. The Plan adopts the motto, “Inclusive Community - Accessible Services” to reflect our commitment to incorporate the diverse needs of our community in all the services we provide. The FY 2020 Department Budgets all align with this Plan. The Department delivers a number of essential services throughout Multnomah County. The divisions include Animal Services, Elections, Land Use Planning, and Transportation. The common mission of these diverse divisions is articulated in the department’s Mission, Vision and Values. These serve as the basis for developing goals, objectives and strategies included in the Strategic Plan:

Mission: The Department of Community Services preserves harmony between natural and built environments, keeps people and pets safe, and ensures every voice is heard.

Vision: To be a trusted partner helping to create thriving and inclusive communities.

Values: Responsibility -We are resourceful and explore ways to deliver safe, responsive, effective, and sustainable services; Integrity - We act with honesty, sincerity and high ethical standards; Transparency - We promote an open process and communicate the reasons for actions and decisions; Equity - We respect, value, and honor diversity as we build relationships with our colleagues and communities; and Leadership - We encourage innovation and promote professional growth.



Budget Overview

The FY 2020 Department of Community Services Proposed budget is \$139.0 million. County General Fund comprises \$17.9 million (13%), Other Funds include the Road Fund \$69.2 million (50%), Sellwood Bridge Replacement Fund \$21.0 million (15%), Burnside Bridge Fund \$14.9 million (11%), Willamette River Bridge Fund \$11.6 million (8%), Land Corner Preservation Fund \$2.0 million (1%), Animal Control Fund , Fed/State Fund, Video Lottery Fund and Bicycle Path Construction Fund (2%).

Significant changes in Other Funds include the Road Fund which decreased by \$9.8 million primarily due to completion of capital projects. Willamette River Bridge Fund decreased by \$2.3 million also due to anticipated capital projects completion. Sellwood Bridge Replacement Fund increased by \$2.3 million as the construction claim settlement is still ongoing. Burnside Bridge Fund increased by \$8.9 million primarily due to repayment of the internal loan from the Risk Fund and for continuing the National Environmental Policy Act (NEPA) phase of the project. The budget assumes the County to issue 10 year Full Faith and credit bonds for \$16.0 million to complete the NEPA project phase. The debt service will be covered from vehicle registration fees.

The FY 2020 General Fund allocation includes \$82,962 in ongoing funding for one new program:

- DCS Equity and Organizational Culture Manger (91000B).

The FY 2020 budget includes \$632,962 in one-time-only funding. The one-time-only funding is allocated to three program offers. A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	213.00	217.50	215.00	216.00	1.00
Personnel Services	\$23,391,539	\$25,217,208	\$26,139,302	\$27,922,434	\$1,783,132
Contractual Services	44,141,669	55,797,844	54,467,750	61,206,825	6,739,075
Materials & Supplies	3,452,958	3,845,422	4,633,798	3,685,677	(948,121)
Internal Services	17,884,953	18,776,715	19,605,154	22,177,218	2,572,064
Debt Service	0	16,200	16,200	3,016,200	3,000,000
Capital Outlay	<u>13,161,311</u>	<u>7,631,968</u>	<u>34,281,621</u>	<u>21,052,407</u>	<u>(13,229,214)</u>
Total Costs	\$102,032,431	\$111,285,357	\$139,143,825	\$139,059,761	(\$84,064)

*Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are no in Internal Services.

Successes and Challenges

The Department of Community Services Divisions have successfully met several significant milestones during FY 2019 and face challenges in FY 2020:

Director's Office - Department's addition of a full-time Equity and Organizational Culture Manager will oversee the effort to meet the objectives outlined in the County's Workforce Equity Strategic Plan.

Animal Services – Multnomah County is working with an outside agency to develop the programming and service delivery recommendations for the future MCAS operations. This engagement is anticipated to last 6-12 months beginning in March 2019. Multnomah County will also be developing a RFP for Specialty Design Services for an Animal Care Facility. This consultant will assist in developing the design for a new MCAS facility. These activities will continue into and through FY 2020 with the expectation to have schematic plans for a new MCAS facility by June 2020. The challenge for the Division is the reduction of one staff to meet its Budget Constraint. Loss of the 1.00 FTE will impact program resource capacity to serve the residents of Multnomah County.

Elections – Access to election services is key to successful voter participation in elections. The Elections Division is experiencing an extraordinary period of growth. Through population growth and implementation of automatic voter registration, the County's active registered voter count has shot up by more than 100,000 voters since 2015 and is expected to continue to climb. The Presidential Election cycle which begins in March 2020 will initiate an anticipated and unprecedented interest and turnout for the 2020 Elections.

Land Use Planning – The program continues to implement the revised comprehensive plan through the development and implementation of land use code in close coordination with the Community. The Division has eliminated a position the Compliance section to meet its budget constraint for this fiscal year. This position reduction will impact the Compliance section's ability to respond to complaints from the Community.

Transportation - Planning efforts on the Earthquake Ready Burnside Bridge and an aggressive construction schedules continue with both road and bridge projects. The Earthquake Ready Burnside Feasibility Phase was completed resulting in four build alternatives that will be studied in-depth during the environmental review phase that will continue through FY 2020. Transportation's Capital Program Offer 91018B includes a one-time-only program offer to support project development of tier one American with Disability Act projects. This program offer addresses the the 1990 Civil Rights Act that prohibits discrimination in accessing employment, government services, public accommodations, and public transportation.

Diversity, Equity, and Inclusion

DCS has undertaken diversity, equity, inclusion and organizational culture initiatives to ensure that staff and customers from all backgrounds have equitable access and experience equitable outcomes from our programs and services, and DCS leadership continues efforts to diversify its workforce. For example, we provide training for our hiring managers and interview panels to address issues such as implicit bias, advertise jobs on a broad range of job boards and other resources to reach as broad an applicant pool as possible, review minimum qualifications to ensure they accurately represent the position, look for the best ways to reach and evaluate candidates, and review our workforce needs and look for opportunities to create entry level positions and/or apprentice programs.

The DCS Strategic Plan identifies objectives, actions and metrics to inform us whether or not we are making progress towards achieving our goals. In FY 2019 we are focusing on work to support the County’s Strategic Workforce Equity Plan and new our new service excellence model, Think Yes for DCS. Further, the department ensures the inclusion of a broad spectrum of voices to help guide program planning and implementation through community involvement in our public meetings, Citizen Advisory Committees and the Planning Commission. We also foster inclusion, diversity and equity in our service delivery (such as Elections’ Voter Center Express), Transportation contracting outreach efforts with OAME and Metro, customized staff trainings developed in partnership with County Talent and Development; and equity introduction training provided at onboarding for all temporary election workers. We also maintain our Department representation on the County Workforce Equity Council and encourage staff participation in the varied county employee resource groups.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$2,979,336	\$2,527,826	\$5,507,162	30.00
Animal Services	7,903,278	3,055,051	10,958,329	59.00
Elections	4,887,848	0	4,887,848	12.00
Land Use Planning	1,995,350	35,000	2,030,350	11.00
Transportation	<u>100,000</u>	<u>121,624,449</u>	<u>121,724,449</u>	<u>104.00</u>
Total Community Services	\$17,865,812	\$127,242,326	\$145,108,138	216.00

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

Director's Office

This Division comprises three groups: the Director's Office, Human Resources, and Business Services.

- The Director's Office leads, manages, and oversees both mandated and non-mandated Department services, including employee safety programs, state local budget law and federal, state, county and department regulations covering compensation, disciplinary action and work schedules. It represents the Chair and Board of Commissioners in its administration of the Department of Community Services (DCS) and provides leadership, management, and executive direction to department programs and services. DCS remains focused on providing cost efficient, quality services that offer good value to County residents while providing a safe work environment for staff and the public. Assuring accessibility, equity, transparency, and accountability is deeply embedded in all of the work we do to provide health, public safety, and social justice to our communities.
- Human Resources provides direct support to division managers and to current and prospective employees, including recruitment and selection services and performance management and consultative services regarding a range of management and employee/labor relations issues.
- Business Services manages the financial and administrative functions of the department's operating programs. This unit performs essential GIS and asset management and administrative support operations for DCS programs and provides common interpretations of county policy and procedure.

Significant Changes

With the General Fund reductions, DCS faces a reduction in the level of service provided to the residents of Multnomah County. At DCS, we pride ourselves on our ability to not only meet our statutory requirements, but to provide services and programs that the community expects to have access to. These programs and services are provided by maximizing the capacity of our lean staff and working collaboratively with community partners and other agencies. These budget reductions mean that we have to again take a critical look at our services and make some difficult decisions about where reductions are made.

The Department of Community Services, mission, vision and values are strongly aligned with Multnomah County Board of Commissioner's stated mission, vision and values. DCS remains focused on the health, public safety and the social justice of our communities. Assuring accessibility, equity, transparency and accountability of our policies and processes is deeply embedded in all of the work we do.

Animal Services

Multnomah County Animal Services (MCAS) protects the health, safety, and welfare of pets and people in Multnomah County. MCAS is the only open-admission shelter in the County and provides services 365 days each year. The division is organized into three programs/work units:

- Animal Care provides humane shelter, veterinary care, behavioral evaluation, and enrichment for homeless animals that are served by MCAS. Services include health examinations, vaccinations, spay/neuter surgery, general surgical interventions, micro-chipping, behavioral assessment/evaluation, daily enrichment and socialization, community information and referral, adoption and counseling, and foster care placement/coordination.
- Client Services provides administrative services, including: customer care for shelter visitors, phone customers, and e-business transactions; lost/found services and owner reunification; countrywide pet licensing and facility licensing programs; financial processing of all MCAS transactions; and all program communication activities including but not limited to media relations, social media, website, and weekly newsletters.
- Field Services Program (Animal Control) provides 24/7 hour public safety emergency response to calls concerning animals attacking and injuring people and animals; 24-hour emergency animal rescue for injured, sick and abused animals; investigation services for animal bite cases and animal abuse and neglect cases; enforces city, county and state laws; and provides community education and assistance in helping resolve neighborhood animal nuisances.

Significant Changes

MCAS has continued to focus on ways to improve daily operations and services. The following is a brief outline of recent accomplishments/changes:

1. The Animal Health Program obtained re-accreditation from the American Animal Hospital Association (AAHA). MCAS is one of only twenty shelters in the United States to hold this accreditation.
2. Working closely with local animal advocates and Commissioner Meieran's office, MCAS was instrumental in successfully amending the County Ordinance to ban the display of exotic animals in Multnomah County.
3. The Animal Care Team has increased daily enrichment activities for all animals in the shelter and have adjusted their work schedules to provide greater daily enrichment services.
4. In an effort to enhance transparency and provide greater information to the public, monthly statistical data regarding core program functions has been added to the MCAS website.
5. The majority of facility renovations have been completed, with the dog kennel renovation slated to be completed this upcoming fiscal year.

Elections

The Elections Division conducts transparent, accurate, accessible, and accountable elections in Multnomah County and maintain the public's confidence and trust in the elections process. The Elections Division conducts all local, city, county, state, and federal elections for the citizens of all political districts within Multnomah County. The elections include a wide range of races, from a water district commissioner to the president of the United States, including votes on ballot measures and elected offices from the local to federal levels.

Conducting elections involves registering voters, maintaining the statewide voter registration and election management database, maintaining address and district data, checking signatures on city and local candidate and initiative petitions, accepting candidate and measure filings, producing voters' pamphlets, issuing and mailing ballots, managing the main office, a voting center, and 27 other drop site locations, accepting and processing returned ballots, providing assistance to voters with disabilities and voters who speak languages other than English, counting ballots, and releasing results. During major elections, the division employs as many as 260 temporary workers. The division also provides voter education and outreach as a core service, working to identify and remove barriers to voter participation in underserved communities through building relationships, community engagement, and targeted education and outreach opportunities.

Significant Changes

As the population and number of registered voters grows steadily in Multnomah County (100,000 new voters from 2015 to 2018), the Elections Division must be forward-thinking to provide statutorily mandated services to the residents of the county. The 2016 and 2018 general elections both set records for turnout with the highest and second highest number of ballots returned respectively. These elections were executed with the same number of full time staff as the previous several years. The Presidential Election cycle which begins with May Primary Election will initiate an anticipated and unprecedented interest and turnout for the 2020 Elections.

Land Use Planning

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

Land Use Planning collaborates with a range of community groups and agency partners to develop and implement federal, state, and local policies and laws that keep our community safe, prevent urban sprawl, preserve the rural farm and timber economy, protect the environment, and maintain the quality of life and rural character in our unincorporated communities.

Code Compliance ensures compliance with land use and transportation right-of-way rules. This helps preserve harmony, public health and safety. The compliance program is largely complaint driven, emphasizing a collaborative partnership approach for educating and working with property owners to achieve voluntary compliance.

The Solid Waste Licensing program licenses service providers for solid waste disposal and recycling in the rural unincorporated areas of the County to meet state and regional requirements ensuring waste is minimized and the remainder disposed of in a coordinated, efficient and responsible manner.

Significant Changes

The Land Use Planning Division has taken over the responsibility of conducting erosion control inspections. This task was historically completed by an inspector within the Transportation Division who no longer has capacity to complete the inspections. The Compliance Section will be responsible for completing these inspections because they travel throughout .

This year Staff are focusing on implementing policy from the Multnomah County Comprehensive Plan with an emphasis on addressing those policies that are safety related. Staff will focus on the development of code that will mitigate wildfire and landslide risk as well as provide a framework for regulating development of floating structures.

State Law obligates the Division to review land use applications within a specific time frame. Development of new Federal, State and Regional laws often obligates the County to adopt or revise existing ordinances in a specific time frame. The Division eliminated a position within Compliance Section to meet the constrained budget requirements for this fiscal year because there are no legal obligations to perform. The reduction of the position will impact the Compliance Section's ability to respond to complaints from the Community.

Transportation

The Transportation Division comprises Bridges, Roads, the County Surveyor, Planning and Development, and Water Quality.

- Bridges and Roads operate the four movable downtown bridges and maintain, preserve, and improve the safety of the County's six Willamette River Bridges and approximately 275 miles of roads and 24 bridges outside the Cities of Portland and Gresham. These programs also perform planning, engineering, and construction management for capital projects, respond to emergencies, and perform preventative maintenance tasks such as maintaining traffic signs, road striping, signals, and storm drainage systems.
- The County Surveyor maintains survey records, reviews and files surveys and land division plats, and maintains and restores land markers used in public land surveys.
- Water Quality coordinates the county-wide responses to federal and state clean water regulations in an effort to preserve local water quality.
- Planning and Development develops strategies to improve all modes of transportation in the county. This program assesses the transportation impacts of development within the county, reviews applications for the use of county right-of-way permits, prepares the Capital Improvement Plan, and secures funding for capital projects.

Significant Changes

Road Fund revenue has increased as a result of HB2017. Even with the new revenue, funding does not keep up with system needs. Update of the County Capital Improvement Plan and Program was completed in FY 2019. This update provided an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates and resulted in a prioritized transportation capital projects list. Capital projects completed in FY 2019 include NE Sandy Blvd Multimodal Project, Newberry Slide Repair, Broadway Bridge Rall Wheel Replacement, and Historic Columbia River Highway Curb Extensions. Additionally, 11.7 miles of chipseal road resurfacing were completed. The Earthquake Ready Burnside Feasibility Phase was completed resulting in four build alternatives that will be studied in-depth during the environmental review phase that will continue through FY 2020.

The Division has an aggressive construction schedule planned for FY 2020. The East County project on NE Arata Road is planned to be completed. Work will continue on the Burnside Maintenance Project, Earthquake Ready Burnside Study, NW Cornelius Pass Road Project, NE 238th Avenue Project between NE Halsey Street and NE Glisan Street, and a culvert replacement on SE Cochran Road in the City of Troutdale. A one-time-only program offer for project development of tier one American with Disabilities Act projects is funded. This project addresses the 1990 Civil Rights Act that prohibits discrimination in accessing employment, public accommodations, and public transportation.

Department of Community Services

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Director's Office					
91000A	Director's Office	\$1,485,721	\$79,514	\$1,565,235	6.00
91000B	DCS Equity and Organizational Cultural Manager	165,924	0	\$165,924	1.00
91001	Human Resources	765,842	0	765,842	5.00
91002	Business Services	561,849	2,448,312	3,010,161	18.00
Animal Services					
91005A	Animal Services Client Services	1,745,039	1,713,000	3,458,039	16.00
91006A	Animal Services Field Services	1,821,190	12,000	1,833,190	13.00
91006B	Animal Services Field Services Animal Control Officer	88,325	0	88,325	1.00
91007	Animal Services Animal Care	4,248,724	1,330,051	5,578,775	29.00
Elections					
91010A	Elections	4,782,598	0	4,782,598	12.00
91010C	Elections Restoration - Sept 2019, Nov 2019 and Mar 2020 Elections	105,250	0	105,250	0.00
Land Use Planning					
91021A	Land Use Planning	1,995,350	35,000	2,030,350	11.00
Transportation					
91012A	County Surveyor's Office	0	3,456,206	3,456,206	11.00
91013	Road Services	100,000	14,861,539	14,961,539	57.00
91014	Levee Ready Columbia	0	50,000	50,000	0.00
91015	Bridge Services	0	8,873,047	8,873,047	36.00
91018A	Transportation Capital	0	50,854,689	50,854,689	0.00
91018B	ADA Tier One Project Development	0	500,000	500,000	0.00
91024	City Supplemental Payments	0	43,028,968	43,028,968	0.00
Total Community Services		\$17,865,812	\$127,242,326	\$145,108,138	216.00

Department: Community Services **Program Contact:** Kim Peoples
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 91000B
Program Characteristics:

Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of development trainings attended by department leadership and Key Leaders	6	6	6	6
Outcome	Percent of employees receiving an annual evaluation	60%	100%	94%	100%

Performance Measures Descriptions

Development trainings address supervisory, management and leadership competencies and include the Executive Learning Series (4) and Department Key Leader trainings (2). Percent of employees receiving an annual evaluation reflects the desired outcome that all employees receive performance feedback from their supervisor every year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$954,553	\$68,501	\$979,949	\$74,640
Contractual Services	\$55,000	\$0	\$160,000	\$0
Materials & Supplies	\$40,000	\$0	\$43,412	\$0
Internal Services	\$291,898	\$6,549	\$302,360	\$4,874
Total GF/non-GF	\$1,341,451	\$75,050	\$1,485,721	\$79,514
Program Total:	\$1,416,501		\$1,565,235	
Program FTE	5.00	1.00	5.00	1.00

Program Revenues				
Intergovernmental	\$0	\$75,050	\$0	\$79,514
Other / Miscellaneous	\$1,385,502	\$0	\$1,377,925	\$0
Total Revenue	\$1,385,502	\$75,050	\$1,377,925	\$79,514

Explanation of Revenues

The Director's Office is supported by department indirect (Cost Allocation Plan), County General Fund and Transportation Fund.

Significant Program Changes

Last Year this program was: FY 2019: 91000-19 Director's Office

Increase in professional services to support department activities around County's Workforce Equity Plan and develop a new five year strategic plan and ongoing general staff/leadership development.

Department: Community Services **Program Contact:** Kim Peoples
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 91000A
Program Characteristics:

Executive Summary

In order to meet the objectives outlined in the county's Workforce Equity Strategic Plan and the Department of Community Services's internal strategic plan, the Department needs a dedicated management position with subject matter expertise to develop and implement a department-wide approach to diversity, equity, inclusion and organizational culture initiatives.

Program Summary

DCS has undertaken diversity, equity, inclusion and organizational culture initiatives to ensure that staff and customers from all backgrounds have equitable access to and experience equitable outcomes from our programs and services. Because we do not currently have a position dedicated to equity, inclusion and culture, we do not have a subject matter expert to lead this department-wide effort, ensuring that this work stays at the forefront of our activities and gets integrated into our daily work practices.

DCS is proposing the addition of a full-time Equity and Organizational Culture Manager to oversee the department's efforts to meet the objectives outlined in the county's Workforce Equity Strategic Plan and to ensure that the department continues to create a culture of belonging and empowerment for customers and staff from all backgrounds.

The Equity and Organizational Culture Manager's duties will include, but will not be limited to: strategic planning and measurement to ensure organizational progress on issues regarding diversity, equity, and inclusion, including the performance measures outlined in the Workforce Equity Strategic Plan; creating awareness and understanding around diversity, equity, and organizational culture issues and initiatives among staff at all levels; supporting managers' efforts to create cultures of belonging and inclusion within their programs and divisions; supporting the implementation of the core PPR competencies for managers and staff; identifying and tracking training opportunities for staff at all levels; working with divisions to address barriers to access or inclusion for community members impacted by their programs; and relationship-development with key stakeholders within and outside of the County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of diversity, equity, and inclusion exercises included in bi-monthly senior management meetings	N/A	N/A	N/A	15
Outcome	Percent of WESP performance measures due by the end of FY 2020 completed on time	N/A	N/A	N/A	100%
Output	Number of department-wide communications regarding diversity, equity, and inclusion	N/A	N/A	N/A	12

Performance Measures Descriptions

Number of exercises included in senior management meetings and number of department-wide communications capture our efforts to raise awareness and understanding around diversity, equity and inclusion among DCS staff. Percent of WESP performance measures completed on time represents our work to meet the objectives outlined in the Workforce Equity Strategic Plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$155,924	\$0
Contractual Services	\$0	\$0	\$7,500	\$0
Materials & Supplies	\$0	\$0	\$2,500	\$0
Total GF/non-GF	\$0	\$0	\$165,924	\$0
Program Total:	\$0		\$165,924	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds with \$82,962 one time only. In FY 2022 will start to be partially supported through Department indirect revenue.

Significant Program Changes

Last Year this program was:

New program offer for FY 2020

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$725,384	\$0	\$763,342	\$0
Materials & Supplies	\$0	\$0	\$2,500	\$0
Total GF/non-GF	\$725,384	\$0	\$765,842	\$0
Program Total:	\$725,384		\$765,842	
Program FTE	5.00	0.00	5.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds and Department indirect revenue.

Significant Program Changes

Last Year this program was: FY 2019: 91001-19 Human Resources

No significant changes in this program offer.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$511,488	\$1,673,421	\$543,966	\$1,908,743
Contractual Services	\$5,000	\$40,000	\$5,000	\$31,000
Materials & Supplies	\$3,980	\$34,460	\$4,980	\$42,180
Internal Services	\$0	\$472,573	\$7,903	\$466,389
Total GF/non-GF	\$520,468	\$2,220,454	\$561,849	\$2,448,312
Program Total:	\$2,740,922		\$3,010,161	
Program FTE	3.00	14.00	3.00	15.00

Program Revenues				
Intergovernmental	\$0	\$1,664,368	\$0	\$1,820,563
Other / Miscellaneous	\$0	\$199,100	\$0	\$224,620
Beginning Working Capital	\$0	\$276,986	\$0	\$298,079
Service Charges	\$0	\$80,000	\$0	\$105,050
Total Revenue	\$0	\$2,220,454	\$0	\$2,448,312

Explanation of Revenues

Funding for the Business Services program comes from the dedicated Transportation Funds (gas tax), Public Land Corner Preservation Fund, County General Fund and the two County Service Districts. Business Service personnel costs are assigned to the fund where they provide the greatest level of support.

Significant Program Changes

Last Year this program was: FY 2019: 91002-19 Business Services

Increase of 1.00 FTE addresses new demands required to support Workday and respond to the Transportation Division's operational needs.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,571,216	\$0	\$1,581,695	\$0
Contractual Services	\$52,000	\$16,000	\$46,000	\$16,000
Materials & Supplies	\$50,900	\$0	\$20,500	\$0
Internal Services	\$115,484	\$0	\$96,844	\$0
Cash Transfers	\$0	\$1,699,000	\$0	\$1,697,000
Total GF/non-GF	\$1,789,600	\$1,715,000	\$1,745,039	\$1,713,000
Program Total:	\$3,504,600		\$3,458,039	
Program FTE	17.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,680,000	\$0	\$1,680,000
Other / Miscellaneous	\$19,200	\$35,000	\$0	\$28,000
Financing Sources	\$1,708,000	\$0	\$1,697,000	\$0
Service Charges	\$0	\$0	\$0	\$5,000
Total Revenue	\$1,727,200	\$1,715,000	\$1,697,000	\$1,713,000

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above plus fees collected for notices of infractions.

Specifically, MCAS currently processes approximately 50,000 pet licences per year which generates approximately \$1,680,000 in revenue and \$28,000 in fines related to license non-compliance.

Significant Program Changes

Last Year this program was: FY 2019: 91005-19 Animal Services Client Services

As a result of the budget constraint, Client Services will be reduced by 1.00 FTE Office Assistant Senior (License Compliance) position in FY20. It is estimated that MCAS currently has a 32% pet owner compliance rate for dog licensing and a 16% compliance rate for cat licensing. While these rates are higher than the national average (22% for dogs and less than 10% for cats), there is room for improvement. Indeed, the 2015 audit of MCAS recommended that the Division work to increase licensing compliance and implement processes that would enable greater efficiency. MCAS has implemented a new software system, resulting in significant process improvements and efficiencies and enabling MCAS to explore ways to increase its licence compliance rate. A 1.00 FTE reduction within this work unit will have a significant impact on MCAS's ability to increase license compliance activities, limiting our ability to facilitate increased ordinance compliance and revenue.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,303,287	\$0	\$1,308,331	\$0
Contractual Services	\$165,000	\$0	\$137,500	\$700
Materials & Supplies	\$39,700	\$0	\$38,000	\$0
Internal Services	\$271,933	\$0	\$337,359	\$0
Cash Transfers	\$0	\$9,500	\$0	\$11,300
Total GF/non-GF	\$1,779,920	\$9,500	\$1,821,190	\$12,000
Program Total:	\$1,789,420		\$1,833,190	
Program FTE	14.00	0.00	13.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$4,500	\$0	\$4,500
Other / Miscellaneous	\$0	\$5,000	\$0	\$7,500
Financing Sources	\$9,500	\$0	\$11,300	\$0
Total Revenue	\$9,500	\$9,500	\$11,300	\$12,000

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2019: 91006-19 Animal Services Field Services

The current staffing pattern for Field Services consists of 8.00 FTE Animal Care Officer-2 (ACO-2) positions covering five districts, seven days per week. In order to provide the greatest amount of coverage each day, these positions are scheduled for 10-hour shifts for 4 days per week, with contracted services providing emergency-only coverage during the evening/night time hours. There are only four (4) ACO-2 positions working any given day to cover the entire county. As a result of the budget constraint, Field Services will be reduced by 1.00 FTE ACO-2 position in FY20. It is estimated that this reduction will have a 15%-20% impact on operational performance and response public safety functions. The proposed budget constraint will increase response times to dispatched calls and reduce capacity for investigations. We anticipate that these changes will have the greatest impact on vulnerable low-income and homeless populations.

Program #91006B - Animal Services Field Services Animal Control Officer 4/12/2019

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91005, 91006, 91007
Program Characteristics:

Executive Summary

As a result of budget constraints for FY20, the Field Services program was reduced by 1.00 FTE Animal Control Officer (ACO-2) position. This program offer is submitted as a request is to restore this position as originally funded. The Field Services program delivers comprehensive animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County regarding animal related issues. Service is provided to the community seven days a week.

Program Summary

The Field Services program delivers comprehensive, 24-hour animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County. Services include, but are not limited to, responding to dangerous dog attacks, investigating reports of animal bites, quarantining animals due to suspected rabies exposure, picking up stray animals and assisting law enforcement agencies as first responders for animal related situations (house fires, arrests, vehicle accidents, etc.). Additionally, this program is responsible for ensuring the welfare of the animals in our county by responding to and investigating all cases involving suspected animal abuse/neglect/abandonment, investigating reports of dog fighting activities and ensuring that humane standards of care are provided to all animals in licensed animal facilities (boarding facilities, breeding kennels, retail stores, rescue entities, etc.). The ACO-2 position is charged with carrying out these duties.

This program offer is submitted as a request to restore the eliminated ACO-2 position to the Field Services program. The current staffing pattern for the program consists of 8.00 FTE ACO-2 positions covering five districts, seven days per week. In order to provide the greatest amount of coverage each day, these positions are scheduled for 10-hour shifts for 4 work days per week, with contracted services providing emergency-only coverage during the evening/night time hours. There are only four (4) ACO-2 positions working any given day to cover the entire county. As such, a reduction of 1.00 FTE for this work unit is a 12.5% reduction in the workforce but equates to a 25% reduction in service capacity. This reduction will limit resources to meet the needs of the community. Specific impacts may include the following: 1) Response times may be longer than desired due to limited number of officers available to respond, resulting in delayed response to public safety issues such as loose aggressive dogs, animals in distress, dog bite investigations, animals in traffic, cruelty investigations and welfare checks; 2) Officers' ability to respond to and assist law enforcement agencies in a timely manner may be reduced; 3) Officers' workloads may increase, especially during the peak season, resulting in greater use of overtime; and 4) The program will have greater difficulty meeting daily demands when officers are on vacation/sick, leaving the team even more shorthanded in the field.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Calls Responded to by Officer	1,536	1,600	1,600	1,600
Outcome	Citations Issued in Response to Calls by Office	84	56	75	75

Performance Measures Descriptions

Number of Calls Responded to by Officers reflects complaints received by dispatch that one (1) ACO2 position is able to respond. This includes finalized calls and calls that are still being worked by an Officer. Citations Issued in Response to Calls reflects enforcement citations issued by ACO2 position in the field. It does not include citations for pet license noncompliance.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$88,325	\$0
Total GF/non-GF	\$0	\$0	\$88,325	\$0
Program Total:	\$0		\$88,325	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2019: 91006-19 Animal Services Field Services

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91005, 91006
Program Characteristics:

Executive Summary

The Animal Care program provides humane shelter and veterinary care 365 days a year for lost, homeless, stray, injured, sick, abandoned, abused and neglected animals found in Multnomah County. The program reunites animals with their owners, adopts animals into new homes, provides animal behavior assessment services and provides comprehensive shelter medicine in our American Animal Hospital Association accredited veterinary hospital. The primary goal for Animal Care is saving animal lives.

Program Summary

The Animal Care program delivers the following services:

- Provides a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter
- Reunites animals with their owners
- Provides lost/found pet services
- Provides pet adoption services
- Provides shelter medicine and veterinary hospital services, which include veterinary health care and treatment for all shelter animals, spay/neuter surgeries for adopted animals and subsidized veterinary services for low income pet owners
- Provides animal behavioral assessment and training services to determine adoption suitability or transfer to partner organizations
- Works directly with over 225 foster families who provide care and support to shelter animals in need of temporary respite care for behavioral or medical reasons

This program also works with over 50 professional animal welfare agencies to facilitate transfer of adoptable animals to their services as needed. Additionally, trained volunteers and foster pet parents assist in providing specialized animal care and help match potential adopters with the right pet. The keys to our success in saving animal lives are: providing humane care of all animals in the shelter; a strong, accessible pet adoption program; maintaining effective relationships with partner organizations; a commitment to progressive animal behavior services; and the provision of high standards of veterinary services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Animal intake at the shelter (number of animals)	5,590	5,600	5,600	5,600
Outcome	Live Release Rate - dogs (calendar year)	96%	92%	96%	94%
Outcome	Live Release Rate - cats (calendar year)	91%	90%	92%	92%

Performance Measures Descriptions

Animal intake rate is a key predictor of shelter staffing and expenditures. Live Release Rate is an industry benchmark calculated on the calendar year that represents the percent of all animals returned to owner, adopted or transferred to placement partners.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which includes: dogs running at large prohibited, potentially dangerous and dangerous dogs regulations, dogs as public nuisance prohibited, impoundment and shelter requirements for violations, dog license requirements, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,602,558	\$131,325	\$2,766,133	\$132,500
Contractual Services	\$18,500	\$464,623	\$144,000	\$484,275
Materials & Supplies	\$291,368	\$42,200	\$244,768	\$183,405
Internal Services	\$1,117,011	\$0	\$1,093,823	\$0
Cash Transfers	\$0	\$294,000	\$0	\$299,000
Unappropriated & Contingency	\$0	\$233,769	\$0	\$230,871
Total GF/non-GF	\$4,029,437	\$1,165,917	\$4,248,724	\$1,330,051
Program Total:	\$5,195,354		\$5,578,775	
Program FTE	29.00	0.00	29.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$310,500	\$0	\$312,000
Other / Miscellaneous	\$0	\$122,500	\$0	\$114,500
Financing Sources	\$285,000	\$250,000	\$299,000	\$0
Beginning Working Capital	\$0	\$474,417	\$0	\$891,551
Service Charges	\$0	\$8,500	\$0	\$12,000
Total Revenue	\$285,000	\$1,165,917	\$299,000	\$1,330,051

Explanation of Revenues

The Animal Care program continues to leverage donation funds to support efforts to increase the Live Release rate.

Revenues budgeted in this Program Offer are a combination of General Fund, private donations and grants budgeted in the Animal Control Fund (1508). Beginning Working Capital represents donation funds carried over from the previous fiscal year.

Significant Program Changes

Last Year this program was: FY 2019: 91007A-19 Animal Services Animal Care

The program is in the process of a Facility Master Plan to explore the replacement or renovation of the existing shelter this year. Funding to support the Master Plan are supported through the Animal Control Capital Donation Fund (Shelter of Dreams Account/Dedicated Revenue). \$250,000 from the sale proceeds of County land in Troutdale will be transferred to support initial planning for the future capital needs of the Animal Shelter.

Department:	Community Services	Program Contact:	Tim Scott
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	91010B		
Program Characteristics:			

Executive Summary

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

Program Summary

The Elections Division conducts transparent, accurate, accessible and accountable elections in Multnomah County and maintains the public's confidence and trust in the elections process. The Division conducts all local, city, county, state and federal elections for the citizens of all political districts within Multnomah County. Elections include votes on ballot measures and all elected offices from the local level to the federal level.

Conducting elections involves many processes including registering voters; maintaining the statewide voter registration and election management database; maintaining address and district data; checking signatures on city and local candidate and initiative petitions; accepting candidate and measure filings; producing voters' pamphlets; issuing and mailing ballots; managing the main office, a satellite voting center and 27 other drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities and voters who speak languages other than English; counting ballots; and releasing results. During major elections, the Elections Division brings on as many as 260 temporary workers to assist its 12 full time staff.

The Elections Division also conducts the Voter Education and Outreach program as part of its core services. The program works to identify and remove barriers to voter participation in underserved communities through building relationships, community engagement and targeted education and outreach opportunities. The Voter Education and Outreach program is informed by direct outreach to underserved communities, organizational and community partnerships and results from a voter survey, focus groups and mapping voter behavior with demographic data.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of voters using ballot tracking	7%	8%	10%	11%
Outcome	Percent of customers who are satisfied with counter service	100%	97%	98%	97%
Efficiency	Personnel cost per 1,000 ballots cast	\$1,023	\$960	\$840	\$1,000

Performance Measures Descriptions

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about ballot status. Percent of customers satisfied with counter service is percent of customers indicating that service met or exceeded expectations. FY Actual for the personnel cost per 1,000 ballots cast measure is for the gubernatorial primary, FY19 Purchased and FY19 Estimate are for the gubernatorial general election and FY20 Offer is for the presidential primary.

Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions and how to fill vacancies in county elective offices. Multnomah County Administrative Rules, Multnomah County Language and Effective Communication Policy, Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by county. Rules deal with issues such as county voters' pamphlets and voting by mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. Federal mandates (Title VI of the Civil Rights Act, The Voting Rights Act, The National Voter Registration Act, The Help America Vote Act and the Military and Overseas Empowerment Act) establish election administration standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,843,942	\$0	\$1,868,950	\$0
Contractual Services	\$454,715	\$0	\$1,126,387	\$0
Materials & Supplies	\$1,441,202	\$0	\$707,172	\$0
Internal Services	\$1,037,549	\$0	\$1,080,089	\$0
Total GF/non-GF	\$4,777,408	\$0	\$4,782,598	\$0
Program Total:	\$4,777,408		\$4,782,598	
Program FTE	12.00	0.00	12.00	0.00

Program Revenues				
Intergovernmental	\$75,000	\$0	\$75,000	\$0
Other / Miscellaneous	\$20,000	\$0	\$0	\$0
Service Charges	\$1,239,178	\$0	\$1,199,121	\$0
Total Revenue	\$1,334,178	\$0	\$1,274,121	\$0

Explanation of Revenues

Some revenue is generated through reimbursements from districts for their apportioned share of the cost of an election. Election expenses are always reimbursed by special districts. Special elections called by the state or cities are reimbursed by the state or the city calling the election. By state law, cities and the state cannot be charged for the cost of the election in the primary or general election. The county must pay for those district's apportioned cost in these elections. In addition to election reimbursement, the budget has revenue of \$6,650 for reimbursement of costs related to petitions processing. Two smaller special elections are included in the FY 2020 budget at \$344,444 each. The November Special Election is also in the budget at \$477,706. Budget amounts for these special elections are calculated at 100% reimbursement. Reimbursement for the Presidential primary election in May 2020 is budgeted at 3%, or \$25,877. Revenue also includes \$75,000 in projected revenue from the state for costs associated with Oregon Motor Voter. This funds one FTE whose primary job function is to process new voter registrations, many of which originate from the DMV.

Significant Program Changes

Last Year this program was: FY 2019: 91010A-19 Elections

No significant changes in this program offer.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91010A
Program Characteristics:

Executive Summary

In anticipation of unprecedented interest in and turnout for the 2020 presidential election cycle, this program offer will provide temporary staffing and overtime funds to develop administrative support for running an efficient and timely election. These funds will also provide Elections with the flexibility to build capacity among existing staff and temporary on-call staff to prepare for the presidential election cycle and beyond.

Program Summary

The presidential primary and general election are our largest elections of the 4-year cycle. Voter registration, customer service demand and ballot turnout increase with high turnout elections. Currently, the Elections Division runs all elections with 12 FTE and obtains additional capacity with temporary staff. This program offer restores program capacity and reduces strain placed on full time staff to efficiently run elections to meet ballot counting timelines. Restoration of funds would also provide the Elections Division with the flexibility to maintain capacity among existing staff and temporary on-call staff to prepare for the 2020 presidential election cycle. Maximizing capacity and efficiency is necessary to meet the demands associated with Multnomah County's increasing population, the increasing number of registered voters and the high turnout rates seen in recent elections.

Additional temporary staff will:

- Provide Think Yes customer service at our main office, phone bank and Voting Center Express.
- Support voter education and outreach services.
- Assist voters with disabilities.
- Issue replacement and provisional ballots.
- Assist with critical functions like our high speed sorters, ballot tally room and opening boards.
- Assist in election processes from ballot printing and mailing to ballot scanning and adjudication.
- Improve the voter experience and reduce wait time for services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of election planning meetings attended by temporary staff	N/A	N/A	N/A	8
Outcome	Average number of days the Voting Center Express is open to the public	N/A	N/A	13	15.5

Performance Measures Descriptions

Number of election planning meetings attended by temporary staff captures the need to develop effective, well-trained temporary staff to support the 2020 election cycle. Average number of days the Voting Center Express is open to the public captures a key service that will be expanded through this program offer.

Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions and how to fill vacancies in county elective offices. Multnomah County Administrative Rules, Multnomah County Language and Effective Communication Policy, Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by county. Rules deal with issues such as county voters' pamphlets and voting by mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. Federal mandates (Title VI of the Civil Rights Act, The Voting Rights Act, The National Voter Registration Act, The Help America Vote Act and the Military and Overseas Empowerment Act) establish election administration standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$45,226	\$0
Contractual Services	\$0	\$0	\$60,024	\$0
Total GF/non-GF	\$0	\$0	\$105,250	\$0
Program Total:	\$0		\$105,250	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

There are no revenues associated with this program.

Significant Program Changes

Last Year this program was:

This program offer will restore reductions made in the Elections main program offer, 91010A. The number of registered voters in Multnomah County is growing significantly, with more than 100,000 new voters added since 2015. At the same time, turnout is setting records in high-interest elections like the November 2016 and 2018 elections. Turnout in the upcoming 2020 presidential primary and general elections is likely to be high. Well trained on-call election workers are critical to support the increasing needs of voters in these large elections. This program offer will restore capacity for key election services, such as funding on-call staff to support additional days of service at the Voting Center Express, which will address the increasing demand for this popular vote center.

Department: Community Services **Program Contact:** Jim Clayton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91013, 91015, 91018
Program Characteristics:

Executive Summary

The County Surveyor's Office provides maintenance and restoration of public land survey corners, reviews and files surveys and land division plats, provides survey records to the public, and provides survey support to other County programs and local agencies.

Program Summary

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

Mandated functions (required by state statute) include:

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

Other functions include:

- Provide surveying support for capital improvement projects on county roads and bridges. Current projects include the Sellwood Bridge Replacement Project and NE Arata Road and NE 238th/242nd Drive Improvement Projects.
- Provide surveying support for county departments and local agencies. The program provides ongoing support to Road and Bridge Engineering and Road Maintenance for various projects (other than CIP).
- Provide surveying expertise to the public, county, and local agencies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of public land corner visits performed	100	100	115	100
Outcome	Percent of plats reviewed within 21 days	96%	95%	93%	95%
Output	Number of plats reviewed for approval	158	140	185	150
Output	Number of images added to SAIL website	N/A	920	1000	920

Performance Measures Descriptions

The Surveyor's Office maintains approximately 2,000 public land survey corners on a 7- to 10-year cycle. In recent years, we have been maintaining rural corners, which require more time to complete than those in urban areas. The County Surveyor approves all land division plats in the county and all cities within it. Our goal to review plans within 21 calendar days of submittal represents an ambitious timeline that allows projects to move forward quickly. The Surveyor's Office makes survey-related records available to the public on our SAIL website. adding new images weekly.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,310,260	\$0	\$1,479,496
Contractual Services	\$0	\$2,000	\$0	\$9,500
Materials & Supplies	\$0	\$45,050	\$0	\$49,450
Internal Services	\$0	\$416,855	\$0	\$459,838
Capital Outlay	\$0	\$60,000	\$0	\$0
Unappropriated & Contingency	\$0	\$2,140,835	\$0	\$1,457,922
Total GF/non-GF	\$0	\$3,975,000	\$0	\$3,456,206
Program Total:	\$3,975,000		\$3,456,206	
Program FTE	0.00	10.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,100,000	\$0	\$852,000
Interest	\$0	\$35,000	\$0	\$60,000
Beginning Working Capital	\$0	\$2,675,000	\$0	\$2,319,206
Service Charges	\$0	\$165,000	\$0	\$225,000
Total Revenue	\$0	\$3,975,000	\$0	\$3,456,206

Explanation of Revenues

The County Surveyor's Office is self supporting. All revenues are from user fees or charges for services. Maintenance and restoration of Public Land Corners make up the largest part of our program. This is funded by a fee (currently \$6) charged when documents are recorded in the County Records. Another large portion of our revenue is derived from a filing fee (currently \$400) which is charged for all records of survey and plats that are submitted to our office for review and filing. Revenue estimates are as follows: Public Land Corner Preservation Fund – estimated 83,333 documents recorded at \$6 each - \$500,000, Plats and Surveys submitted for filing/recording - estimated 730 at \$400 each = \$292,000, and Survey support for county roads and other projects, estimated \$60,000. (all under "Other/Miscellaneous" above); Plat review and approval - actual cost incurred - estimated \$225,000 ("Service Charges" above).

Significant Program Changes

Last Year this program was: FY 2019: 91012-19 County Surveyor's Office

Additional 1.00 FTE will support the increased customer demand for review and approval of land division plats (subdivisions, partitions and condominiums). Salary costs are covered through a direct cost recovery for work performed for survey customers.

Department: Community Services

Program Contact: Ian Cannon

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs: 91012, 91018, 91015

Program Characteristics:
Executive Summary

Road Services serves a fundamental community need by ensuring that the county-maintained road system is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost-effective manner. Community members use roads in order to access emergency services, places of employment, businesses, schools and recreational activities. Multnomah County's economy is dependent on the transportation system to move products to markets. Principles of equity are applied during project prioritization, public outreach and project delivery.

Program Summary

Road Services is responsible for planning, funding, designing, constructing, maintaining, operating and preserving county-owned roads. The program contributes to the goals and strategies of the Department of Community Services in providing transportation services county residents rely upon. Road Services focuses on providing quality roads through innovation, a skilled and diverse workforce and efficient practices. This program offer supports four areas (Roadway Engineering, Planning and Development, Water Quality and Road Maintenance) to deliver services that comply with local, state and federal transportation requirements while striving to achieve the transportation priorities of Multnomah County residents communicated through our public outreach efforts.

The Transportation Division is a regional leader in sustainable maintenance policies and practices that respond to the Endangered Species Act, Safe Drinking Water Act and Clean Water Act. The group fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the building of roads and providing on-going maintenance and traffic services that contribute to public safety, environmental protection and livability. The group also provides technical and policy expertise on transportation equity, active transportation and greenhouse gas reduction and supports efforts with the Health Department and Office of Sustainability to accomplish multiple program objectives, including the Climate Action Plan (CAP).

The funding for transportation infrastructure continues to be an acute challenge at the national, state and local levels. Increasing costs combined with flat revenues have shown that the current funding models are not sustainable. State and local land use goals promote density, which supports alternative modes of transit to the public (such as buses, bikes and rail) and have reduced the demand for gasoline consumption, consequently reducing fuel tax receipts. Further, the county's 3-cent fuel tax rate remains static (unchanged since 1981). The Division is directly engaged in regional, state and federal decision-making on transportation funding that affects the county's ability to achieve many of its interdepartmental goals as well as capital improvements.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of development proposals reviewed	N/A	N/A	160	130
Outcome	Urban Pavement Condition Index (PCI)	65	66	72	71
Outcome	Rural Pavement Condition Index (PCI)	N/A	N/A	64	62
Outcome	Average number of days to review development proposals	N/A	10	10	10

Performance Measures Descriptions

Number of proposals reviewed represents development and transportation impacts being reviewed and mitigated. The county assesses road surfaces using a pavement management system and assigns a Pavement Condition Index (PCI) rating between 0 and 100 (100=excellent). The average number of days to review development proposals is an indication of the amount of staff effort and time required to process applications and the effectiveness of the application review process.

Legal / Contractual Obligation

The Division fulfills its obligation as a road authority under the provisions of ORS 368 and 371, and OAR Division 12. The Federal Highway Administration's Manual on Uniform Traffic Control Devices, Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts, Americans with Disabilities Act (ADA) provide standards under which we must incorporate in our service delivery. State-mandated transportation system planning including bicycle and pedestrian modes, capital improvement programming and compliance with Congestion Management/Air Quality requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$6,741,594	\$0	\$7,649,863
Contractual Services	\$0	\$2,467,036	\$0	\$1,344,461
Materials & Supplies	\$0	\$2,022,428	\$0	\$1,610,000
Internal Services	\$100,000	\$3,424,407	\$100,000	\$4,257,215
Cash Transfers	\$0	\$0	\$0	\$0
Total GF/non-GF	\$100,000	\$14,655,465	\$100,000	\$14,861,539
Program Total:	\$14,755,465		\$14,961,539	
Program FTE	0.00	54.00	0.00	57.00

Program Revenues				
Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$10,268,427	\$0	\$11,276,287
Taxes	\$0	\$40,000	\$0	\$50,000
Other / Miscellaneous	\$0	\$156,500	\$0	\$172,600
Financing Sources	\$0	\$1,000,000	\$0	\$500,000
Interest	\$0	\$200,000	\$0	\$250,000
Beginning Working Capital	\$0	\$2,868,038	\$0	\$2,490,152
Service Charges	\$0	\$52,500	\$0	\$52,500
Total Revenue	\$0	\$14,655,465	\$0	\$14,861,539

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2019: 91013A-19 Road Services

1.50 FTE net increase results from changes in Road Engineering and Transportation Planning and Development. A transfer of 2.00 FTE (engineering staff) from the Bridge Services (program offer 91015) is included in this budget to support an aggressive road capital program. Road Services eliminated 1.50 FTE (Office Assistant Senior and Engineer 3) and were able to redistribute work to other existing positions inside Transportation. The completion of the Levee Ready Columbia work supporting Sauvie Island allowed a reassignment of a 1.00 FTE in the program offer 91014 into Road Services program offer to support requirements of the County's certification requirements with the Oregon Department of Transportation.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Levee Ready Columbia program supports work to secure the Columbia River levees' accreditation, reduce the risk of catastrophic flooding and protect the health and resiliency of county communities and the broader region. The FY 2020 budget includes a cash contribution to fund the program administration of the Levee Ready Columbia partnership to ensure that the region addresses federal requirements for levee accreditation.

Program Summary

As a regional partner in Levee Ready Columbia, the county has supported the work necessary to ensure improvements are identified and addressed within four drainage districts along the Columbia River levee system in Multnomah County. Failure to address identified deficiencies puts communities at risk of flooding and poses a risk of loss of levee accreditation under the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program as well as noncompliance with the US Army Corps of Engineers Rehabilitation and Inspection Program.

The project is a multi-year effort entering its fifth year. The past four years focused on conducting evaluations of the levee systems and studying options for long-term governance solutions. Future work will include developing levee improvement project alternatives, implementation of improvements, creation of a long-term governance structure and completion of certification and accreditation processes. This work will be supported by Levee Ready Columbia program staff funded through partnership financial contributions.

In addition to providing financial support to Levee Ready Columbia, the county will continue to act as the fiscal agent in administering state grants and loans secured in 2016 for the regional partnership. The county will also continue to provide representation in partnership meetings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Participation in levee accreditation process	100%	100%	100%	100%
Outcome	Number of grant/loan contracts administered	0	2	2	2

Performance Measures Descriptions

Success is measured by participation in levee accreditation process and administration of grants and loans.

Legal / Contractual Obligation

County commitments include contractual loan repayment obligations to the project and cash contribution for FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$0	\$0	\$0	\$50,000
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Program is supported by Video Lottery Funds in the projected amount of \$50,000.

Significant Program Changes

Last Year this program was: FY 2019: 91014-19 Levee Ready Columbia

Staff support was required in previous years of this program to oversee the levee evaluation process for Sauvie Island and participate in project management and technical assistance to support the regional Levee Ready Columbia partnership. Sauvie Island's levee evaluation and remediation projects are complete and documentation supporting accreditation will be submitted to FEMA during FY19. Levee Ready Columbia is creating a new interim board and technical work is transitioning from evaluation to capital project planning. With these changes, technical work will be overseen by Levee Ready Columbia program staff funded through partnership cash contributions during FY20.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91012, 91013, 91018
Program Characteristics:

Executive Summary

The Bridge Services program operates and preserves the county's long-term investment in its six Willamette River bridges. The program also offers technical and maintenance support to the Roads Services program for 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside and Broadway) and two fixed structures (Sellwood and Sauvie Island). Bridge Services includes Engineering, Maintenance and Operations.

Program Summary

Engineering provides planning, engineering and construction project management for the preservation of structural, mechanical, electrical and corrosion protection (paint) systems of the county's bridges. Most design and construction work is performed by contractors with direction and oversight by Engineering. Projects are identified, prioritized and ranked in the Transportation Capital Improvement Plan (TCIP) using a variety of criteria, including equity. TCIP ranking and available funds from the Bridge Services program or grants determine the projects chosen for design and construction. Engineering also works with other agencies to secure funding from state and federal sources. Engineering is typically engaged in multiple capital improvement projects at various stages of development/construction. Construction was completed on the Broadway Rall Wheel Replacement project in FY19. The Burnside Maintenance project is anticipated to be completed in FY20. The Earthquake Ready Burnside Bridge Feasibility Study was completed in FY19, resulting in four options that will be studied in-depth during the environmental review phase that will continue through FY20. This project incorporates equity principles by considering impacts to underserved populations and ensuring representation of these communities on our advisory committees.

Maintenance staff perform preventative maintenance and smaller scale upgrades/enhancements on the bridges. They ensure the operational reliability of mechanical, electrical, structural and corrosion protection (paint) systems. Maintenance places priority on response to emergencies, performance of specialized preventative maintenance tasks and making repairs/enhancements as needed. Some of the tasks include bridge repairs resulting from vehicle accidents, mechanical and electrical repairs/replacements, electrical and mechanical systems troubleshooting, minor roadway or sidewalk repairs, graffiti removal and snow removal.

Operations raises and lowers bridge draw spans to allow passage of ships and other river traffic and performs some preventative maintenance tasks. Spanish and Russian language bridge lift announcements were added on the Hawthorne Bridge in FY19. Both Maintenance and Operations work closely with Engineering on a wide variety of projects and issues.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of preventative maintenance tasks completed	1,800	1,750	1,200	1,200
Outcome	Percent of bridge openings with minimal delay to river traffic	99%	99%	99%	99%

Performance Measures Descriptions

Preventative maintenance tasks help keep the bridges working properly and avoid the need for expensive capital rehabilitation projects. The percent of successful drawbridge openings measures the ability of this group to provide access for river traffic.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$5,068,529	\$0	\$5,031,556
Contractual Services	\$0	\$1,041,000	\$0	\$532,226
Materials & Supplies	\$0	\$535,850	\$0	\$529,150
Internal Services	\$0	\$1,755,167	\$0	\$1,756,839
Capital Outlay	\$0	\$125,000	\$0	\$514,497
Debt Service	\$0	\$16,200	\$0	\$0
Cash Transfers	\$0	\$0	\$0	\$508,779
Unappropriated & Contingency	\$0	\$1,689,029	\$0	\$0
Total GF/non-GF	\$0	\$10,230,775	\$0	\$8,873,047
Program Total:	\$10,230,775		\$8,873,047	
Program FTE	0.00	38.00	0.00	36.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$350,000
Intergovernmental	\$0	\$6,016,179	\$0	\$6,383,681
Other / Miscellaneous	\$0	\$300,000	\$0	\$631,150
Financing Sources	\$0	\$1,025,000	\$0	\$0
Beginning Working Capital	\$0	\$2,889,596	\$0	\$1,508,216
Total Revenue	\$0	\$10,230,775	\$0	\$8,873,047

Explanation of Revenues

Revenue for this program comes from gas taxes and vehicle registrations that are collected by the state and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for bridges. These funds are used to leverage Federal and State dollars to provide a greater benefit to the County. Other/Miscellaneous revenue comes from reimbursements to Bridge Engineering for work performed by other projects and programs.

The program budget drops approximately \$1.5 Million as this dedicated revenue draws down the unappropriated fund balance to support current bridge capital projects schedule in FY 2018 (see Program Offer 91018-18 - Transportation Capital).

Significant Program Changes

Last Year this program was: FY 2019: 91015-19 Bridge Services

2.00 FTE reduction reflects a transfer of bridge engineering staff to support road capital projects. The FTE will be reflected in the Road Services Program Offer 91013.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91013, 91015
Program Characteristics:

Executive Summary

The Transportation Capital program represents the county and other fund sources that pass through the county to make capital improvements on county-owned bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island), roads, bicycle/pedestrian facilities and culverts. The purpose of this program is to maintain and enhance the existing transportation system by identifying needs, prioritizing projects and securing funding to construct projects.

Program Summary

This program represents the county and other fund sources to make capital improvements on county-owned bridges, roads, bicycle/pedestrian facilities and culverts. Capital improvements are relatively high dollar projects to rehabilitate, improve or replace transportation infrastructure assets. Current capital needs are identified in the Transportation Capital Improvement Plan (TCIP), which outlines needed road and bridge improvements for the next 20 years. Projects are identified, prioritized and ranked in the TCIP using a variety of criteria that includes equity, sustainability, safety, asset management, mobility and resiliency. The Transportation Capital program prioritizes and schedules projects to match available funds and new funds projected for a 5-year period.

The county's transportation infrastructure assets are valued in excess of \$1.8 billion, thus we deem it very important to protect these assets. Many factors contribute to the constant degradation of the transportation infrastructure which requires continual maintenance. The major bridge transportation capital projects included are the Burnside Bridge Maintenance and the Morrison Bridge Paint projects. Roadway projects in East County include bike and pedestrian improvements to Arata Road, Stark Street and NE 238th Ave. West County projects include safety improvements on Cornelius Pass Road. Also included are fish passage and culvert projects on Beaver Creek at Cochran Road.

The Earthquake Ready Burnside Bridge Project is a long-term project to create a seismically resilient crossing of the Willamette River in downtown Portland. This project will enable emergency services to respond, allow families to reconnect, and support economic recovery after a major earthquake. The Earthquake Ready Burnside Feasibility Phase is complete, resulting in four alternatives that will be studied in-depth during the environmental review phase that will continue through FY20.

This program relies upon the Bridge Engineering and Roadway Engineering programs to provide county labor and to plan and oversee the design and construction associated with capital projects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Dollar value of capital improvements	\$59,888,672	\$50,923,781	\$37,053,076	49,232,937
Outcome	Percent of project costs covered by grants	N/A	N/A	N/A	80%

Performance Measures Descriptions

Dollar value of capital improvements includes all county funds spent, regardless of source. The percentage of project costs covered grants looks at total cost of the project and percentage of funds that is covered by grants. This reflects the leveraging of county funds for grant dollars to build capital projects.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$0	\$39,450
Contractual Services	\$0	\$9,570,076	\$0	\$13,432,450
Materials & Supplies	\$0	\$0	\$0	\$146,500
Internal Services	\$0	\$10,213,232	\$0	\$11,838,674
Capital Outlay	\$0	\$34,096,621	\$0	\$20,537,910
Debt Service	\$0	\$0	\$0	\$3,016,200
Unappropriated & Contingency	\$0	\$0	\$0	\$1,843,505
Total GF/non-GF	\$0	\$53,879,929	\$0	\$50,854,689
Program Total:	\$53,879,929		\$50,854,689	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,500,000	\$0	\$11,650,000
Intergovernmental	\$0	\$27,986,824	\$0	\$11,811,789
Financing Sources	\$0	\$3,500,000	\$0	\$16,508,779
Interest	\$0	\$102,400	\$0	\$80,000
Beginning Working Capital	\$0	\$14,090,705	\$0	\$10,804,121
Total Revenue	\$0	\$57,179,929	\$0	\$50,854,689

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2019: 91018A-19 Transportation Capital

Passage of House Bill 4064 allows the county the use of county vehicle registration fees to be used on all county bridges. The new funding allows Transportation to start the environmental review phase on the Earthquake Ready Burnside Bridge project. This phase is expected to last approximately three (3) years.

Department: Community Services **Program Contact:** Ian Cannon
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 91018A
Program Characteristics: One-Time-Only Request

Executive Summary

This program will result in project development of tier one projects identified through the county's American with Disabilities Act Transition Plan. Tier one projects are top priority projects identified from the county's inventory of curb ramps. Prioritizing factors include location, equity, usability and condition. Tier one projects would begin to be addressed through this program offer.

Program Summary

The Americans with Disabilities Act (ADA), passed in 1990, prohibits discrimination and promotes equal opportunity for people with disabilities in accessing employment, government services, public accommodations and public transportation.

Curb ramps are one of the most vital public service facilities on our roadways. Although everyone uses curb ramps to safely cross streets and access sidewalks, those with mobility impairments depend on them the most. Multnomah County has adopted ADA compliant design standards. This project ensures that the county meets the ADA standards by reconstructing non-compliant ramps. Over 90% of ramps in the county's right-of-way system require modification. Tier one includes 163 high priority ramps (of 950) that need to be upgraded. The inventory consists of a total of six tiers.

In 2016, the county completed an inventory of physical mobility barriers within the county's right-of-way in compliance with Title II of the ADA, ODOT Policy PER 01-05, Oregon Revised Statutes (ORS) Chapter 447 and the Public Right-of-Way Accessibility Guide (PROWAG) revision 2013. Each curb ramp location has been evaluated and priority has been given to ramps with the highest score based on factors that include location, usability and condition. Additionally, these factors considered equity by including demographics and access to services in prioritizing projects in communities that have been historically underserved. Multnomah County developed the scoring criteria to analyze the accessibility and usability of curb ramps on the county's road network for persons who use mobility devices such as wheelchairs and crutches.

This project will start project development of the tier one priority ramps, moving them closer to construction.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of community engagement meetings held	N/A	N/A	N/A	3
Outcome	Percentage of tier one ramps under project development	N/A	N/A	N/A	20%

Performance Measures Descriptions

Tier one projects are top priority projects identified from the county's inventory of curb ramps. Prioritizing factors include location, equity, usability, and condition. Project development involves field survey, design, identification of right-of-way needs, identification of permit requirements, and public involvement.

Legal / Contractual Obligation

Title II of the ADA prohibits state and local governments from discriminating against people with disabilities or from excluding participation in or denying benefits of public programs, services, or activities to people with disabilities. This section covers curb ramps, sidewalks, and other roadway access issues, and requires a Transition Plan to ensure compliance. Pursuant to both Section 504 of the Rehabilitation Act (1973) and Title II of the ADA (1990), Multnomah County is required to complete a self-evaluation of all transportation capital facilities and identify barriers that may prevent people with disabilities from accessing public areas.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$500,000
Total GF/non-GF	\$0	\$0	\$0	\$500,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by Video Lottery Funds.

Significant Program Changes

Last Year this program was:

New program offer for FY20

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91021B
Program Characteristics:

Executive Summary

Land Use Planning guides thoughtful development while preserving and protecting open spaces, natural resources, scenic views, wildlife, forests and farmlands through implementation of the county's zoning code and comprehensive plan. The program provides current and long-range planning as well as code compliance for the rural areas of Multnomah County. The planning program plays an important and active role at the state and regional level to ensure adopted codes, plans and policies comply with state requirements while ensuring preservation and protection of the county's rural character.

Program Summary

Unincorporated Multnomah County is a unique and highly sought after location to live, work and recreate because it offers open spaces, natural and scenic resources, forests and farmland in close proximity to the state's largest city. Land Use Planning develops and implements codes and policies to preserve the rural character by preventing urban sprawl.

The focus of the Long-Range Planning program is to create, revise and adopt plans, policies, and zoning codes in a uniform, fair and equitable manner to ensure that development is consistent with the rural character of the county. At the end of 2016, the county adopted the revised Comprehensive Plan and staff are currently consolidating the Zoning Code. Long-Range Planning staff will continue to focus on drafting code to implement the community's vision articulated within the revised plan. Planning staff also play a key role in coordinating with regional partners, such as Metro and the Columbia River Gorge Commission, to ensure the county's vision and values continue to be achieved. Further, planning staff help the county achieve goals for rural areas by addressing policies and plans within the Urban Growth Boundary.

The Current Planning program provides assistance to property owners, neighbors, developers, realtors and other agencies with the land use process to objectively, consistently and fairly apply the county's development standards and procedures. Staff explain land use rules, review land use and building applications for compliance with applicable laws and problem solves complex land use issues with applicants and community members.

The Code Compliance program responds to possible land use complaints on a voluntary compliance basis. The focus of this program is education and compliance to successfully resolve existing and potential issues. This is accomplished by encouraging property owners to voluntarily resolve land use conflicts without the use of penalties or fines whenever possible. Planning also manages a Solid Waste and Recycling Management program, which provides outreach materials and licenses service providers in the unincorporated areas of the county for solid waste and recyclable materials.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of land use/compliance inquiries	8,639	8,000	8,100	8,000
Outcome	Legislative actions completed	5	6	7	5
Output	Number of compliance cases closed	49	55	45	20
Efficiency	% of land use decisions made in 120 days	88%	75%	81%	80%

Performance Measures Descriptions

The first measure includes calls received and responded to, walk-in customers assisted and enforcement complaints logged. The second measure describes the number of legislative applications processed each year via ordinance. The third measure describes the total number of cases closed by the Compliance section. The fourth measure is an efficiency measure that describes the total number of final decisions issued within 120 days of when the application was completed.

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets Statewide Planning Goals, including enacting and implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390. The County regulates land uses in the National Scenic Area in accordance with federal law. These land use laws mandate the County review all development within its jurisdiction, prescribe extensive procedures the County must follow to ensure due process and set out a timeframe within which land use reviews must be completed. The County must update its codes to comply with new laws adopted each legislative session or when the Gorge Commission revises its rules. The County must appoint a Planning Director and employ staff necessary to carry out these responsibilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,500,189	\$0	\$1,504,345	\$0
Contractual Services	\$78,000	\$35,000	\$55,000	\$34,834
Materials & Supplies	\$84,160	\$0	\$61,160	\$0
Internal Services	\$370,727	\$0	\$374,845	\$166
Total GF/non-GF	\$2,033,076	\$35,000	\$1,995,350	\$35,000
Program Total:	\$2,068,076		\$2,030,350	
Program FTE	12.00	0.00	11.00	0.00

Program Revenues				
Fees, Permits & Charges	\$210,000	\$0	\$197,400	\$0
Intergovernmental	\$13,100	\$35,000	\$12,378	\$35,000
Taxes	\$0	\$0	\$0	\$0
Total Revenue	\$223,100	\$35,000	\$209,778	\$35,000

Explanation of Revenues

Fees are set and collected for land use permits. We estimate \$197,400 in revenues from land use permits and waste franchise fees in FY 2019. Metro provides additional support of \$12,378 to assist with the administration of the rural waste hauler program. LUP receives \$35,000 from the Oregon Department of Land Conservation and Development in the form of a grant to assist with the management of the Columbia River Gorge National Scenic Area.

Significant Program Changes

Last Year this program was: FY 2019: 91021-19 Land Use Planning

The program continues to implement the revised comprehensive plan through the development and implementation of land use code in close coordination with the community. During FY18, the county opened 54 compliance cases and closed 49 cases. During FY17, the county opened 41 compliance cases and closed 59 cases. With 2.00 FTE, the county is currently able to address the cases that come in. This program offer reduces the compliance section from 2.00 to 1.00 FTE to meet the general fund constraint target. If the position is not restored, the number of compliance cases that are opened will likely remain constant but our ability to respond will be greatly reduced.

Department: Community Services **Program Contact:** Tom Hansell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In 1984, Multnomah County entered into intergovernmental revenue sharing agreements with the cities of Portland, Gresham, Troutdale and Fairview, whereby dedicated county road funds receipts are transferred as county roads are annexed. The supplemental payments executed by this program offer fulfill the funding requirements of these agreements as it pertains to county road funds.

Program Summary

These agreements require the county to transfer prescribed revenue amounts it receives from the county gas tax and state highway funding. County road funds are transferred to the cities, where they are commingled into the cities' transportation operating budgets. The cities are not required to report how county funds are used. The cities' allowed uses of these funds are defined under ORS 366, which requires funds only be used for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and the administration thereof.

For Troutdale and Fairview, the supplemental payment formula is adjusted annually based on the Consumer Price Index – Urban Index for the Portland metropolitan area. For Portland and Gresham, the supplemental payment formula is adjusted based on actual receipts collected by the county.

Planned FY20 Payments:

- City of Fairview \$14,430
- City of Troutdale \$17,800
- City of Gresham \$4,691,647
- City of Portland \$38,305,000

Between 1984 and 2019 the county has transferred 607 miles of roads to the cities.

This program offer does not deliver any county services and is submitted for the provision of a supplemental payment to the cities. The agreements remain subject to future appropriations by any future Board of County Commissioners or City Councils. The formulas in these agreements were intended to remain permanent unless amended by mutual agreement.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	N/A	N/A	N/A	N/A	N/A
Outcome	N/A	N/A	N/A	N/A	N/A

Performance Measures Descriptions

Legal / Contractual Obligation

Funding obligations are prescribed in the city/county agreements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$40,001,300	\$0	\$43,028,968
Total GF/non-GF	\$0	\$40,001,300	\$0	\$43,028,968
Program Total:	\$40,001,300		\$43,028,968	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$33,001,300	\$0	\$36,028,968
Taxes	\$0	\$7,000,000	\$0	\$7,000,000
Total Revenue	\$0	\$40,001,300	\$0	\$43,028,968

Explanation of Revenues

Monies transferred to the cities originate from State Highway Money and County Gas Tax received by Multnomah County. These revenues coming to Multnomah County are transferred through a pass-through payment to the cities under prescribed revenue sharing formulas.

Significant Program Changes

Last Year this program was: FY 2019: 91024-19 City Supplemental Payments

No significant changes to report.

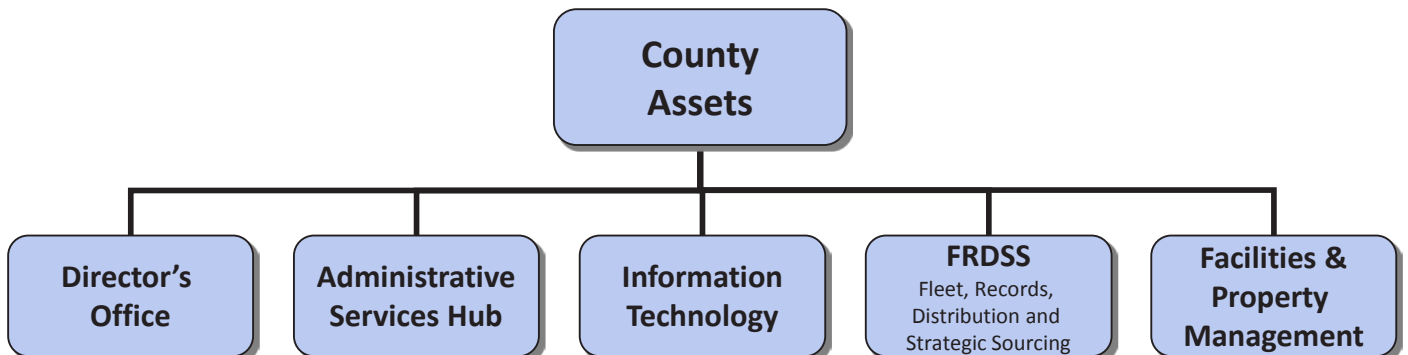
Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of tools, infrastructure, County employees and programs required for the efficient and effective delivery of critical community services. Department divisions include:

- Facilities and Property Management (FPM), which manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in over 140 locations;
- Information Technology (IT), which provides telecommunication, network, and hardware support; and manages over 7,000 PCs, laptops, and tablets, 7,500 phone numbers, 109 network circuits, 544 servers and approximately 285 business applications;
- Fleet, Motor Pool, Records, and Distribution, which maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items; and
- Administrative Services Hub, which provides human resources, procurement, contracting, finance, budget, rate-setting, capital planning and accounts payable services, and other services to DCA. The Hub also manages County-wide strategic sourcing initiatives and provides administrative support to the Department of County Management (DCM) and non-departmental agencies and offices (Non-D).

DCA continues to evaluate opportunities to implement best practices, integrate service delivery, streamline and improve accounting functions, and promote innovative County business tools and processes. County efforts to focus scarce financial resources on direct services drive long-term DCA goals to:

- Create financial accountability for the County’s assets;
- Streamline business processes and implement best practices for asset portfolio management; and
- Provide cost-effective, client-focused infrastructure and business services.



Budget Overview

The FY 2020 budget for the Department of County Assets (DCA) is \$352 million, a \$101.2 million decrease from the FY 2019 budget. It includes: \$8.6 million in the General and Video Lottery funds, \$154.4 million from Internal Service funds and \$188.9 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Decreases totaling \$137.8 million include the following: \$101.5 million (47.6%) for construction of the Downtown Courthouse, \$24.2 million (76.3%) for the construction of the Health Department Headquarters, and \$12.2 million (65.2%) for the ERP replacement. These capital funds are reduced as projects move closer to completion. Increases include \$8.8 million (15.0%) in the Information Technology (IT) Fund, \$11.4 million (20.3%) in the Facilities Fund and \$12.5 million (24.7%) in Other Capital Funds.

Decreases in contractual services primarily relate to the Downtown Courthouse (\$101.6 million), Health Headquarters (\$24.1 million) and the ERP Project (\$12 million) Funds, offset by increases in Other Funds.

The following new programs appropriated a total of \$2,050,000 in one-time-only General Fund funding:

- Health Syringe Boxes (78232) \$50,000
- Corporate Broadband Network Infrastructure Repl (78321) \$1,000,000
- Electronic Med Records Corrections Hlth Juv Detention (78322) \$1,000,000

The following new projects are funded by Other Funds:

- Security Access Program (78202B) \$150,000
- IT Cyber Security (78318B) \$468,020
- Capital Project Management Software (78323) \$1,000,000

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	346.65	346.65	346.65	347.65	1.00
Personnel Services	\$49,514,385	\$53,758,186	\$54,321,441	\$58,537,456	\$4,216,015
Contractual Services	135,358,151	156,635,694	317,710,203	197,488,655	(120,221,548)
Materials & Supplies	38,949,708	41,854,022	38,599,788	49,674,458	11,074,670
Internal Services	9,427,369	31,178,056	29,404,066	30,606,966	1,202,900
Debt Service	1,849,156	0	3,324,956	0	(3,324,956)
Capital Outlay	<u>3,396,183</u>	<u>2,059,950</u>	<u>9,826,605</u>	<u>15,687,474</u>	<u>5,860,869</u>
Total Costs	\$238,494,952	\$285,485,908	\$453,187,059	\$351,995,009	(\$101,192,050)

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services. Figures on this page do not include cash transfers, contingencies or unappropriated balances. Division and program offer summary tables on subsequent pages DO contain contingencies, transfers, and unappropriated balances.

Successes and Challenges

DCA's FY 2019 strategic project accomplishments include:

- The new Gladys McCoy Health Department Headquarters opening;
- The migration of Distribution Services' main postage account from the Centralized Account Processing System to the USPS Enterprise Payment System;
- The new Enterprise Resource Planning (ERP) Suite launch under the Multco Align Program;
- The replacement of the County's Assessment Taxation System;
- The opening of Walnut Park Shelter; and
- The "Think Yes" customer service program training and roll out.

Important projects in process include:

- The new Downtown Courthouse construction, with opening planned for 2020;
- The new Library Information Management System launch;
- The continuation of the Multco Align Program through systems stabilization, optimization, and decommissioning;
- The renovation of the Department of Community Justice East Campus North and West Buildings;
- The Digital Accessibility Initiative;
- The Multnomah County Sheriff's Office site consolidation planning; and
- The evaluation and implementation of investments in the County's Business Intelligence structure and tools; and
- The Fleet Services Strategic Plan (starting Spring 2019).

DCA considers County values and industry best practices in all of its work:

- FPM construction projects support sustainability and MWSDVESB participation;
- IT work includes design characteristics based on user centered principles, and anticipates the use of technology solutions by people with various disabilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance; and
- DCA's strategic sourcing efforts employ best practices in procurement and incorporate sustainability, buying local and equity values.

Key challenges include:

- Providing high quality, cost effective internal services - Each year we struggle to provide high quality services for an affordable price. The demand for services continues to increase, as does their cost;
- Staff recruitment and retention: Retention of staff with critical institutional knowledge, refocusing and re-training current staff, and recruiting diverse, staff with the skills to expand our capabilities and fill vacancies are high priorities.

Diversity, Equity, and Inclusion

The Department of County Assets makes a significant investment in equity and inclusion. Its Senior Management Team is at the forefront to lead these efforts. DCA believes it is imperative to build an inclusive workplace from a moral perspective and from a business perspective. To do our work; recruit the best talent; and provide quality services to our community, our workplace must be safe, welcoming and inclusive for all employees, regardless of race, ethnicity, national origin, disability, gender and gender identity, sexual orientation, religion, or political preference.

Equity and inclusion learnings and exercises are at the heart of senior management meetings. Managers modeling this behavior is an excellent way to demonstrate the importance of equity and inclusion, engage employees in the work, and further efforts to change culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in the DCA mission, vision, values and in its FY 2019-20 goals. The DCA Equity and Inclusion Manager is an active member of the DCA Senior Management Team, and leads and supports DCA participation in the County’s Workforce Equity initiatives.

The DCA Equity and Sustainability Advisory Team (ESAT) developed a “Think Yes” program that promotes customer service and inclusion. The ESAT team is now turning its attention to the implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). Providing an equitable and inclusive workplace is a journey, one that will be measured through both tactical efforts underway now and over time through employee engagement surveys and results. The senior management team is committed to being an employer of choice and to provide all employees a safe, equitable and inclusive work environment.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$734,149	\$0	\$734,149	2.00
Administrative Hub Services	7,604,478	0	7,604,478	45.00
Facilities & Property Management	0	244,833,880	244,833,880	110.75
Information Technology	0	81,029,980	81,029,980	164.95
Fleet, Records, Distribution Services & Motor Pool	0	20,368,353	20,368,353	24.95
Total County Assets	\$8,338,627	\$346,232,213	\$354,570,840	347.65

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, operational assessment, and accountability in the oversight and management of County assets, including information technology (IT), facilities and property management (FPM), fleet, records, motor pool, distribution services, and support for an administrative hub that includes contracting, budgeting, finance, and human resource services. The Office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement, and disposal.

Finding a balance between the efforts to support several large capital projects and managing the delivery of day to day operations will be a focus in FY 2020. The IT Division will focus on the completion of and transition to ongoing support for the Multco Align program. FPM will be celebrating the completion and opening of the Health Department Headquarters and will continue with the next phase of construction of the Central Courthouse. Both IT and FPM will complete updates of their strategic and asset life cycle management plans. Fleet will complete a long term strategic plan, and Fleet and Motor Pool will continue to partner with CityFleet and utilize the CarShare program. Records Administration will continue the countywide roll out of the new electronic records management system, and facilitate the effort to plan and develop an Information Governance program for the County.

Significant Changes

There are no significant changes in the Director's Office.

Administrative Hub

The DCA Administrative Hub includes five functional areas:

- Human Resources and Administration provides strategic planning, job recruitment/outreach, investigations, performance management, HR transaction processing, supply ordering and timekeeping to DCA, Department of County Management (DCM) and Non-Departmental (NOND) agencies and offices.
- Procurement and Contracting provides contract development, negotiation, risk assessment and management, vendor management and contract administration in commercial services, construction, leases, software, maintenance and repair, and architecture and engineering across County operations.
- Budget and Planning provides budget, rate setting and capital planning services. Activities include County-wide rate analysis and creation, budget development, and oversight, capital planning and analysis for DCA.
- Finance processes accounts payable and receivable transactions, and provides grant accounting and travel and training arrangements to DCA, DCM and NOND.
- Strategic Sourcing focuses the selection and sourcing of goods and services across the County and provides strategy, leadership, expertise and analytical information to County Departments.

Significant Changes

There are no significant changes in the Administrative Hub.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of nearly 3.5 million gross square feet of owned and leased space in over 140 buildings, geographically dispersed throughout the County. The FPM mission is to pro-actively plan, operate and manage all County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective service to the public.

While buildings are FPM's business, people are its purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities, and promoting stewardship of taxpayers' assets. FPM supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM's commitment to supporting local businesses and promoting diversity and equity is demonstrated by its use of MWSDVESB and QRF firms for contracted services.

In FY 2020, FPM will continue to implement priorities established in the Facilities Asset Strategic Plan. Particular effort will be made towards the disposition of soon to be replaced and low performing buildings, through the initiation of a Surplus and Disposition Plan. This is a critical next step to aligning near and long-term investment strategies with future County service delivery goals.

Significant Changes

The Downtown Courthouse will be completed in 2020. FPM will focus on commissioning and training staff to operate and maintain new systems and relocating the Courthouse staff into the new building.

Vance Property Master Plan (78210B) is funded with \$300,000 from the Video Lottery Fund. Facilities Dedicated Facilities Specialist for Shelter Transition (78203B) is funded with \$135,000 one-time-only from the General fund. Security Access Program (78202B) is funded with \$150,000 beginning working capital. Health Syringe Boxes (78232) is funded with \$50,000 one-time-only from the General fund.

Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the technology and information they need, any time, any place. IT has worked diligently to define a mission and vision focused on providing the services and technologies County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2020 technology initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 7,000 PCs, laptops, and mobile devices, 7,500 phone numbers, 544 servers, 109 network circuits and approximately 285 business applications. IT staff support a wide array of business applications that span primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center management and community justice. In addition, IT staff support the County's public facing web presence, as well as, an intranet for staff. County employees using these systems are located in over 140 different sites across the County, and the technologies required are as diverse as the lines of business.

Significant Changes

Significant changes include the completion of and transition to ongoing support of Multco Align, as County operations teams learn to effectively use the new Enterprise Resource Planning (ERP) suite of solutions, which includes Workday, TRIRIGA, Questica and Jaggaer.

IT will represent County departments' infrastructure needs and include them in the 20 year Strategic Capital Planning process to guide investments in technology solutions tied to the County's Strategic Goals.

IT Cyber Security program offer (78318B) is funded with \$468,020 from the Information Technology (IT) Fund beginning working capital. Corporate Broadband Network Infrastructure Replacement (78321) and Electronic Medical Records Corrections Health Juvenile Detention (78322) are each funded with \$1 million one-time-only from the General Fund. Capital Project Management Software (78323) is funded with \$1 million from the IT fund.

Fleet, Records, Distribution and Motor Pool

In the Department of County Assets (DCA), the Fleet Services, Records Management, Distribution Services, and Motor Pool teams provide operational support to all County departments and agencies.

- Fleet Services maintains and manages over 700 vehicles of various types, including electric and hybrid vehicles, as well as heavy equipment.
- Records Management manages the compliant creation, storage, accessibility, protection, preservation, and destruction of all County public records for all County agencies, and provides research access to records dating back to 1855.
- Distribution Services pick ups and delivers mail, supplies and medical lab tests; processes and meters US Mail; and provides related training, consultation and contract management.
- Motor Pool provides short term vehicle availability through the County's own Motor Pool program and a third-party vendor.

Significant Changes

In FY 2020, Fleet Services will complete efforts leading to a Fleet Strategic Plan to inform investment decisions and long term needs to support County operations.

The Records Management team will develop the first iteration of an Information Governance Program, support the continued digitization of paper records, and support the retirement and archiving efforts of the former Enterprise Resource Planning (ERP) tool (SAP).

Challenges in maintaining staffing levels and recruiting and retaining a diverse and inclusive workforce are also anticipated.

Department of County Assets

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$734,149	\$0	\$734,149	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,228,683	0	1,228,683	7.00
78101	Administrative Hub Procurement & Contracting	2,957,869	0	2,957,869	17.00
78102	Administrative Hub Finance	1,280,326	0	1,280,326	9.00
78103	Administrative Hub Human Resources	1,849,049	0	1,849,049	10.00
78104	Countywide Strategic Sourcing	288,551	0	288,551	2.00
Facilities & Property Management					
78200	Facilities Director's Office	0	6,419,534	6,419,534	8.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	11,199,292	11,199,292	0.00
78202A	Facilities Operations and Maintenance	0	24,069,936	24,069,936	71.50
78202B	Security Access Program	0	150,000	150,000	0.00
78203A	Facilities Client Services	0	9,461,000	9,461,000	7.65
78203B	Facilities Dedicated Facilities Specialist for Shelter Transitions	0	135,000	135,000	0.00
78204	Facilities Capital Operation Costs	0	2,149,220	2,149,220	9.30
78205	Facilities Capital Improvement Program	0	18,404,497	18,404,497	0.00
78206	Facilities Capital Asset Preservation Program	0	16,514,395	16,514,395	0.00
78207	Facilities Interiors Group	0	750,417	750,417	4.55
78208	Facilities Utilities Pass Through	0	6,150,000	6,150,000	0.00
78209	Facilities Lease Management	0	8,030,195	8,030,195	2.00
78210A	Facilities Strategic Planning and Projects	0	1,545,000	1,545,000	7.00
78210B	Vance Property Master Plan	0	300,000	300,000	0.00
78212	Facilities Downtown Courthouse	0	111,683,096	111,683,096	0.00
78213	Library Construction Fund	0	5,332,881	5,332,881	0.00
78214	Health Headquarters Construction	0	7,500,000	7,500,000	0.00

County Assets

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Facilities and Property Management cont'd					
78218	MCSO Facilities Relocation and Reconfiguration	0	4,255,896	4,255,896	0.00
78220	DCJ East County Campus	0	6,000,000	6,000,000	0.00
78221	MCDC Detention Electronics	0	3,400,000	3,400,000	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,033,521	1,033,521	0.00
78228	MCDC Cell Lighting and Window Covers	0	300,000	300,000	0.00
78232	Health Syringe Boxes	0	50,000	50,000	0.00
Information Technology					
78301	IT Innovation & Investment Projects	0	1,154,479	1,154,479	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,168,562	2,168,562	10.00
78303	IT Help Desk Services	0	1,172,447	1,172,447	8.40
78304	IT Telecommunications Services	0	3,376,897	3,376,897	5.00
78305	IT Mobile Device Expense Management	0	1,215,296	1,215,296	1.00
78306	IT Network Services	0	6,312,705	6,312,705	11.00
78307	IT Desktop Services	0	2,604,019	2,604,019	17.00
78308	IT Asset Replacement	0	6,365,949	6,365,949	0.00
78309	IT Health and Human Services Application Services	0	4,879,457	4,879,457	21.00
78310	IT Public Safety Application Services	0	3,402,607	3,402,607	18.00
78311	IT General Government Application Services	0	1,827,413	1,827,413	6.00
78312	IT Data & Reporting Services	0	4,019,999	4,019,999	15.50
78313	IT ERP Application Services	0	4,281,802	4,281,802	8.00
78314	IT Enterprise and Web Application Services	0	3,905,002	3,905,002	13.50
78315	IT Library Application Services	0	487,189	487,189	2.00
78316	IT Shared Operating Expenses	0	16,952,958	16,952,958	3.80
78317	IT Data Center & Technical Services	0	5,715,893	5,715,893	24.75
78318B	IT Cyber Security	0	468,020	468,020	0.00
78319	CRIMES Replacement	0	1,219,286	1,219,286	0.00
78320	IT ERP Program	0	6,500,000	6,500,000	0.00

County Assets

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Information Technology (continued)					
78321	Corporate Broadband Network Infrastructure Replacement	0	1,000,000	1,000,000	0.00
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	1,000,000	1,000,000	0.00
78323	Capital Project Management Software	0	1,000,000	1,000,000	0.00
Fleet, Records, Distribution Services & Motor Pool					
78400	Fleet Services	0	5,538,777	5,538,777	11.10
78401	Fleet Vehicle Replacement	0	9,018,925	9,018,925	0.00
78402	Motor Pool	0	1,355,099	1,355,099	2.25
78403	Distribution Services	0	2,486,046	2,486,046	6.60
78404	Records Management	0	1,969,506	1,969,506	5.00
Total County Assets		\$8,338,627	\$346,232,213	\$354,570,840	347.65

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in strategic county-wide initiatives including the Climate Action Plan, the Wellness Program, the 20 Year Strategic Capital Plan, and the Workforce Equity Strategic Plan.

Program Summary

DCA aligns the management of specific County assets including Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, Records, and Distribution Services. The goals of DCA include managing physical assets and the associated costs to ensure that the County's limited resources are invested where they are needed most. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

The organization also includes an Administrative Services Hub (HUB) providing Human Resources and Administration, Procurement and Contracting, Strategic Sourcing and Budget and Finance services. The HUB provides the services to DCA, and a variety of services to the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other Non-Departmental entities and offices. The HUB strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	24	20	20	20
Outcome	Department and Division strategic plan updates	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1 Output - Building an inclusive workplace is key to the success of DCA. Providing Sr. Management the opportunity to practice and model an inclusive workplace will build our culture.

PM #2 Outcome - Complete updates to the Overall Department, Facilities Division, Information Technology Division, and Fleet Division strategic plans.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$476,865	\$0	\$498,224	\$0
Contractual Services	\$96,000	\$0	\$101,928	\$0
Materials & Supplies	\$43,097	\$0	\$45,420	\$0
Internal Services	\$62,043	\$0	\$88,577	\$0
Total GF/non-GF	\$678,005	\$0	\$734,149	\$0
Program Total:	\$678,005		\$734,149	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$601,299	\$0	\$734,149	\$0
Total Revenue	\$601,299	\$0	\$734,149	\$0

Explanation of Revenues

Cost of the Director's Office are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with the supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2019: 78000-19 DCA Director's Office

Department: County Assets **Program Contact:** Lisa Whedon

Program Offer Type: Support **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Budget and Planning team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to DCA.

Program Summary

The Budget and Planning team assembles and publishes County-wide annual internal service rates; bills for County facilities, fleet, information technology, telecommunications, and records and distribution services; and coordinates planning for the County's asset management and facilities capital improvement functions. This program reports to the DCA Director and focuses on several primary responsibilities:

- Coordinating County-wide annual capital planning* and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring.
- Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's Facilities and Property Management (FPM), Information Technology (IT), Fleet, Distribution, Capital, Internal Service, and Debt Service funds.

The team provides recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations used by every County department.

*capital planning for FPM, IT and Fleet Asset Replacement

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	90%	90%	90%

Performance Measures Descriptions

PM #1 Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.

PM #2 Outcome - Monthly review of billings to ensure allocations among internal customers are accurate and reflect current internal service rates.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,024,040	\$0	\$1,101,049	\$0
Contractual Services	\$5,000	\$0	\$0	\$0
Materials & Supplies	\$26,020	\$0	\$13,768	\$0
Internal Services	\$106,851	\$0	\$113,866	\$0
Total GF/non-GF	\$1,161,911	\$0	\$1,228,683	\$0
Program Total:	\$1,161,911		\$1,228,683	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,161,911	\$0	\$1,228,683	\$0
Total Revenue	\$1,161,911	\$0	\$1,228,683	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

Significant Program Changes

Last Year this program was: FY 2019: 78100-19 Administrative Hub Budget & Planning

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Administrative Hub Procurement and Contracting (P & C) team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. This team works collectively with the other DCA Administrative Service Hub units to deliver formal, informal and cooperative procurements and their related contracts, other purchase documents, and supplier management.

Program Summary

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of goods and services, and commercial, personal services and construction contracting (including software licensing and facilities). This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The staff of 17.00 FTE support the procurement and contracting requests of 380+ DCA and Non-Departmental employees by processing well over 1,200 transactions per year, ranging from a few dollars to tens of millions of dollars and from a simple contract amendment to a multi-million dollar request for proposal. The majority of these requests represent needs for all departments especially in the areas of Facilities and Property Management and Information Technology.

The program includes; commercial, personal services, construction, lease, software maintenance and repair, and architectural contract development; negotiation; risk assessment and management; supplier/vendor management; and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of procurements and contracts processed	1,400	1,400	1,400	1,600
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff. (Current year statistics include credit card transactions beginning in FY2017)

PM #2 Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,368,312	\$0	\$2,532,806	\$0
Contractual Services	\$34,514	\$0	\$18,215	\$0
Materials & Supplies	\$66,073	\$0	\$48,962	\$0
Internal Services	\$326,628	\$0	\$357,886	\$0
Total GF/non-GF	\$2,795,527	\$0	\$2,957,869	\$0
Program Total:	\$2,795,527		\$2,957,869	
Program FTE	17.00	0.00	17.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,787,836	\$0	\$2,536,737	\$0
Total Revenue	\$2,787,836	\$0	\$2,536,737	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets, County Management, and Non-Departmental. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2019: 78101-19 Administrative Hub Procurement & Contracting

Department: County Assets **Program Contact:** Patrick Williams
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Administrative Hub Finance team is one of the five service teams in the Department of County Assets (DCA) Administrative Services Hub. This team provides accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support to the DCA and to Non-Departmental County agencies and offices.

Program Summary

This program includes the administrative group responsible for accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support. The Finance unit reports to the Contracts and Procurement Senior Finance Manager.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management; Fleet, Records, Distribution Services, and Information Technology. Support is also provided to the Board of County Commissioners and several Non-Departmental offices allowing departmental leadership and elected officials to focus their efforts on delivering vital services to the public.

Support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Maintain quarterly aged receivable balance below \$150,000	\$191,677	\$100,000	na	\$150,000
Outcome	Percent of out of town travel and training events reconciled within 45 days of traveler return date.	92.7%	100%	85.4%	100%

Performance Measures Descriptions

PM #1 Output - Management of external revenue sources to ensure timely payment of money owed the DCA

PM #2 Outcome - Reconciliation of out of town travel and training completed within 45 days of travel return. Important because travel expenses are among the most closely scrutinized expenses. It is important that any questions or issues are resolved quickly.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$864,049	\$0	\$1,137,266	\$0
Materials & Supplies	\$6,245	\$0	\$6,250	\$0
Internal Services	\$151,338	\$0	\$136,810	\$0
Total GF/non-GF	\$1,021,632	\$0	\$1,280,326	\$0
Program Total:	\$1,021,632		\$1,280,326	
Program FTE	7.60	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$707,147	\$0	\$666,766	\$0
Total Revenue	\$707,147	\$0	\$666,766	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the Department of County Assets. The General Fund supports charges apportioned to the non-departmental agencies. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2019: 78102-19 Administrative Hub Finance

Finance Manager and a Project Manager are allocated 100 percent to Administrative Hub Finance and removed from Strategic Sourcing program offer 78104 to better align with duties and functions.

Department: County Assets **Program Contact:** Karin Tawney
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Administrative Hub Human Resources (HR) team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 700 employees to the departments of County Management (DCM), DCA, and Non-Departmental County agencies and offices.

Program Summary

This program provides a full range of HR services to 750 regular and limited duration employees and approximately 41 temporary and/or on-call employees. The supported employees include 430 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 21 members of IBEW Local 48 (Electrical Workers). Additionally, there are 191 executive and management employees, 46 employees who serve as staff to elected officials; and six (6) elected officials. Under the direction of the Human Resources Manager, unit staff provide professional HR guidance on managing both represented and exempt employees; direct services such as recruitment, compliance and interpretation of Collective Bargaining Agreements and County Personnel Rules, wage and hour law; track required trainings; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training and review. The HR team also provides strategic planning around equity and inclusion; recruitment and retention; onboarding new employees; and is a strategic business partner and resource for managers and employees. This unit reports to the DCA Director.

Key responsibilities include advising department directors, division managers and supervisors on the following:
 --Develop and implement staffing and related plans (including reorganizations) that support organizational goals and objectives and succession planning with a focus on equity and inclusion. Workforce assessment and implementation of plans and projects to facilitate improvement in employees' work experience to ensure equity and inclusion in employment practices and policies. Create and/or revise position descriptions to align work tasks with the business needs of work units, work with managers on succession planning and workforce development; manage job recruitments: outreach activities, develop selection processes, evaluate online applications, schedule interviews and score applicant tests, ensure compliance with civil service process; performance management: monitor the timely and thorough completion of performance plans and appraisals; advise managers on appropriate evaluation criteria and process; interpret collective bargaining agreements and personnel rules, and participate on labor/management teams and bargaining teams. Ensure department compliance with the county's compensation and classification plans and policies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of recruitments conducted	135	145	135	155
Outcome	Number of employees provided full range of HR services	717	717	710	717

Performance Measures Descriptions

PM #1 Output - Number of all recruitments reflects the total for all departments and offices served by the DCA HR Administrative Hub.
 PM #2 Outcome - Measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

Legal / Contractual Obligation

Federal, state, and local laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability and Accountability Act, and other employment-related issues. Three labor agreements necessitate contract compliance regarding wages, hours, working conditions and other employment-related matters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,448,912	\$0	\$1,609,823	\$0
Contractual Services	\$3,827	\$0	\$500	\$0
Materials & Supplies	\$24,436	\$0	\$20,750	\$0
Internal Services	\$178,385	\$0	\$217,976	\$0
Total GF/non-GF	\$1,655,560	\$0	\$1,849,049	\$0
Program Total:	\$1,655,560		\$1,849,049	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$567,980	\$0	\$1,158,390	\$0
Total Revenue	\$567,980	\$0	\$1,158,390	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services, the departments of County Assets and County Management and Non-Departmental. The General Fund supports charges apportioned to DCM and Non-Departmental. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2019: 78103-19 Administrative Hub Human Resources

Department: County Assets **Program Contact:** Patrick Williams
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Countywide Strategic Sourcing focuses services on holistic (County-wide) data driven strategic planning to define and drive improved Strategic Sourcing, Procurement and Contract Administration outcomes.

Program Summary

This program offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organization reports to the DCA Finance Manager.

The program includes Strategic Sourcing Analysts and a Strategic Sourcing Data Analyst in order to provide strategy, leadership, practice development, oversight and monitoring, detailed spend analysis, strategic sourcing plans and compliance analysis/oversight for hundreds of contracts and millions of dollars each year.

This program is responsible for addressing the strategic sourcing needs of all County Departments across all commodities and types of transactions, which includes commercial, personal services, construction, lease, software, technology goods and services, maintenance and repair, and architectural services. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices as necessary, in support of strategic sourcing initiatives.

Strategic Sourcing is the practice of taking a holistic approach to the selection and sourcing of goods and services necessary to meet the requirements of an organization’s operations. This effort includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total life cycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend and achieve better prices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	6	6	9	6
Outcome	Percent of goods available from and purchased via Multco MarketPlace	35%	35%	35%	35%

Performance Measures Descriptions

Output - Strategic Sourcing Initiatives undertaken and completed reflects the implementation rate of the County’s Strategic Sourcing practices, which improve strategic purchases.

Outcome - Percentage of annual goods purchased via the County’s Multco MarketPlace indicates the volume of spending that has been driven to the e-Marketplace where contracts and controls are in place for all available purchases.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. State Qualified Rehabilitation Facilities laws are enforced via purchasing through the Multco MarketPlace.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$462,651	\$0	\$232,950	\$0
Materials & Supplies	\$3,300	\$0	\$6,547	\$0
Internal Services	\$34,931	\$0	\$49,054	\$0
Total GF/non-GF	\$500,882	\$0	\$288,551	\$0
Program Total:	\$500,882		\$288,551	
Program FTE	3.40	0.00	2.00	0.00

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

Explanation of Revenues

This program is funded in the General Fund.

Significant Program Changes

Last Year this program was: FY 2019: 78104-19 Countywide Strategic Sourcing

Finance Manager and a Project Manager are allocated 100 percent to Administrative Hub Finance and removed from Strategic Sourcing program offer 78104 to better align with duties and functions.

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities and Property Management Division within the Department of County Assets and guides the proper operation of all County occupied facilities (owned and leased).

Program Summary

The Facilities Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities and Property Management Division creates safe and cost effective work environments for County programs operating in a wide variety of facilities, from office space to jails to health clinics and libraries.

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by Countywide goals and initiatives, including leading the energy and utility strategy to achieve the Department of County Assets carbon reduction goals and County Climate Action Plan goals. This office is responsible for centralizing and maintaining all critical building information, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

The Director's Office sponsors and provides direction for the implementation of TRIRIGA, the Facilities Asset Management component of the Multco Align ERP system. While the design and initial implementation will be completed in FY 2019, it will not address the need to replace the current Capital Projects application.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Facility Portfolio Performance Report Completed	1	1	1	1
Outcome	Percent of employee performance evaluations completed	80%	90%	90%	100%

Performance Measures Descriptions

Output: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Outcome: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities. Lower completion rates in FY 2018 and FY 2019 due to turnover and vacancies in supervisory positions and transition to Workday.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,356,205	\$0	\$1,411,652
Contractual Services	\$0	\$20,900	\$0	\$30,000
Materials & Supplies	\$0	\$1,235,564	\$0	\$3,228,918
Internal Services	\$0	\$2,026,092	\$0	\$1,748,964
Total GF/non-GF	\$0	\$4,638,761	\$0	\$6,419,534
Program Total:	\$4,638,761		\$6,419,534	
Program FTE	0.00	8.75	0.00	8.75

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

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78200-19 Facilities Director's Office

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.



Program #78201 - Facilities Debt Service and Capital Fee Pass Through 4/12/2019

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on occupancy data.

Program Summary

FPM collects payments from departments for Series 2014 and Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

In FY 2020 debt payments support the new Central Courthouse, the new Health Headquarters, DCJ East Campus, Multnomah County East, Blanchard, and the Multnomah Building.

This program offer also includes reimbursements to Facilities Capital Funds for a share of rental revenue from external customers to be applied to capital work.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass thru expenses
Outcome: Facilities and Property Management ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Internal Services	\$0	\$11,701,231	\$0	\$10,691,481
Cash Transfers	\$0	\$530,868	\$0	\$507,811
Total GF/non-GF	\$0	\$12,232,099	\$0	\$11,199,292
Program Total:	\$12,232,099		\$11,199,292	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$11,856,049	\$0	\$10,300,780
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$376,050	\$0	\$0
Total Revenue	\$0	\$12,232,099	\$0	\$10,300,780

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

\$376,050 of Beginning Working Capital in FY 2019 was from department debt service expense paid early and carried forward from FY 2018.

Significant Program Changes

Last Year this program was: FY 2019: 78201-19 Facilities Debt Service and Capital Fee Pass Through

In FY 2020 debt for the new Health Headquarters is offset by \$1 million in proceeds from the sale of the former Health Headquarters building.

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets **Program Contact:** Michael Strauch

Program Offer Type: Internal Service **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program comprises a broad spectrum of services ensuring that over 140 Multnomah County buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 71.5 FTE in 9 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio and respective assets of building systems and equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Meets Climate Action Plan goals by conserving energy and resources through the optimization of more efficient equipment and systems;
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant, efficient and functional facilities that meet programmatic requirements;
- Supports County departments' program delivery by providing 24x7 services, including non facilities related services, such as servicing needle collection drop boxes;
- Coordinates and distributes communication of building related activities and emergency events;
- Manages inclement weather response;
- Maximizes occupant comfort; and
- Maintains credible relations with clients and the public by providing safe, accessible, and well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of Preventive Maintenance to Reactive Maintenance	70%	70%	61%	65%
Outcome	Customer Satisfaction Rating	97%	90%	95%	95%

Performance Measures Descriptions

Output: The percentage of preventive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

Output: Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$9,082,421	\$0	\$9,980,547
Contractual Services	\$0	\$309,500	\$0	\$320,716
Materials & Supplies	\$0	\$3,129,754	\$0	\$12,147,625
Internal Services	\$0	\$1,697,053	\$0	\$1,621,048
Total GF/non-GF	\$0	\$14,218,728	\$0	\$24,069,936
Program Total:	\$14,218,728		\$24,069,936	
Program FTE	0.00	70.50	0.00	71.50

Program Revenues				
Other / Miscellaneous	\$0	\$25,966,174	\$0	\$35,545,817
Beginning Working Capital	\$0	\$1,500,000	\$0	\$3,270,582
Service Charges	\$0	\$2,071,727	\$0	\$2,156,986
Total Revenue	\$0	\$29,537,901	\$0	\$40,973,385

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78202-19 Facilities Operations and Maintenance

One Program Manager position added to address issues identified in the "Access to County Buildings" audit report. This position will provide oversight for identifying, recommending and implementing new Multco card access control procedures that are approved by County Senior Leadership.

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets **Program Contact:** Michael Strauch

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The Access to County Buildings Audit Report identified critical security risks due to inadequate controls for building access cards. In response to the audit, a position was added in program offer Facilities Operations and Maintenance (78202-A) to support the development and implementation of new access control procedures. This program adds professional services for trained security consultants to assist County leadership in defining security goals.

Program Summary

The County Auditor recommended: "Before the County can develop new policy and procedures, County leadership needs to define their security goals and use trained security professionals to work with departments, instead of FM Alarms, to make building access decisions." This program seeks to contract with experienced security professionals to assist with:

- Conducting building risk assessments to determine security access levels within the boundaries of the County's risk tolerances;
- Coordinating security efforts across departments and minimizing any redundancies that could be occurring;
- Checking departments' access levels, hours and days of week on the access card;
- Creating criteria for background checks for employees, contractors, volunteers, community partners and unpaid interns;
- and
- Establishing a security performance model that measures inputs and accomplishments to evaluate whether security investments produce results that align with the County's security goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete Building Risk Assessment	N/A	N/A	N/A	100%
Outcome	Establish County Security Governance Structure	N/A	N/A	N/A	100%

Performance Measures Descriptions

Output: Building risk assessment is critical to defining the level of security risk the County is willing to accept while maintaining welcoming and inclusive access for employees and the public.

Outcome: Creating a County Security Governance Structure is necessary to review and approve security policies and procedures for all County programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$150,000
Total GF/non-GF	\$0	\$0	\$0	\$150,000
Program Total:	\$0		\$150,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is requesting one-time only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Client Services program manages approximately 3.5 million usable square feet of County facilities space and is the customer service interface between County programs and Facilities and Property Management. The manager coordinates project planning and approval to ensure successful ongoing operations of buildings, including identifying projects for the 5-year capital improvement plans. The team coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Property managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each has direct oversight of their respective building portfolios, and is responsible for coordinating routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. They are also responsible for helping to identify and prioritize needed building improvements delivered through the Capital Improvement Funds.

Property managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others. One half of a position is dedicated to contract administration, managing approximately \$6.5 million in operational contracted services that support property management efforts. The team's manager provides coordination of building improvement project identification, scope, pricing and approval for work.

This program partially funds the Capital Improvements and Client Services Manager, who is an overall point of contact for the Facilities and Property Management Division for topics related to project management, the level of performance, process improvements, client communications, and customer service.

The Facilities and Property Management Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who may otherwise not have gainful employment.

The section coordinates the annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Annual Customer Expectation Survey score minimum percentage.	94%	85%	90%	85%
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

Output: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

Outcome: All procurement activities must be in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,226,684	\$0	\$1,264,715
Contractual Services	\$0	\$6,832,724	\$0	\$7,234,773
Materials & Supplies	\$0	\$110,481	\$0	\$661,305
Internal Services	\$0	\$294,882	\$0	\$300,207
Total GF/non-GF	\$0	\$8,464,771	\$0	\$9,461,000
Program Total:	\$8,464,771		\$9,461,000	
Program FTE	0.00	7.65	0.00	7.65

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$3,188,702
Total Revenue	\$0	\$0	\$0	\$3,188,702

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78203-19 Facilities Client Services

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is to continue a full time limited duration Facilities Specialist 3 in the Client Services Program to work as a Project Manager/Property Manager to support the existing, transitioning, and new homeless shelters. The position will coordinate with Joint Office of Homeless Services (JOHS), Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.

Program Summary

Facilities supports the operations of three homeless shelters in County-owned buildings. The support of these shelters has placed a higher-than-anticipated load on the existing property management and project management staff, increasing their regular and overtime work. This position will offset that extra workload.

Facilities such as the DCJ East Campus South Bldg (Wy'East Shelter) and Walnut Park were not originally intended for residential use such as a homeless shelter but are needed to meet the current homelessness/housing emergency. Building systems are often strained. The coordination of keeping these kinds of facilities operational until permanent shelters can be brought on line, and a move made, is both critical and time-consuming. This position will support Facilities' coordination efforts for this ongoing work, as well as the operations of the Mead Shelter, Willamette Shelter and the Gresham Women's Shelter.

JOHS is working with Facilities to help identify and establish new shelters within the community in the coming years. This position will provide Property Management efforts to support the need to stand up new shelters on behalf of JOHS.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Provide Project Management/Property Management services to support JOHS building-related efforts.	N/A	10	1	1
Outcome	Number of JOHS shelters supported by position.	N/A	5	6	6

Performance Measures Descriptions

Output: Provide Project Management and/or Property Management services to support JOHS for building-related efforts supporting homeless shelters.

Outcome: Contribute to the operations, and/or establishment of new shelters supporting the homeless community, for 6 shelters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$131,915	\$0	\$126,980
Materials & Supplies	\$0	\$5,300	\$0	\$8,020
Total GF/non-GF	\$0	\$137,215	\$0	\$135,000
Program Total:	\$137,215		\$135,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$137,215	\$0	\$135,000
Total Revenue	\$0	\$137,215	\$0	\$135,000

Explanation of Revenues

This program will be funded by one-time-only general funds.

Significant Program Changes

Last Year this program was: FY 2019: 78225-19 Facilities Dedicated Facilities Specialist for Shelter Transitions

Department:	County Assets	Program Contact:	Alene Davis
Program Offer Type:	Internal Service	Program Offer Stage:	As Proposed
Related Programs:	78205, 78206, 78213		
Program Characteristics:			

Executive Summary

This program consists of the Building Improvement Group, which delivers the projects from the County's 5-year Facilities Capital Improvement Plans. The program provides management and oversight of all the required improvements, construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

Program Summary

This program provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB)(COBID) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result is buildings that are usable and functional for their intended uses.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, and Library District) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	57%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 1.	60%	54%	63%	65%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are actually completed in that fiscal year. Due to lack of staffing resources, some FY19 projects are planned to be completed in FY20 when additional staff will be added to the program. (PO's 78205 & 78206 & 78213).

PM #2: Percent of Primary (vs. Secondary) Owned Buildings rated as Tier 1. Increasing percentage a reflection of investment by County on ensuring adequate facilities to meet County Program needs.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,372,232	\$0	\$1,448,256
Contractual Services	\$0	\$90,000	\$0	\$90,000
Materials & Supplies	\$0	\$28,900	\$0	\$28,600
Internal Services	\$0	\$155,318	\$0	\$582,364
Total GF/non-GF	\$0	\$1,646,450	\$0	\$2,149,220
Program Total:	\$1,646,450		\$2,149,220	
Program FTE	0.00	9.30	0.00	9.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,646,450	\$0	\$1,801,232
Total Revenue	\$0	\$1,646,450	\$0	\$1,801,232

Explanation of Revenues

This program is primarily funded by the Capital Improvement (78205) and the Asset Preservation (78206) funds. Additional revenue comes from other departments in the form of service request work.

CIP Fees: \$807,016

AP Fees: \$994,216

Significant Program Changes

Last Year this program was: FY 2019: 78204-19 Facilities Capital Operation Costs

Internal service increase due to the program receiving its portion of the Administrative Hub Service charge. Negative expenses in M&S due to accounting system changes to offset project manager's overhead burden expenses.

Department: County Assets **Program Contact:** Alene Davis
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78204, 78206, 78213
Program Characteristics:

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities for the operating programs that use them.

Program Summary

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's 18 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or is impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program uses a PULSE (Planned Useful Life - System Evaluation) database to track building system life cycles.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	56%	80%	80%	80%
Outcome	Percent of Primary Owned Buildings rated as Tier 2 & 3.	42%	46%	47%	46%

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. FY18 was a challenging year with a backlog of work and staff turn-over. The FY19 plan looks more realistically at the number of projects that can be completed this fiscal year, and the FY20 year plan is based upon the assumption of increased staff load to catch up on backlogged projects.

PM #2: Percent of Primary Owned Buildings rated as Tier 2 & 3. Targeting decreased percentage over time.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2020 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$9,179,789	\$0	\$18,276,826
Materials & Supplies	\$0	\$3,849,145	\$0	\$0
Capital Outlay	\$0	\$120,139	\$0	\$127,671
Total GF/non-GF	\$0	\$13,149,073	\$0	\$18,404,497
Program Total:	\$13,149,073		\$18,404,497	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,074,456	\$0	\$4,091,953
Financing Sources	\$0	\$286,364	\$0	\$313,973
Interest	\$0	\$39,037	\$0	\$7,200
Beginning Working Capital	\$0	\$7,500,797	\$0	\$13,970,471
Service Charges	\$0	\$1,239,038	\$0	\$233,799
Total Revenue	\$0	\$13,139,692	\$0	\$18,617,396

Explanation of Revenues

Fund 2507 Capital Improvement Program:

- 50000 BWC \$12 million from Routine Project Carryover
- 50000 BWC \$1.85 million from sales proceeds of Central Office
- 50236 IG City of Portland share of Justice Center Projects \$229,000
- 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$4.1 million
- 50320 Cash Transfer revenue from External Clients \$147,142, from Fund 3505 per repayment agreement \$158,046

Fund 2503 Asset Replacement Revolving Fund:

- BWC \$120,471 from carryover
- Loan repayment from Sandy Drainage Improvement Project \$6,000

Significant Program Changes

Last Year this program was: FY 2019: 78205-19 Facilities Capital Improvement Program

This offer increases BWC due to more projects having beginning working capital carryover.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$12,430,522	\$0	\$16,514,395
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$12,430,522	\$0	\$16,514,395
Program Total:	\$12,430,522		\$16,514,395	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,792,659	\$0	\$4,655,476
Financing Sources	\$0	\$244,504	\$0	\$193,838
Interest	\$0	\$30,000	\$0	\$0
Beginning Working Capital	\$0	\$8,363,343	\$0	\$11,800,000
Service Charges	\$0	\$16	\$0	\$170
Total Revenue	\$0	\$12,430,522	\$0	\$16,649,484

Explanation of Revenues

50000 BWC from Routine Project Carryover \$11,800,000
 50310 Intl Svc Reimbursement AP Fee from County Occupants \$4,657,402
 50320 Cash Transfer revenue from External Clients \$150,166
 50320 Cash Transfer revenue from Fund 3505 per repayment agreement for prior years \$41,954

Significant Program Changes

Last Year this program was: FY 2019: 78206-19 Facilities Capital Asset Preservation Program

Beginning Working Capital increase due to additional carryover due to delays in projects.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Interiors Group (formerly "Moves, Adds and Changes") provides support to all County departments for the purpose of systems furniture moves, adds and changes and modest renovation services for building interiors. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis.

Program Summary

This program coordinates the moving, adding or changing of systems furniture throughout the County, as well as the inventorying of surplus systems furniture for later re-use. The team manages the move coordination for major and minor moves within the County. It also delivers project management services for interior building renovations requested by County programs.

The team consists of project managers knowledgeable in systems furniture, space design, and re-configurations. The team also coordinates the selection of interior finishes and furnishings, as appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Perform ongoing Customer Service Satisfaction Surveys with minimum score.	4.6	4.5	4.6	4.5
Outcome	Percent of new projects follow the County's new Workplace Modernization Initiative (WMI) standards.	NA	50%	65%	70%

Performance Measures Descriptions

Output: Perform ongoing Customer Service Satisfaction Surveys with overall minimum score of 4.5 on a 5-point scale.

Outcome: 70% of new projects follow the County's new Workplace Modernization Initiative (WMI) standards, contributing to the County's goals to modernize the workplace and support the County's values around diversity and equity.

Legal / Contractual Obligation

Must comply with building codes and ADA. For construction activities must meet permitting requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$656,426	\$0	\$672,077
Contractual Services	\$0	\$4,000	\$0	\$4,000
Materials & Supplies	\$0	\$23,400	\$0	\$27,057
Internal Services	\$0	\$48,871	\$0	\$47,283
Total GF/non-GF	\$0	\$732,697	\$0	\$750,417
Program Total:	\$732,697		\$750,417	
Program FTE	0.00	4.55	0.00	4.55

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

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78207-19 Facilities Moves, Adds and Changes (MACs)

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Materials & Supplies	\$0	\$5,944,965	\$0	\$6,150,000
Total GF/non-GF	\$0	\$5,944,965	\$0	\$6,150,000
Program Total:	\$5,944,965		\$6,150,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,944,965	\$0	\$5,440,020
Total Revenue	\$0	\$5,944,965	\$0	\$5,440,020

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78208-19 Facilities Utilities Pass Through

FY 2020 will be the first year that includes new Gladys McCoy Building.
 Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$267,824	\$0	\$276,391
Contractual Services	\$0	\$55,000	\$0	\$55,000
Materials & Supplies	\$0	\$4,941,621	\$0	\$7,676,038
Internal Services	\$0	\$25,232	\$0	\$22,766
Debt Service	\$0	\$3,324,956	\$0	\$0
Total GF/non-GF	\$0	\$8,614,633	\$0	\$8,030,195
Program Total:	\$8,614,633		\$8,030,195	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,614,633	\$0	\$7,872,487
Total Revenue	\$0	\$8,614,633	\$0	\$7,872,487

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78209-19 Facilities Lease Management

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

FY 2020 expense reduction is primarily due to accounting changes related to the Lincoln (Five Oak) Building lease which was formerly classified as a capital lease. This is strictly an accounting issue and does not affect cash flow.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,084,020	\$0	\$1,130,721
Contractual Services	\$0	\$260,000	\$0	\$260,000
Materials & Supplies	\$0	\$0	\$0	\$9,840
Internal Services	\$0	\$138,924	\$0	\$144,439
Total GF/non-GF	\$0	\$1,482,944	\$0	\$1,545,000
Program Total:	\$1,482,944		\$1,545,000	
Program FTE	0.00	7.00	0.00	7.00

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

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78210-19 Facilities Strategic Planning and Projects

Except where otherwise noted, significant revenue changes from FY 2019 to FY 2020 reflect accounting system changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$150,000	\$0	\$300,000
Total GF/non-GF	\$0	\$150,000	\$0	\$300,000
Program Total:	\$150,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$150,000	\$0	\$0
Total Revenue	\$0	\$150,000	\$0	\$0

Explanation of Revenues

This program offer is requesting one-time-only Video Lottery Funds.

Significant Program Changes

Last Year this program was: FY 2019: 78224-19 Vance Property Master Plan

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The new Central Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will incorporate the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency.

Program Summary

The current Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. DAY CPM is acting as the Owner’s Representative and assisting the County in delivering the project.

The County has procured the services of the SRG who have partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team has completed the design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The Contractor continues to develop value engineering alternatives. The Contractor has completed installing the deep foundations, the concrete for each floor, and Structural topping off is complete. The Contractor is continuing installation of the mechanical, electrical and plumbing systems, as well as continued installation of the building facade.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Completion of concrete floors	N/A	100%	100%	N/A
Outcome	Building Structural Topping Out	N/A	100%	100%	N/A
Output	Completion of Courthouse Construction	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output: Complete placing of all of concrete for the 17 floors of the building
 PM #2 Outcome: 100% completion of Building Structural - aka Structural Topping Out
 PM #3 Output: Substantial Completion of Courthouse Construction

Legal / Contractual Obligation

• ORS 1.185 County to provide courtrooms, offices and jury rooms. (1) The county in which a circuit court is located or holds court shall:

(a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$69,608	\$0	\$177,051
Contractual Services	\$0	\$213,063,012	\$0	\$111,498,571
Internal Services	\$0	\$3,630	\$0	\$7,474
Total GF/non-GF	\$0	\$213,136,250	\$0	\$111,683,096
Program Total:	\$213,136,250		\$111,683,096	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$92,600,000	\$0	\$37,842,337
Other / Miscellaneous	\$0	\$400,000	\$0	\$775,000
Financing Sources	\$0	\$29,324,743	\$0	\$0
Beginning Working Capital	\$0	\$90,892,883	\$0	\$68,000,000
Service Charges	\$0	\$0	\$0	\$5,125,000
Total Revenue	\$0	\$213,217,626	\$0	\$111,742,337

Explanation of Revenues

- \$68,000,000 working capital carryover of unrestricted funds from FY 2019.
- \$37,842,337 in State Bonds to match 49% of approved county expenses.
- \$5,125,000 from Oregon Justice Department side-project
- \$375,000 management fee for managing Oregon Justice Department side-project
- \$400,000 in Energy Tax Credits from Energy Trust of Oregon.

Significant Program Changes

Last Year this program was: FY 2019: 78212-19 Facilities Downtown Courthouse

Decrease of \$101.5 million from FY 2019 as construction is underway and projected to be completed in FY 2020.

Department:	County Assets	Program Contact:	Alene Davis
Program Offer Type:	Internal Service	Program Offer Stage:	As Proposed
Related Programs:	78204		
Program Characteristics:			

Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient.

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the 15 owned buildings occupied by the Library District and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focuses on short-term requirements that are integrated with the long-term Library District facility needs.

The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	61%	85%	80%	80%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1--Percent of Library District projects planned for completion in a fiscal year that are completed that fiscal year.
 PM#2--Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

There are a number of projects carrying over into FY20 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$4,037,437	\$0	\$5,332,881
Total GF/non-GF	\$0	\$4,037,437	\$0	\$5,332,881
Program Total:	\$4,037,437		\$5,332,881	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,457,122	\$0	\$2,632,881
Beginning Working Capital	\$0	\$2,580,315	\$0	\$2,700,000
Total Revenue	\$0	\$4,037,437	\$0	\$5,332,881

Explanation of Revenues

\$2,700,000 ~ 50000 BWC Estimated carry forward of ongoing projects
 \$2,632,881 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Library Buildings

Significant Program Changes

Last Year this program was: FY 2019: 78213-19 Library Construction Fund

The Library District has chosen to increase the funding level for FY20 to better meet the needs of their building stock by investing in capital improvement projects.

Legal / Contractual Obligation

IGA with Portland Development Commission (PDC) granting funds to the County for the subject project construction.
IGA with Portland Housing Bureau (PHB) granting property to the County for the subject project construction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$72,167	\$0	\$0
Contractual Services	\$0	\$31,584,541	\$0	\$7,500,000
Unappropriated & Contingency	\$0	\$121,271	\$0	\$0
Total GF/non-GF	\$0	\$31,777,979	\$0	\$7,500,000
Program Total:	\$31,777,979		\$7,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$9,500,000	\$0	\$0
Beginning Working Capital	\$0	\$22,303,676	\$0	\$7,500,000
Total Revenue	\$0	\$31,803,676	\$0	\$7,500,000

Explanation of Revenues

FY 2020 Revenues are:

- \$7.5 million carryover from FY 2019

Significant Program Changes

Last Year this program was: FY 2019: 78214-19 Health Headquarters Construction

Decreases \$24.3 million as construction is underway and projected to be completed in FY 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$4,166,405	\$0	\$4,255,896
Total GF/non-GF	\$0	\$4,166,405	\$0	\$4,255,896
Program Total:	\$4,166,405		\$4,255,896	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,166,405	\$0	\$4,255,896
Total Revenue	\$0	\$4,166,405	\$0	\$4,255,896

Explanation of Revenues

This program offer will be funded with \$4,255,896 in carryover from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78218-19 MCSO Facilities Relocation and Reconfiguration

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$8,883	\$0	\$0
Contractual Services	\$0	\$7,116,852	\$0	\$6,000,000
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$24,596	\$0	\$0
Total GF/non-GF	\$0	\$7,150,331	\$0	\$6,000,000
Program Total:	\$7,150,331		\$6,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$7,259,712	\$0	\$6,000,000
Total Revenue	\$0	\$7,259,712	\$0	\$6,000,000

Explanation of Revenues

This program offer will be funded by beginning working capital carried over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78220-19 DCJ East County Campus

Originally the entire three building campus was purchased for use by DCJ Programs. DCJ has elected to occupy just the North and West buildings of the Campus. The South building is occupied by JOHS for use as a Shelter based on a Temporary Conditional Use Permit.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$3,600,000	\$0	\$3,400,000
Total GF/non-GF	\$0	\$3,600,000	\$0	\$3,400,000
Program Total:	\$3,600,000		\$3,400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$3,500,000	\$0	\$3,400,000
Total Revenue	\$0	\$3,500,000	\$0	\$3,400,000

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 78221-19 MCDC Detention Electronics



Program #78227 - MCSO River Patrol Boathouses Capital Improvements 4/12/2019

Department: County Assets **Program Contact:** Alene Davis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer will fund essential repairs to the Multnomah County Sheriff Office (MCSO) River Patrol boathouses and related facilities. These repairs will address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structure. In FY 2019, MCSO will restart contributions to the Capital Improvement Fund (CIP) for future capital needs.

Program Summary

A study was recently commissioned by Facility and Property Management (FPM) and completed in February, 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps, eight structures in total. Deferred maintenance in the amount of ~\$2 million was identified by the contracted architecture/engineering firm. Of the ~\$2 million, \$1,036,728, is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

This program offer is asking for the cost of identified essential work to ensure the safety of County staff and the public, and to ensure that compliance with code requirements is not delayed. Funding for the remaining work identified in the study will be evaluated at a later date. Funded work will be managed by the Department of County Assets (DCA) FPM Capital Improvement team. Structures identified that need improvements include: B496 Willamette River Boathouse; B307 Columbia River Gleason Landing River Patrol, B493 Boathouse 1, B494 Boathouse 2, and B495 Boathouse 3, and the fueling dock; B309 Columbia River Chinook Landing Boathouse; and the B499 Columbia River Bonneville Boathouse.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete essential deferred maintenance boathouses.	NA	100%	50%	100%
Outcome	MCSO boathouses/floating buildings meet minimum code and safety compliance.	NA	100%	50%	100%

Performance Measures Descriptions

Output: Complete essential deterred maintenance on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets.
Outcome: Bring MCSO River Patrol boathouses/buildings/ramps/docks up to minimum levels of code and safety compliance.

Legal / Contractual Obligation

An imminent danger correction notice for all Columbia River Patrol boat houses from electrical inspector to prevent Electrical Shock Drowning (ESD).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$1,036,728	\$0	\$1,033,521
Total GF/non-GF	\$0	\$1,036,728	\$0	\$1,033,521
Program Total:	\$1,036,728		\$1,033,521	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,036,728	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,033,521
Total Revenue	\$0	\$1,036,728	\$0	\$1,033,521

Explanation of Revenues

\$1,033,521 working capital carry over from FY 2019

Significant Program Changes

Last Year this program was: FY 2019: 78227-19 MCSO River Patrol Boathouses Capital Improvements

Department: County Assets **Program Contact:** Alene Davis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Inmates in the Multnomah County Detention Center (MCDC) often have diagnosed mental health issues, can be experiencing depression, and are usually at a time of crisis in their lives. The Sheriff's Office has set suicide prevention as a primary goal and is committed to providing a safe and secure housing environment for all inmates in MCDC by structuring the buildings, dormitories, and cells to be free of any hazards, including ones developed by inmates. This program offer improves MCDC by funding the replacement of wall-mounted cell lights and completing the cell window cover project.

Program Summary

At the Multnomah County Detention Center (MCDC), the design of the existing detention light fixtures creates a gap between the wall and the fixture. This gap can't be filled with epoxy because the entire housing must be removed in order to replace the bulb.

The Facilities & Property Management has identified maximum security replacement fixtures which would eliminate the gap, thus, reducing the risk of suicide attempts. These new security fixtures are also equipped with LED lamps, providing up to 50,000 hours of useful life, and a significant energy cost savings over the existing bulbs. This program offer would replace the current wall mounted fixtures in all 448 cells at MCDC.

The Multnomah County Detention Center Jail was originally designed with cell window frames that have exposed edges which are a safety concern for inmates and staff. The frames themselves have edges that sheets can be tied to, and also there can be cracked and exposed grout by the frame which can be broken out and used for weapons. A project was started in 2011 to use a protective metal frame covering the exposed existing frame edges in each cell. To date the 4th and 8th floors have been completed, but floors 5, 6 and 7 still have 75 cells that need to have this suicide risk addressed. This program offer provides the funding to finish the project.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of cells with lighting replaced.	NA	448	336	448
Outcome	Number of cells with window covers installed	NA	75	56	75

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$950,000	\$0	\$300,000
Total GF/non-GF	\$0	\$950,000	\$0	\$300,000
Program Total:	\$950,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$950,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$300,000
Total Revenue	\$0	\$950,000	\$0	\$300,000

Explanation of Revenues

\$300,000 working capital carry over from FY19

Significant Program Changes

Last Year this program was: FY 2019: 78228-19 MCDC Cell Lighting and Window Covers

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Sharps drop boxes are a community-based disposal strategy which encourages safe disposal of used syringes by people who use injection drugs and provides the public with a convenient disposal option. In FY19, Multnomah County led a multi-jurisdictional Healthy Streets pilot to expand the number of sharps drop boxes in our community. In April of 2019, 14 new SDBs were sited across the community, bringing the total number of SDBs to 17. In FY20, the County will continue to provide support in implementing the expanded pilot and will track its success in reducing waste.

Program Summary

Improper syringe disposal has posed an ongoing waste management challenge for some time, and the national opioid epidemic has contributed to this growing problem in recent years. Opioid use and dependence across the country has led to a sustained rise in injection drug use and syringe debris.

Community members have become increasingly concerned about syringes found in neighborhoods, public spaces and businesses. In response, Multnomah County, the City of Portland, TriMet, Downtown Clean & Safe and Metro created the Healthy Streets pilot program to test the impact of SDBs on reducing syringe waste. The Healthy Streets pilot project is one component of a strategy to reduce the number of improperly discarded syringes and provide the public a safe community-based disposal option.

Sharps disposal boxes create a 24/7 disposal option for safe disposal of syringes by community members finding used syringes. In partnership with other jurisdictions, the County has developed a website and communication materials to support the public in taking action when finding syringes. After reviewing existing designs for syringe drop boxes, the Healthy Streets pilot partners agreed to design and fabricate a unique, more tamper resistant syringe box. The procurement, design and fabrication of these boxes took longer than expect, and the boxes were installed in April 2019. In FY20, the County will continue to play a coordination role in maintaining and servicing sharps boxes, tracking the success of the program and working with other jurisdiction partners. A total of 17 boxes will be operation throughout the county in FY20.

Health Department will manage the biohazard vendor contract and payments. Facilities and Property Management will act as liaison for the Health Department regarding, service calls, installation and repair of boxes.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of sharps disposal boxes maintained	N/A	5	5	5
Outcome	Number of jurisdictional partnerships maintained	N/A	4	5	5
Output	Total number of sharps disposal boxes in the community	2	5	17	17

Performance Measures Descriptions

Output-Number of sharps disposal boxes maintained
Outcome- Number of jurisdictional partnerships maintained
Output-Total number of sharps disposal boxes in the community

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Materials & Supplies	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$0	\$0	\$0	\$50,000
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$50,000
Total Revenue	\$0	\$0	\$0	\$50,000

Explanation of Revenues

This is a one-time-only request for general funds.

Significant Program Changes

Last Year this program was: FY 2019: 40061B-19 Safe Sharps Disposal

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for one-time-only IT capital projects. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Planning, Projects, and Portfolio Management group manages the capital expenditures for this program offer.

Program Summary

The IT Planning, Projects, and Portfolio Management group provides oversight to the programs and projects within this program offer. For Fiscal Year 2020 the programs and projects included within this program offer are:

- Technology Improvement Program (TIP): Based on the funding available in FY 2020, specific projects will be initiated to replace prioritized obsolete technology.
- Health System Transformation Program: The primary focus for FY 2020 will be to expand the Service Coordination Portal Engine.
- Budget System (Questica) Enhancements Project: In FY 2020, the reporting requirements will be evaluated for enhancements.

Projects initiated within the IT Innovation and Investment program offer become part of the County's Digital Strategy Priority Projects Portfolio. These projects are managed using industry-based project management practices. Monthly reporting is provided and is available on the County's Commons Intranet for County leadership.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.
 PM #2 Outcome - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$178,128	\$0	\$194,896
Contractual Services	\$0	\$1,319,294	\$0	\$959,583
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$1,497,422	\$0	\$1,154,479
Program Total:	\$1,497,422		\$1,154,479	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$1,497,422	\$0	\$1,154,479
Total Revenue	\$0	\$1,497,422	\$0	\$1,154,479

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78301-19 IT Innovation & Investment Projects

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,428,364	\$0	\$1,949,457
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$0	\$184,202	\$0	\$178,705
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$1,652,966	\$0	\$2,168,562
Program Total:	\$1,652,966		\$2,168,562	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,652,966	\$0	\$2,168,562
Total Revenue	\$0	\$1,652,966	\$0	\$2,168,562

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78302-19 IT Planning, Projects & Portfolio Management

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Help Desk program offer provides a single point of contact for computer system troubleshooting, information, mobile device support and technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Customer service oriented, professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate issues to other IT teams, when necessary.

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by County staff. Mobile support includes setup and delivery of mobile phones, support to those using County mobile devices and management of mobile phones in the County's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable County employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 64% are resolved at the Help Desk. The other 36%, that are not able to be resolved at the Help Desk, are escalated to Level 2 IT support for resolution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned.	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	64%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent per industry standards.

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$966,497	\$0	\$1,165,203
Materials & Supplies	\$0	\$7,400	\$0	\$7,244
Total GF/non-GF	\$0	\$973,897	\$0	\$1,172,447
Program Total:	\$973,897		\$1,172,447	
Program FTE	0.00	7.40	0.00	8.40

Program Revenues				
Other / Miscellaneous	\$0	\$973,897	\$0	\$1,172,447
Total Revenue	\$0	\$973,897	\$0	\$1,172,447

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78303-19 IT Help Desk Services

Position 702251 added from Program Offer 78306-20 (IT Network Services).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$928,151	\$0	\$996,498
Contractual Services	\$0	\$120,000	\$0	\$130,000
Materials & Supplies	\$0	\$1,401,976	\$0	\$2,194,199
Internal Services	\$0	\$16,200	\$0	\$16,200
Capital Outlay	\$0	\$0	\$0	\$40,000
Total GF/non-GF	\$0	\$2,466,327	\$0	\$3,376,897
Program Total:	\$2,466,327		\$3,376,897	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,298,612	\$0	\$2,058,018
Beginning Working Capital	\$0	\$0	\$0	\$1,102,414
Service Charges	\$0	\$167,715	\$0	\$216,465
Total Revenue	\$0	\$2,466,327	\$0	\$3,376,897

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78304-19 IT Telecommunications Services

Beginning Working Capital carryover for CISCO ELA license renewal.

Department: County Assets **Program Contact:** Tony Dornbusch
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Mobile Device Expense Management program provides centralized management of all wireless voice and data communications for approximately 4,500 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

Program Summary

The County maintains approximately 2,000 wireless devices. This group works closely with Departments to identify wireless communication needs then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices. This group works closely with IT, Desktop, and Security, as well as Departments to identify mobile communication needs, then sources and/or negotiates the services for delivery to internal County customers.

In addition to managing risk, a primary goal is to continue to improve the costs of the services over the prior year. Each year, the aggregate overall expenses relating to County owned mobile devices are translated into an average cost per minute metric and average cost per device. The baseline averages are used as the basis for cost savings calculations. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost over prior year	4%	2%	2%	2%

Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$107,284	\$0	\$95,913
Materials & Supplies	\$0	\$1,042,464	\$0	\$1,119,383
Total GF/non-GF	\$0	\$1,149,748	\$0	\$1,215,296
Program Total:	\$1,149,748		\$1,215,296	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,149,748	\$0	\$1,215,296
Total Revenue	\$0	\$1,149,748	\$0	\$1,215,296

Explanation of Revenues

This program offer is funded via the collection of a monthly service fee charged to each wireless device holder of record. The service fee is collected through the IT Internal Service Rate collection process.

Significant Program Changes

Last Year this program was: FY 2019: 78305-19 IT Mobile Device Expense Management

Number of mobile devices increased by 115 devices which drives voice and data increases.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Network Services program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between County buildings, data centers, and to external networks. The Security group is focused on cybersecurity functions associated with protecting the County's information assets.

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Large projects coordinated by WAN Services include office relocations, new facility provisioning, and remodeling. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data.

The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness. The Security program is responsible for the implementation and on-going monitoring of the security rule of the HIPAA regulation including the investigation of incidents and/or breaches in cooperation with the County's Privacy Officer.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%
Outcome	County employees exposed to cyber awareness training through managed phishing	80%	80%	80%	80%

Performance Measures Descriptions

PM #1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM #2 Designed to minimize the impact of cybersecurity incidents involving county computers.

PM #3 Designed to train users to spot phishing and spear phishing attacks in order to thwart phishing scams.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,694,447	\$0	\$2,586,097
Contractual Services	\$0	\$120,000	\$0	\$120,000
Materials & Supplies	\$0	\$2,993,326	\$0	\$3,605,608
Internal Services	\$0	\$1,000	\$0	\$1,000
Capital Outlay	\$0	\$2,800	\$0	\$0
Total GF/non-GF	\$0	\$5,811,573	\$0	\$6,312,705
Program Total:	\$5,811,573		\$6,312,705	
Program FTE	0.00	13.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,811,573	\$0	\$6,312,705
Total Revenue	\$0	\$5,811,573	\$0	\$6,312,705

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78306-19 IT Network Services

Increase in circuit costs for new buildings and services (AWS/Azure). Software increase for investments in IT Security. Position 702251 moved to Program Offer 78303 (IT Help Desk Services) and position 714940 moved to Program Offer 78312 (IT Data & Reporting Services).

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Desktop Services program supports end users with desktops, laptops, tablets, smartphone's, printers, multifunction device vendor management, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal of all devices. Remote and on-site support are provided to improve user productivity.

Program Summary

Desktop Services manages over 7,000 County devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization, resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	95%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	90%	90%	90%
Outcome	Device refresh occurs within 3 months of warranty end date	70%	70%	70%	70%

Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,232,141	\$0	\$2,484,820
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$48,650	\$0	\$49,199
Internal Services	\$0	\$22,500	\$0	\$0
Total GF/non-GF	\$0	\$2,373,291	\$0	\$2,604,019
Program Total:	\$2,373,291		\$2,604,019	
Program FTE	0.00	17.00	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,373,291	\$0	\$2,604,019
Total Revenue	\$0	\$2,373,291	\$0	\$2,604,019

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78307-19 IT Desktop Services

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged Information Technology (IT) assets allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

Program Summary

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is four years. The County looks for opportunities to assist the local community via donating operational retired equipment via Free Geek and local public schools, e.g. Portland Public Schools.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	60%	70%	80%	80%
Outcome	Asset database quality, accuracy and completeness	98%	98%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$360,000	\$0	\$360,000
Materials & Supplies	\$0	\$3,744,570	\$0	\$2,600,597
Capital Outlay	\$0	\$1,529,603	\$0	\$3,405,352
Total GF/non-GF	\$0	\$5,634,173	\$0	\$6,365,949
Program Total:	\$5,634,173		\$6,365,949	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,918,943	\$0	\$4,400,589
Beginning Working Capital	\$0	\$1,715,230	\$0	\$1,965,360
Total Revenue	\$0	\$5,634,173	\$0	\$6,365,949

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78308-19 IT Asset Replacement

Beginning Working Capital carryover from FY 2019 for replacement of IT assets.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Summary

This program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; and 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	52%	68%	51%	68%
Outcome	Percentage point increase in employee hours spent on planned work	-18%	3%	0%	3%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,999,051	\$0	\$4,116,736
Contractual Services	\$0	\$854,000	\$0	\$650,000
Materials & Supplies	\$0	\$164,952	\$0	\$112,721
Total GF/non-GF	\$0	\$5,018,003	\$0	\$4,879,457
Program Total:	\$5,018,003		\$4,879,457	
Program FTE	0.00	21.00	0.00	21.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,018,003	\$0	\$4,879,457
Total Revenue	\$0	\$5,018,003	\$0	\$4,879,457

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78309-19 IT Health and Human Services Application Services

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,976,679	\$0	\$3,251,786
Contractual Services	\$0	\$150,000	\$0	\$70,000
Materials & Supplies	\$0	\$113,826	\$0	\$80,821
Internal Services	\$0	\$200	\$0	\$0
Total GF/non-GF	\$0	\$3,240,705	\$0	\$3,402,607
Program Total:	\$3,240,705		\$3,402,607	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,240,705	\$0	\$3,402,607
Total Revenue	\$0	\$3,240,705	\$0	\$3,402,607

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78310-19 IT Public Safety Application Services

Position 702006 added from Program Offer 78309 (IT Health and Human Services Application Services); Position 701193 moved to Program Offer 78309 (IT Health and Human Services Application Services).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,545,023	\$0	\$1,820,568
Materials & Supplies	\$0	\$74,386	\$0	\$6,845
Total GF/non-GF	\$0	\$1,619,409	\$0	\$1,827,413
Program Total:	\$1,619,409		\$1,827,413	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,619,409	\$0	\$1,827,413
Total Revenue	\$0	\$1,619,409	\$0	\$1,827,413

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78311-19 IT General Government Application Services

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,503,011	\$0	\$2,969,615
Materials & Supplies	\$0	\$825,898	\$0	\$1,050,384
Total GF/non-GF	\$0	\$3,328,909	\$0	\$4,019,999
Program Total:	\$3,328,909		\$4,019,999	
Program FTE	0.00	14.50	0.00	15.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,328,909	\$0	\$4,019,999
Total Revenue	\$0	\$3,328,909	\$0	\$4,019,999

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78312-19 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. Personnel increased due to movement within IT organization. Position 714940 added from Program Offer 78306 (IT Network Services).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,670,496	\$0	\$1,657,261
Contractual Services	\$0	\$0	\$0	\$289,202
Materials & Supplies	\$0	\$2,345,643	\$0	\$2,335,339
Total GF/non-GF	\$0	\$4,016,139	\$0	\$4,281,802
Program Total:	\$4,016,139		\$4,281,802	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,016,139	\$0	\$4,108,746
Beginning Working Capital	\$0	\$0	\$0	\$173,056
Total Revenue	\$0	\$4,016,139	\$0	\$4,281,802

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78313-19 IT ERP Application Services

Contractual services increase is for Workday consulting.

Department: County Assets **Program Contact:** Chris Clancy
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Enterprise Web Services provides reliable services used across departmental boundaries, serving all County lines of business. These services include Google Apps for Government, public websites (i.e. multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us. In total, this program supports over 30 applications used internally and by the public.

Program Summary

Enterprise and Web Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration and integration support, and support for specific web systems including the public website, the Multnomah County Library's public site, and the County's intranet (Multco Commons). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions on Amazon Web Services to save on costs to the County.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Key to effectively providing these services is meeting common, cross department needs and identifying new opportunities, while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	27%	27%	27%	27%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,352,639	\$0	\$2,487,877
Contractual Services	\$0	\$184,000	\$0	\$0
Materials & Supplies	\$0	\$1,509,325	\$0	\$1,417,125
Total GF/non-GF	\$0	\$4,045,964	\$0	\$3,905,002
Program Total:	\$4,045,964		\$3,905,002	
Program FTE	0.00	13.50	0.00	13.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,045,964	\$0	\$3,905,002
Total Revenue	\$0	\$4,045,964	\$0	\$3,905,002

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78314-19 IT Enterprise and Web Application Services

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer provides staff dedicated to coordinating the Library's complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work.

Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating, and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library completed the selection of a new Library Information System in late 2017. The team will complete the implementation and stabilization of the new system in late 2019. This system is a key component of most day to day activities including inventory management and patron information. The Library also plans to research and implement a Partner Relationship Management (PRM) database to support improvements in managing the relationships between the Library and its hundreds of partner organizations. Finally, the Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	21%	60%	12%	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	0%	10%	0%	10%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - Increase in the amount of hours spent on planned work vs unplanned work from CYE.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$509,181	\$0	\$474,979
Materials & Supplies	\$0	\$18,210	\$0	\$12,210
Total GF/non-GF	\$0	\$527,391	\$0	\$487,189
Program Total:	\$527,391		\$487,189	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$527,391	\$0	\$487,189
Total Revenue	\$0	\$527,391	\$0	\$487,189

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2019: 78315-19 IT Library Application Services

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$825,645	\$0	\$864,726
Contractual Services	\$0	\$0	\$0	\$49,055
Materials & Supplies	\$0	\$304,442	\$0	\$1,161,467
Internal Services	\$0	\$9,998,562	\$0	\$11,341,945
Capital Outlay	\$0	\$21,000	\$0	\$2,067,745
Cash Transfers	\$0	\$0	\$0	\$1,468,020
Unappropriated & Contingency	\$0	\$350,614	\$0	\$0
Total GF/non-GF	\$0	\$11,500,263	\$0	\$16,952,958
Program Total:	\$11,500,263		\$16,952,958	
Program FTE	0.00	3.80	0.00	3.80

Program Revenues				
Other / Miscellaneous	\$0	\$11,337,462	\$0	\$12,693,428
Beginning Working Capital	\$0	\$162,801	\$0	\$4,259,530
Total Revenue	\$0	\$11,500,263	\$0	\$16,952,958

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2019: 78316-19 IT Shared Operating Expenses

Materials & Supplies increase is due to beginning working capital carryover from the FY 2018 absence liability compensation correction. Internal Services increased due to FY 2019 repayment of the Enterprise Resource Planning (ERP) system bond included a \$1.6M credit and in FY 2020 full payment is budgeted. Capital Outlay increased due to beginning working capital reserves.

Department: County Assets **Program Contact:** Gary Wohlers

Program Offer Type: Internal Service **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing and printing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$4,211,593	\$0	\$4,525,998
Contractual Services	\$0	\$13,000	\$0	\$8,000
Materials & Supplies	\$0	\$1,220,429	\$0	\$1,181,895
Total GF/non-GF	\$0	\$5,445,022	\$0	\$5,715,893
Program Total:	\$5,445,022		\$5,715,893	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,445,022	\$0	\$5,715,893
Total Revenue	\$0	\$5,445,022	\$0	\$5,715,893

Explanation of Revenues

County IT service costs are allocated to departments based on usage and services received.

Significant Program Changes

Last Year this program was: FY 2019: 78317-19 IT Data Center & Technical Services

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$468,020
Total GF/non-GF	\$0	\$0	\$0	\$468,020
Program Total:	\$0		\$468,020	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$468,020
Total Revenue	\$0	\$0	\$0	\$468,020

Explanation of Revenues

Revenue is one-time-only funding from the Information Technology fund.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$531,302	\$0	\$1,219,286
Unappropriated & Contingency	\$0	\$192,698	\$0	\$0
Total GF/non-GF	\$0	\$724,000	\$0	\$1,219,286
Program Total:	\$724,000		\$1,219,286	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$300,000	\$0	\$0
Beginning Working Capital	\$0	\$424,000	\$0	\$1,219,286
Total Revenue	\$0	\$724,000	\$0	\$1,219,286

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78319-19 CRIMES Replacement

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$592,914	\$0	\$418,260
Contractual Services	\$0	\$17,976,678	\$0	\$5,946,155
Internal Services	\$0	\$128,274	\$0	\$135,585
Total GF/non-GF	\$0	\$18,697,866	\$0	\$6,500,000
Program Total:	\$18,697,866		\$6,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$19,849,934	\$0	\$6,500,000
Total Revenue	\$0	\$19,849,934	\$0	\$6,500,000

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2020 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2019: 78320-19 IT ERP Program

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Juvenile Detention Program located at the Juvenile Justice Center provides health care services to youth. Currently, the medical records are paper-based. This is inefficient. In addition, the use of a non-electronic medical record poses potential challenges for legibility, accuracy, continuity of care and medical-legal issues. This program is to establish requirements to procure and implement an EMR that meets the unique needs of this care facility.

Program Summary

The staff at JDH currently use a paper-based medical record system and document medication delivery on paper medication administration records. Handwritten prescriptions are used to order medications. Laboratory and other test results return and are filed as paper records. This program will document the requirements for an EMR, conduct a procurement, and implement the selected solution. This program will require significant business process design to automate paper-based practices. The County currently uses EPIC as its Electronic Medical Record (EMR) within its other primary care locations. Unfortunately, the module of EPIC is not designed for an in-patient care setting, thus the County must select an alternate solution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the evaluation and selection of the EMR.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions

Output: Complete the evaluation and selection of the EMR.
Outcome: Percentage of key milestones met based on approved project plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

Facilities is currently managing its large Capital Improvement Program with a failing and aging system. The system must be replaced to allow Facilities to manage the county's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Complete the evaluation and selection of the Facilities Capital Management System.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	NA	NA	NA	90%

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.

Outcome: Successful completion of key milestones as defined in the project plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

One-time-only from the Information Technology fund.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Garret Vanderzanden
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78401
Program Characteristics:

Executive Summary

Fleet Services provides vehicle and equipment purchasing and maintenance services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County.

Program Summary

The County owns and operates over 700 units of vehicles, equipment, and other related rolling stock. Fleet Services focuses on collaborative relationships with County agencies to ensure coordinated service delivery with minimal business interruptions.

Fleet Services provides a full suite of fleet related services including, but not limited to:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Preventive maintenance; emission inspections; and towing;
- Coordinated vendor repairs; equipment fabrication and modification specialty work;
- Scheduled, unscheduled and emergency in-shop and field repairs;
- Warranty/recall management and support; and failure analysis;
- Fuel management (onsite/offsite); tire repair/replacement (onsite/offsite); and cleaning;
- Driver safety, risk, liability, and accident claims management.

Maintenance services are provided internally at the County's Yeon Shop facility and for the downtown Portland vehicles, maintenance is provide via an IGA with the City of Portland at their Kerby facility.

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78401-20), continues to invest in hybrid and electric vehicle technologies.

Fleet Services' efforts continue to contribute to the 2015 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, including: 19K fuel efficiency standards, 19L electric and plug-in hybrid vehicles, and 19G reduce waste. This is achieved through continued turnover of the County Fleet to take advantage of increasing fuel efficiency on traditional fuel options, expanding the use of hybrid vehicle technology, and ongoing evaluation of increasing our Electric Vehicle fleet.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of billable hours	63%	70%	66%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	17%	55%	30%	50%
Quality	Percent of Customers Rating Service as Excellent	94	95%	100	95%

Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment.

PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.

PM #3: Quality - A measure as reported on comment cards provided to customers.

Legal / Contractual Obligation

Current IGA with City of Portland for maintenance and repair services for County Fleet assets in the Portland downtown corridor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,177,602	\$0	\$1,316,293
Contractual Services	\$0	\$402,000	\$0	\$402,000
Materials & Supplies	\$0	\$1,791,697	\$0	\$1,759,845
Internal Services	\$0	\$1,091,148	\$0	\$1,322,633
Capital Outlay	\$0	\$235,936	\$0	\$438,006
Cash Transfers	\$0	\$462,822	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$300,000
Total GF/non-GF	\$0	\$5,161,205	\$0	\$5,538,777
Program Total:	\$5,161,205		\$5,538,777	
Program FTE	0.00	10.90	0.00	11.10

Program Revenues				
Other / Miscellaneous	\$0	\$4,370,927	\$0	\$4,818,433
Interest	\$0	\$20,000	\$0	\$10,000
Beginning Working Capital	\$0	\$755,278	\$0	\$710,344
Service Charges	\$0	\$15,000	\$0	\$0
Total Revenue	\$0	\$5,161,205	\$0	\$5,538,777

Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2020 charged rates.

Significant Program Changes

Last Year this program was: FY 2019: 78400-19 Fleet Services

0.20 FTE Management position into Fleet services from Records Management PO 78404 due to reorganization of Fleet services Manager.

Department: County Assets **Program Contact:** Garret Vanderzanden
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78400
Program Characteristics:

Executive Summary

Vehicle replacement planning is provided as an interdependent function. The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping County agencies supplied with vehicle and equipment options that support their core operational missions.

Program Summary

The Fleet Vehicle Replacement program provides the following services:

- Collects and manages the funding for future replacement of vehicles and equipment;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received to offset future vehicle and equipment purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Collaborates with County agencies to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); agency operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles.

The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2015 Climate Action Plan:

- 19K-Develop a County fleet strategy that incorporates carbon emission reduction, electric vehicle and low-carbon transportation fuel goals;
- 19L-Purchase electric, plug-in hybrid and hybrid vehicles whenever they meet the user's needs. Include installation of electric charging stations where appropriate.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of vehicles and equipment on delayed replacement	20%	10%	24%	15%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	15%	18%	10%	15%

Performance Measures Descriptions

PM #1 Output - Based on the percentage of vehicles that have gone beyond the date established for purchasing a replacement.

PM #2 Outcome - Percent of revenue received upon disposal of Fleet capital assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$10,000
Internal Services	\$0	\$0	\$0	\$6,576
Capital Outlay	\$0	\$7,334,503	\$0	\$9,002,349
Total GF/non-GF	\$0	\$7,334,503	\$0	\$9,018,925
Program Total:	\$7,334,503		\$9,018,925	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,513,636	\$0	\$2,654,445
Financing Sources	\$0	\$462,822	\$0	\$0
Interest	\$0	\$25,000	\$0	\$85,000
Beginning Working Capital	\$0	\$4,333,045	\$0	\$6,279,480
Total Revenue	\$0	\$7,334,503	\$0	\$9,018,925

Explanation of Revenues

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment and aggregated until specified useful life has been met. Proceeds from vehicle sales are returned to the Fleet Asset Replacement fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2019: 78401-19 Fleet Vehicle Replacement

Legal / Contractual Obligation

With the implementation of the third party CarShare program, the County will have ongoing contractual liabilities for the CarShare (alternative motor pool) services that are consumed. These liabilities only exist as long as the services are being consumed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$191,559	\$0	\$206,913
Contractual Services	\$0	\$0	\$0	\$400
Materials & Supplies	\$0	\$538,814	\$0	\$537,251
Internal Services	\$0	\$153,600	\$0	\$366,162
Capital Outlay	\$0	\$114,204	\$0	\$144,373
Unappropriated & Contingency	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$998,177	\$0	\$1,355,099
Program Total:	\$998,177		\$1,355,099	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$904,477	\$0	\$974,511
Interest	\$0	\$6,000	\$0	\$6,000
Beginning Working Capital	\$0	\$87,700	\$0	\$374,588
Total Revenue	\$0	\$998,177	\$0	\$1,355,099

Explanation of Revenues

The program is funded by hourly service charges collected through the Fleet Fund with an overhead charge based on the percentage of usage. Internal service reimbursement estimates are based on historical data and current service levels.

Significant Program Changes

Last Year this program was: FY 2019: 78402-19 Motor Pool

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$618,055	\$0	\$652,866
Contractual Services	\$0	\$818	\$0	\$743,847
Materials & Supplies	\$0	\$713,460	\$0	\$9,522
Internal Services	\$0	\$288,512	\$0	\$445,203
Capital Outlay	\$0	\$468,420	\$0	\$434,608
Unappropriated & Contingency	\$0	\$0	\$0	\$200,000
Total GF/non-GF	\$0	\$2,089,265	\$0	\$2,486,046
Program Total:	\$2,089,265		\$2,486,046	
Program FTE	0.00	6.60	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,599,765	\$0	\$1,578,321
Interest	\$0	\$4,000	\$0	\$6,500
Beginning Working Capital	\$0	\$485,500	\$0	\$901,225
Total Revenue	\$0	\$2,089,265	\$0	\$2,486,046

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last Year this program was: FY 2019: 78403-19 Distribution Services

Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$639,767	\$0	\$700,186
Contractual Services	\$0	\$26,761	\$0	\$275,885
Materials & Supplies	\$0	\$117,817	\$0	\$124,998
Internal Services	\$0	\$727,665	\$0	\$841,067
Capital Outlay	\$0	\$0	\$0	\$27,370
Total GF/non-GF	\$0	\$1,512,010	\$0	\$1,969,506
Program Total:	\$1,512,010		\$1,969,506	
Program FTE	0.00	5.20	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,277,780	\$0	\$1,783,615
Interest	\$0	\$3,300	\$0	\$0
Beginning Working Capital	\$0	\$230,930	\$0	\$185,891
Total Revenue	\$0	\$1,512,010	\$0	\$1,969,506

Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY2018.

Significant Program Changes

Last Year this program was: FY 2019: 78404-19 Records Management

In FY20, the program will be responsible for shredding services for the County. Previously this was managed by the FPM Division within DCA.

0.20 FTE management position into Fleet services PO 78400 from Records Management due to reorganization of Fleet services Manager.

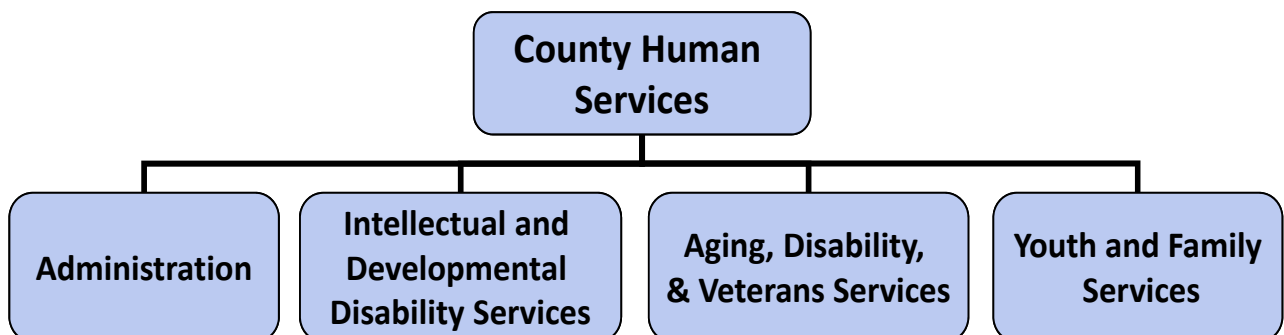
Department Overview

The Department of County Human Services (DCHS) long-range goals remain anchored in the DCHS North Star which states “in Multnomah County, every person at every stage in life - has equitable opportunities to thrive.” Department priorities include ensuring quality of life, education access and support, and economic development and stability, and ensuring a diverse and inclusive system.

DCHS has a critical role in the County as the department designs programs, services and funding to provide stability for people across the lifespan. In childhood, DCHS supports people by promoting positive parenting, improving educational access and support for youth, and making sure children have enough to eat in the summer months. In adulthood, DCHS can support a young adult with a disability who wants to live in their own home and have a fulfilling and stable job, thus contributing to their economic stability. DCHS can help someone stay in an affordable home, and we provide safety and support for a survivor of domestic or sexual violence. DCHS supports older adults by helping veterans navigate the public programs they’ve earned as part of their service, setting up a class at a senior center to support people staying healthy, and intervene when older adults or people with disabilities are potentially being abused.

Outcomes for these services are stronger when people are treated as experts in their own lives. That’s why DCHS takes a trauma-informed and equitable services approach, providing the best opportunity to achieve the County and Department’s goals.

In addition to the key goals mentioned, the Department serves as the Area Agency on Aging, the Community Action Agency, the managing partner for the Schools Uniting Neighborhoods (SUN) program, the Domestic and Sexual Violence Coordination Office for the County and City of Portland, and the Community Developmental Disability Program (CDDP) for Multnomah County. DCHS accomplishes its goals with a budget of over \$168 million and over 700.00 FTE.



Budget Overview

The FY 2020 Department of County Human Services (DCHS) Proposed budget is \$168.5 million, a \$5.2 million increase and a net decrease of 1.90 FTE from the FY 2019 budget. The County General Fund contributes \$54.7 million or 32.5% of the total. The remainder of the DCHS budget, \$113.8 million, comes from Federal, State, and other revenue. The department’s budget is allocated to 60 program offers across four divisions and funds over 700 full-time equivalent employees.

DCHS’s \$113.8 million in Federal, State, and local revenue is a \$3.7 million increase over the FY 2019 adopted budget. Two-thirds of DCHS budget comes from over 100 Federal and State sources, and many services provided by the department are reliant on State and Federal funding. The Oregon State Legislature is considering an option that could reduce State and Federal funds to the Intellectual and Development Disabilities Service Division (IDDSD) from FY 2019 levels by as much as \$1.8 million in FY 2020 (see the IDDSD Significant Changes for more information). The budget assumes this reduction will occur since a final decision has not been made. With significant uncertainty about the short- and long-term trajectory of funding streams, DCHS continues to monitor and adapt to funding changes as it works to protect the community’s most vulnerable citizens.

In FY 2020, the County transferred the Multi-Disciplinary Team from the Health Department to DCHS (25028 and 25028B).

The FY 2020 DCHS allocation includes \$744,552 in one-time-only funding. The one-time-only funding is allocated in several program offers, including:

- Area Plan Development (25038B) \$100,000
- Community Legal Clinic (25139B) \$100,000
- Universal Pre-School Study - Phase 2 (25153) \$100,000
- Family of Friends Mentoring Project (25162) \$25,000

A list of programs funded as one-time-only can be found in the Budget Director’s message.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Proposed</u>	
Staffing FTE	707.38	709.05	704.05	702.15	(1.90)
Personnel Services	\$68,141,060	\$72,566,022	\$73,466,268	\$77,532,082	\$4,065,814
Contractual Services	55,705,019	62,011,944	64,501,840	64,643,690	\$141,850
Materials & Supplies	2,437,800	2,869,972	2,643,213	2,024,278	(\$618,935)
Internal Services	19,824,016	21,666,970	22,667,178	24,286,522	\$1,619,344
Capital Outlay	<u>11,600</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$0</u>
Total Costs	\$146,119,201	\$159,114,908	\$163,278,499	\$168,486,572	\$5,208,073

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

DCHS serves people from across the lifespan. For instance, 22,392 youth were served in SUN Community Schools. 45,670 older adults and people with disabilities received Medicaid case management, in-home services, facility based services, medical benefits, or SNAP. DCHS also served 5,865 adults and children with intellectual and developmental disabilities, and their families.

The Department's challenges are the community's challenges. There are systemic barriers for people with low incomes, and people of color to gain access to wealth, stable housing, equitable education, health and quality of life.

As DCHS seeks to address the root causes of these inequities, the need for services increases without commensurate funding.

The Department has worked to mitigate these challenges through the successful implementation of three tools:

- A Racial Equity Focus. Much of the Department's efforts have gone into the racial equity strategies outlined below and in the Division Narratives to follow.
- Using Data and Performance Management. The DCHS Data Mart team, which is made up of members from each division, have focused on improving the way the department accesses, automates, transforms and analyzes data. In the past year these efforts have helped to use data in a variety of new ways to guide program decision making. For instance, the Data Mart Team and Emergency Management teamed up to create a nationally recognized DCHS Emergency Dashboard. This new tool allows DCHS to identify clients during a disaster within seconds when every moment counts.
- Quality improvement strategies and vision. DCHS divisions and quality improvement teams have been successful in improving backlogs for adult care home program applications from a six-week backlog to a one-day approval process; building capacity in the Money Management Program from serving 30 clients to 100 clients; facilitating and delivering recommendations for two equity improvement teams: Bilingual Pay Assessment and Selection, and Increasing Diversity in Interview panels.

Diversity, Equity, and Inclusion

Last year, DCHS added “diverse and inclusive systems” as one of the four main domains to achieving the DCHS North Star. Without a focus on racial equity, DCHS knows it cannot succeed in its goals.

Since the Workforce Equity Strategic Plan (WESP) process began a year ago, DCHS has focused on two main aspects of actualizing racial equity:

- Policy work, which has consisted of several pilots with the Human Resource Department to examine hiring and retention practices.
- Engaging the workforce which has consisted of dozens of regular meetings with the Director, Deputy Director, Equity and Inclusion Manager, and Division leadership. Each Division has also lead a Racial Equity Assessment with staff.

Key racial equity activities include:

- Racial equity and trauma informed care trainings that emphasize skill building, expectation setting and learning.
- New efforts from the Diversity, Equity and Social Justice Committee are focused on increasing department culture, safety and engagement.
- An Equity dashboard and communications available on the Commons.
- Regular meetings between DCHS leadership and Employee Resource Group leadership.
- Completion of the Workforce Equity Strategic Planning document.
- Completed Racial Equity Assessments for the Director’s office and all divisions.
- Pilots to make hiring, compensation and retention more equitable.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$7,829,188	\$0	\$7,829,188	44.80
Intellectual and Developmental Disabilities	4,168,372	20,454,445	24,622,817	155.80
Aging, Disability, and Veteran Services	13,387,061	65,845,953	79,233,014	423.25
Youth and Family Services	<u>\$29,341,975</u>	<u>\$27,459,578</u>	<u>\$56,801,553</u>	<u>78.30</u>
Total County Human Services	\$54,726,596	\$113,759,976	\$168,486,572	702.15

Department Administration

Department Administration provides executive leadership and strategic vision for the Department of County Human Services (DCHS). The Director's Office works with elected leaders, stakeholders, system partners, community members and staff to ensure quality, equitable service delivery.

Department leadership is responsible for the provision of racially equitable practices, trauma informed practices, strategic partnerships, leadership and direction, stewardship of public resources, continuous quality improvement, performance management, emergency preparedness, innovation, communications, IT strategic planning, operations, and support and maintenance of a diverse qualified workforce.

Human Resources supports more than 700.00 departmental employees and addresses recruiting, hiring and retention issues, workforce planning, training, employee performance management, and labor relations.

Business Services provides financial and business functions including development, management and oversight of the department's budget, accounts receivable and payables, purchasing, and grants management. The unit coordinates department procurement and contracting functions and ensures implementation and compliance with all County contracting and procurement policies.

Significant Changes

The significant changes in Department Administration center around the robust Workforce Equity strategies.

Some of the most significant efforts include:

- Holding Space gatherings where staff can discuss racial equity topics.
- A Quality Improvement process was conducted and recommendations were made to improve the interview panel selection process.
- Examining the bilingual pay and hiring structure. Recommendations range from signage for clients, to testing for language proficiency and a process for identifying skilled staff and compensating for the use of the skill per the Local 88 contract.
- DCHS is in the planning phase of a new project also supporting equity in recruitment and selection, as well as retention.
- Convening a Facilitators Community of Practice.

Intellectual and Developmental Disabilities Service Division

The Intellectual and Developmental Disabilities Services Division (IDDSD) serves over 5,900 people with intellectual and developmental disabilities such as autism, cerebral palsy or an intellectual disability diagnosed prior to the age of 22. Services may span the entire lifetime. Policy, advocacy and research around quality of life for individuals with intellectual and developmental disabilities has converged on eight quality of life domains that guide the implementation of services: emotional, material, and physical well-being, interpersonal relations, social inclusion, personal development, self-determination, and rights.

IDDSD provides case management services supporting engaging and linking consumers and families to resources in the community and where eligible, to Medicaid funded residential, employment, in-home and non-County brokerage case management services. The division reviews more than 1,000 intake and eligibility referrals per year and provides abuse investigation services to participants, opening more than 400 investigations per year. Results from a current partner survey show 83% of respondents are satisfied or extremely satisfied with the support they receive from IDDSD. State audit results were favorable with IDDSD exceeding several statewide benchmarks.

IDDSD's FY 2020 strategic planning framework focuses on service quality, equity and inclusion, training and effective/supported workforce and system improvement to ensure high-quality services supporting quality of life for individuals and families.

Significant Changes

The Governor's Recommended budget does not include a state funding increase for IDDSD but recommends a 2% reduction of the current funding level which is at 95% parity. IDDSD's unfunded FY 2020 cost will increase to a total of \$1.5 million (12.00 FTE). If the 2% State reductions are approved (93% equity), then that would mean another \$341,000 less in funding, bringing the total of unfunded deficit to over \$1.8 million for FY 2020.

This outlook raises many concerns, including increased caseloads due to budget cuts. Realistic caseloads support quality of life by increasing engagement and supporting clients to make informed decisions based on their goals. Service innovations this year include IDDSD's early adoption of the Data Mart and Tableau tools and participation in the Emergency Management Committee's mapping to assist in identifying vulnerable populations during emergencies.

IDDSD continues to work with the DCHS Diversity, Equity, and Social Justice Committee to inform leadership and guide internal equity efforts. IDDSD identified and prioritized action items in four key areas: Accountability & Transparency, Healing, Safety, Racial Equity Embedded in Everything. Current challenges include continued workload increases due to State mandates, including this year's roll out of the Oregon Needs Assessment (ONA). The State required IDDSD to separate assessor duties from case management, resulting in the loss of 8.00 FTE to distribute caseload. The State also mandated that individuals may not access a Medicaid service without an ONA, resulting in increased caseloads for the remaining case managers and longer wait times.

Aging, Disability and Veterans Services

Aging, Disability and Veterans Services Division (ADVSD) is the federally designated Area Agency on Aging that represents the diverse needs of 220,000 older adults, people with disabilities, and veterans. ADVSD maintains a coordinated service system that supports individuals to achieve independence, health, safety, and quality of life. ADVSD services include 24-hour community resource information; social and nutrition services; eligibility for Medicaid health and long-term support services; access to Veterans benefits; protective and guardianship services; and adult care home licensing. ADVSD administers 27 programs that include over 45,000 participants receiving Medicaid long-term services and supports and over 7,900 participants receiving community social supports.

ADVSD has completed a racial equity assessment, identifying gaps that are contributing to systemic and institutional barriers for some employees and program participants. This will be the foundation for an equity action plan with priorities, outcome measures, and accountability timelines and reporting.

ADVSD uses performance management to guide program operations, inform program offers, and connect outcomes to impact. This system ensures staff and stakeholders have access to data, tracks division equity outcomes, creates staff efficiencies, improves client outcomes, and generates or recovers revenue. ADVSD has used data to support life-saving emergency management tools.

Significant Changes

ADVSD is facing significant changes in how DCHS does its work, due to changes in State-level systems and policies. Within the next two years, Oregon Department of Human Services will transition to a No Wrong Door system for public benefits eligibility, transforming the way that ADVSD staff do this work. The division is also seeing changes in other programs, such as Medicaid Long Term Services and Supports and Adult Protective Services.

Adult Protective Services successfully transitioned to the State's Centralized Abuse Management (CAM) database to track all referrals of abuse and neglect. The system will allow for greater coordination between counties and other abuse investigation programs (IDDSD and MHASD) to ensure timely and well-documented responses occur for all referrals involving vulnerable adults.

ADVSD redesigned funding allocations for both culturally specific and culturally responsive services for older adults in FY 2018. To evaluate the effectiveness and impact of these changes, ADVSD conducted a three-part evaluation with stakeholders, staff, and program participants. Key recommendations include: improve planning and communication; simplify the application and allocation process; facilitate partnerships; ensure funding is proportional to the size and needs of communities served; and align future funding opportunities with the County's equity goals and trauma informed care practices.

Youth and Family Services

The Youth & Family Services (YFS) Division's North Star states that "all individuals and families have the opportunity to engage in the level and depth of culturally relevant services that they want, in order to thrive." YFS manages over 40 programs and initiatives that focus on two major impact areas: educational success and family stability. Within those impact areas, YFS has five core system and policy areas that represent our work: Energy Services, Anti-Poverty/Prosperity, Education Supports, Early Childhood and Domestic and Sexual Violence.

The Division manages programs funded by Federal, State, and local resources. These programs offer a wide range of interventions including access to SNAP benefits, domestic violence emergency response, kindergarten transition, housing stability assistance, participant supports, Assertive Engagement, sexual assault services, youth advocacy, after-school programming, home weatherization, and more.

Just over 80% of YFS funding is contracted out to partner agencies who work in the community, including a wide network of culturally specific organizations. Ensuring YFS provide quality supports to the contractors and their direct service staff is a high priority for the Division. YFS actively partners with local jurisdictions, such as local cities, Home Forward, the Joint Office for Homeless Services, school districts, and other departments within the County.

Significant Changes

The FY 2020 budget continues YFS's commitment to educational success and family stability through high-quality direct services in three program areas and superior contract and program management that effectively supports contractors to deliver culturally responsive and culturally specific services.

Notable highlights for FY 2020 include:

- Commitment to Racial Equity. The division is actively engaged in restoring safety, trust and belonging within the division so that employees thrive.
- Runaway Youth Program redesign. Responding to shifting needs in the community for these services YFS will be supporting a redesigned system of supports for youth who feel unsafe in their own homes and who want a supportive environment in which to repair connections.
- Reestablish focused leadership in the Domestic and Sexual Violence Coordination Office. This leadership will oversee the Gateway Center (new to the County's domestic violence administration), and strengthening partner and community relationships.

Department of County Human Services

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Department Administration					
25000	Director's Office	\$3,169,390	\$0	\$3,169,390	16.80
25001	Human Resources	1,269,741	0	1,269,741	7.00
25002	Business Services	3,390,057	0	3,390,057	21.00
Intellect./Devel. Disabilities Services					
25010	IDDS Administration & Support	917,528	2,203,064	3,120,592	15.00
25011	IDDS Budget and Operations	595,568	3,614,980	4,210,548	20.00
25012	IDDS Services for Adults	1,127,359	5,442,062	6,569,421	45.80
25013	IDDS Services for Children and Young Adults	1,015,270	5,667,615	6,682,885	48.00
25014	IDDS Abuse Investigations	354,038	1,928,746	2,282,784	16.00
25016	IDDS Eligibility & Intake Services	158,609	1,597,978	1,756,587	11.00
Aging, Disability and Veterans Services					
25022	ADVSD Adult Care Home Program	232,660	3,155,618	3,388,278	19.00
25023A	ADVSD Long Term Services & Supports (Medicaid)	3,291,773	36,808,146	40,099,919	263.55
25023B	ADVSD LTSS Match Restoration	166,011	386,070	552,081	4.00
25024	ADVSD Adult Protective Services	582,164	5,838,793	6,420,957	38.35
25025	ADVSD Veterans Services	632,580	354,683	987,263	8.00
25026A	ADVSD Public Guardian/Conservator	1,642,741	0	1,642,741	11.00
25027	ADVSD Administration	593,168	1,597,139	2,190,307	8.80
25028A	ADVSD Multi-Disciplinary Team	710,824	555,641	1,266,465	4.65
25028B	ADVSD Multi-Disciplinary Team Mental Health Service Restoration	83,440	0	83,440	0.00
25029	ADVSD Transition & Diversion (Medicaid)	388,680	4,464,132	4,852,812	29.00
25032	ADVSD Outreach, Information & Referral	1,175,637	1,377,798	2,553,435	10.70
25033	ADVSD Nutrition Program	494,457	1,703,288	2,197,745	0.50
25034	ADVSD Health Promotion	89,669	1,296,437	1,386,106	6.70
25035	ADVSD Case Management & In-Home Services (non-Medicaid)	1,263,895	4,283,134	5,547,029	6.20
25036	ADVSD Safety Net Program	744,819	0	744,819	1.50

County Human Services

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Aging, Disability and Veterans Services (cont'd)					
25037	ADVSD Transportation Services	168,542	1,982,475	2,151,017	0.50
25038A	ADVSD Advocacy & Community Program Operations	1,026,001	2,042,599	3,068,600	10.80
25038B	ADVSD Advocacy & Community Area Plan Development	100,000	0	100,000	0.00
Youth and Family Services					
25041	YFS - Domestic Violence Crisis Services	376,438	0	376,438	0.00
25044	YFS - Domestic and Sexual Violence Coordination	522,161	224,832	746,993	3.90
25046	YFS - Domestic Violence Legal Services	210,503	35,000	245,503	0.00
25047	YFS - Domestic Violence Enhanced Response Team	855,856	540,526	1,396,382	9.00
25048	YFS - Culturally Specific and Underserved Domestic & Sexual Violence Services	696,833	0	696,833	0.00
25049	YFS - Sexual Assault Services	291,698	0	291,698	0.00
25050	YFS - Gateway Center	284,627	943,415	1,228,042	4.00
25051	YFS - Building Awareness: Violence Against Indigenous Women	50,000	0	50,000	0.00
25115	YFS - Benefit Acquisition Program	436,073	0	436,073	0.00
25118	YFS - Youth & Family Services Administration	1,634,410	0	1,634,410	10.00
25119	YFS - Energy Assistance	0	12,338,527	12,338,527	7.90
25121	YFS - Weatherization	0	6,279,148	6,279,148	10.10
25133	YFS - Housing Stabilization for Vulnerable Populations (HSVP)	2,100,554	2,017,775	4,118,329	1.82
25135	YFS - Sex Trafficked Youth - Victims System of Care	649,099	0	649,099	1.00
25137	YFS - Promise Neighborhoods Initiative	2,150,440	0	2,150,440	0.00
25138A	YFS - Runaway Youth Services (RYS)	571,181	100,000	671,181	0.00
25138B	Runaway Youth Services (RYS) (Scaled)	303,682	0	303,682	0.00
25139A	YFS - Multnomah Stability Initiative (MSI)	2,874,408	840,798	3,715,206	1.18
25139B	YFS - Multnomah Stability Initiative - Community Legal Clinic	100,000	0	100,000	0.00
25140	YFS - Community Development	145,567	371,180	516,747	1.00
25141	YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach	114,031	108,285	222,316	1.00
25143	YFS - Renter Relations	65,870	0	65,870	0.50
25145	YFS - SUN Community Schools	6,797,089	2,151,636	8,948,725	3.00
25147	YFS - Child & Family Hunger Relief	421,749	0	421,749	1.00
25149	YFS - SUN Youth Advocacy Program	2,565,028	200,000	2,765,028	1.00

County Human Services

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Youth and Family Services (cont'd)					
25151	YFS - SUN Parent & Child Development Services	1,579,625	334,632	1,914,257	1.00
25152	YFS - Early Kindergarten Transition Program	392,869	75,535	468,404	1.00
25153	YFS - Universal Pre-School Study - Phase 2	100,000	0	100,000	0.00
25155	YFS - Sexual & Gender Minority Youth Services	304,127	0	304,127	0.00
25156A	YFS - Bienestar Social Services	1,155,056	113,297	1,268,353	8.60
25158	YFS - Early Learning Family and School Transition	40,950	784,992	825,942	0.50
25160	YFS - Data and Evaluation Services	1,527,051	0	1,527,051	10.80
25162	YFS - Family of Friends Mentoring Project	<u>25,000</u>	<u>0</u>	<u>\$25,000</u>	<u>0.00</u>
Total County Human Services		\$54,726,596	\$113,759,976	\$168,486,572	702.15

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Department: County Human Services

Program Contact: Peggy Brey

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Department of County Human Services builds well-being in our community so every person, at every stage of life has equitable opportunities to thrive. The Director's Office develops and leads the department's mission, policies, communications and strategic initiatives; provides financial management; and supports the division's efforts to provide high quality and innovative services to the communities we serve.

Program Summary

ISSUE: The Department of County Human Services is made up of three divisions, staffed by over 700 FTE and is funded with a budget of over \$168 million dollars. The Department is funded through a blend of local, State and Federal funding with accompanying requirements and roles and programmatic commitments to the community.

GOALS: The Office leads the Department-wide efforts to reach the DCHS North Star which states that in Multnomah County, every person - at every stage in life - has equitable opportunities to thrive. In addition to the existing priorities of ensuring quality of life, education access and support, and economic development and stability, we've added a fourth priority: ensuring a diverse and inclusive system. The Director's office works to advance the Department's strategic initiatives and program service delivery through four main goals: a) maintaining good government practices of accountability and transparency; b) advancing an equity agenda both internally and with our community partners; c) ensuring high-quality program delivery; and d) effective engagement and communication with the community.

ACTIVITIES: The Director's Office ensures a safe, welcoming and equitable environment for staff and participants. The Office's immediate priority is to bring more equity and inclusion to our HR recruitment, compensation and retention strategies, as well as coordinate the efforts of the Department's Trauma Informed Care position, Equity and Inclusion Manager and Diversity, Equity, and Social Justice Committee (DESJC). Director's office activities also include a) ensuring DCHS meets its financial and regulatory requirements through budget development, fiscal compliance, data collections, and reporting; b) Department-wide performance management and sharing of quality improvement tools and techniques; c) identifying new approaches to DCHS work and the application of research for emerging and best practices and solutions; d) communication and coordination with the Board of County Commissioners, and e) communication with partners and participants by using multiple methods to engage with the community, including online tools.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of formal communications to employees ¹	50	50	50	50
Outcome	Percent of visitors who were able to find what they were looking for on the DCHS website	92%	85%	92%	95%
Outcome	Number of DCHS Web Pages Viewed	777,000	910,000	800,000	850,000

Performance Measures Descriptions

¹ Formal communications include director's listening sessions, all staff emails and meetings with staff groups such as district offices or the department Employees of Color employee group.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,335,515	\$0	\$2,530,545	\$0
Contractual Services	\$87,498	\$0	\$80,000	\$0
Materials & Supplies	\$264,878	\$0	\$33,863	\$0
Internal Services	\$328,292	\$0	\$524,982	\$0
Total GF/non-GF	\$3,016,183	\$0	\$3,169,390	\$0
Program Total:	\$3,016,183		\$3,169,390	
Program FTE	16.80	0.00	16.80	0.00

Program Revenues				
Intergovernmental	\$0	\$223,635	\$0	\$0
Other / Miscellaneous	\$2,267,554	\$0	\$2,673,637	\$0
Total Revenue	\$2,267,554	\$223,635	\$2,673,637	\$0

Explanation of Revenues

\$2,673,637 - County General Fund Department Indirect: Based on FY20 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2019: 25000-19 Director's Office

Department: County Human Services **Program Contact:** Chris Robasky
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

DCHS Human Resources supports the quality of life, professional development, and education of approximately 700 employees. HR ensures DCHS achieves its goals through equitable recruitment, selection and retention of employees, and anticipating and planning for staffing needs. HR functions include outreach and recruiting, hiring and onboarding, maintaining records, staff retention and workforce and succession planning, training, employee and labor relations including equity for hiring and treatment of staff, and performance management.

Program Summary

ISSUE: There are many dynamics to ensure employees work in an environment that supports them and the community while also ensuring equity for a diverse workforce, in compliance with contracts, rules, and legal requirements.

GOALS: HR's goals are to ensure services and strategies support and add value to DCHS strategies; promote fair and equitable treatment of all employees; adhere to County personnel rules, policies and labor contracts; align with Central HR to develop and implement consistent and effective HR solutions and programs; and create workforce and succession planning to develop a diverse and talented pool of employees and candidates to meet future staffing needs.

ACTIVITIES: DCHS HR achieves its goals by providing consultation to managers, supervisors, and employees while working with union representation and aligning with Central/County HR and County counsel when necessary. Efforts in FY20 will focus on supporting the workforce in an uncertain environment, equity (including supporting the department's Workforce Equity Strategic Plan), professional development, education, compassion, and compliance, while supporting Department-wide goals. HR will continue to support implementation of the new ERP while maintaining service levels. HR continues to support department process improvement projects related to equity. Those projects include: 1) Bilingual pay assessment and selection. This project is designed to maximize the use of our employees' bilingual skills to serve our clients. The project takes into account new contract language for ad hoc pay and ensuring language proficiency; 2) Interview panel selection and preparation. This project seeks to ensure diversity in our panel selection and training panel members to ensure equitable assessment of interviewees; 3) Workforce Equity - Recruiting and Retention. HR supports this project lead by the Director's Office. The project will address identified disparities in the first year of employment, and seek to identify the sources of perceived disparities in access to positions and promotions. Improvements will be made to current processes for selection/hiring and for support during the initial trial service period.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Recruitments	202	220	245	245
Outcome	Placement/reassignment of employees impacted by reduced staffing	1%	3%	1%	1%

Performance Measures Descriptions

Legal / Contractual Obligation

Federal, State and local laws and regulations relating to wage and hour, discrimination and harassment, leave of absence, privacy and other hiring and employment practices. Ensure compliance with two labor contracts related to pay, hours of work and other working conditions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,028,541	\$0	\$1,105,777	\$0
Contractual Services	\$4,000	\$0	\$3,000	\$0
Materials & Supplies	\$4,779	\$0	\$20,486	\$0
Internal Services	\$118,740	\$0	\$140,478	\$0
Total GF/non-GF	\$1,156,060	\$0	\$1,269,741	\$0
Program Total:	\$1,156,060		\$1,269,741	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,156,060	\$0	\$1,129,263	\$0
Total Revenue	\$1,156,060	\$0	\$1,129,263	\$0

Explanation of Revenues

\$1,129,263 - County General Fund Department Indirect: Based on FY20 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2019: 25001-19 Human Resources

Department: County Human Services

Program Contact: Rob Kodiriy

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Business Services provides service in support of DCHS, ensuring effective and responsible stewardship of available financial resources and enabling informed decision-making for programs. Business Services' core functions are finance, procurement and contracting, budget and accounting, and business process support. Racial equity as well as alignment with the department's Workforce Equity Strategic Plan is a key focus in all our work.

Program Summary

ISSUE: More than 40% of the total funds in the Department are contracted to community-based providers for services to the populations served by DCHS. About 50% of DCHS contracts contain culturally specific and culturally responsive requirements. Roughly 70% of funding comes from over 100 funding sources including State, Federal, and grants. The diverse funding streams require effective contract execution, compliance and reporting, payment processing, and constant review of financial and internal controls to ensure ethical and responsible use of available financial resources.

PROGRAM GOAL: Business Services' goals are to provide support to Divisions through budgeting and fiscal planning, contracting and procuring and paying for the services and to maintain financial control and oversight through accounting, fund management, and financial reporting and risk management.

PROGRAM ACTIVITY: Business Services' activities include budget development, management, and reporting; accounts payable and receivable; procurement and contracting; grant accounting and reporting; and implementation of, and compliance with, all County, State and Federal fiscal policies and procedures related to the business of this department. We work across the County with other Departments and agencies. We also and serve as liaisons between the department and internal service providers such as County Finance, Central Budget, County Facilities, Fleet, Records, and IT.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of invoices paid in 30 days or less (*estimated based on FY18 actual)	80%	87%	87%*	80%
Outcome	Percentage of financial reports submitted to the satisfaction of the grantor	99%	99%	98%	99%
Output	Number of executed contracts/amendments (*effective 1/2019 JOHS contracts don't go through DCHS)	400	375	300*	300
Outcome	Percent of annual contracts executed prior to start date	85%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,703,316	\$0	\$2,884,302	\$0
Contractual Services	\$40,000	\$0	\$40,000	\$0
Materials & Supplies	\$42,033	\$0	\$42,354	\$0
Internal Services	\$288,368	\$0	\$423,401	\$0
Total GF/non-GF	\$3,073,717	\$0	\$3,390,057	\$0
Program Total:	\$3,073,717		\$3,390,057	
Program FTE	21.00	0.00	21.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,808,715	\$0	\$2,966,656	\$0
Total Revenue	\$2,808,715	\$0	\$2,966,656	\$0

Explanation of Revenues

\$2,966,656 - County General Fund Department Indirect: Based on FY20 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2019: 25002-19 Business Services

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Administration provides oversight of the division to ensure the delivery of services that increase quality of life for individuals with intellectual and developmental disabilities. This oversight is focused on the accurate and timely delivery of services and improved systems that support clients in living independent and healthy lives in the community. Administration leads the division in continuous quality improvement, coordination of daily functions, advocacy at the local and state levels, and collaborative efforts with partner agencies.

Program Summary

ISSUE: IDSD Administration and Support provides department oversight of staff, quality assurance, and system improvement in order to maximize client services and provide leadership as the Community Developmental Disability Program (CDDP) for Multnomah County, which is a Medicaid authority status conferred by the state. An intellectual or developmental disability is a condition such as cerebral palsy, autism or intellectual disability that a person is born with or that develops during childhood, and is expected to continue indefinitely.

PROGRAM GOALS: Business strategies related to organizational transformation, systems change, professional development and staff support directly improve quality of life for individuals with intellectual and developmental disabilities by increasing the delivery and accessibility of quality services. The goals of Administration and Support include a) optimize day-to-day functioning and staff development in order to demonstrate public stewardship and accountability; b) deliver quality, timely, culturally appropriate, and HIPPA-compliant services to support the health, safety, independence and inclusion of clients; c) improve policies and remove barriers to access by advocating for clients; and d) increase resources for clients through collaborative partnerships.

PROGRAM ACTIVITY: The four goals outlined above correspond to four general areas of activity: coordination, quality, advocacy, and collaboration. In the area of coordination, Administration and Support is responsible for overall staff development, office management, implementing new and innovative ways to accomplish work, and ensuring timely provision of services within federal and state guidelines. In the area of quality, Administration and Support is responsible for the creation of the strategic plan, metrics, and dashboards for performance management, monitoring the inter-agency agreement with the state, maintaining the quality assurance of records and practices, and collecting and responding to customer feedback. In the area of advocacy, Administration and Support focuses on identifying and removing barriers for access to services and informing policy through open and continuous dialogue with state and local agencies. In the area of collaboration, Administration and Support identifies and works with a variety of community-based organizations to increase the delivery of equitable and inclusive service, offering customer choice to a diverse community across the county. Racial equity is a key focus for the work in these four areas.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of client records audited annually for Medicaid compliance ¹	590	350	350	120
Outcome	% of federally-funded plans re-authorized annually ²	56%	100%	75%	40%
Outcome	% of survey respondents satisfied with the services they receive	83%	80%	83%	83%

Performance Measures Descriptions

¹The number of records audited will decline if IDSD loses the 1 FTE Program Specialist Sr. There will be an increase in the number of plans missing the re-authorization deadline, and an increase in the amount of general funds requested to bring these plans into compliance.

² The gains made in bringing plans into compliance with the advent of the new Oregon Needs Assessment (ONA), will be lost in FY20 without the 1 FTE Program Specialist Sr.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$289,983	\$1,740,246	\$150,303	\$1,589,351
Contractual Services	\$715,538	\$1,000	\$715,538	\$1,000
Materials & Supplies	\$31,212	\$53,469	\$29,153	\$65,197
Internal Services	\$38,698	\$547,989	\$22,534	\$547,516
Total GF/non-GF	\$1,075,431	\$2,342,704	\$917,528	\$2,203,064
Program Total:	\$3,418,135		\$3,120,592	
Program FTE	2.00	16.00	1.00	14.00

Program Revenues				
Intergovernmental	\$0	\$2,342,704	\$0	\$2,203,064
Total Revenue	\$0	\$2,342,704	\$0	\$2,203,064

Explanation of Revenues

\$2,202,064 - State Mental Health Grant Case Management
 \$1,000 - State Mental Health Grant Local Admin

Significant Program Changes

Last Year this program was: FY 2019: 25010-19 IDDSD Administration & Support

Decreased 3.0 FTE: 1.0 Research Analyst Senior, 1.0 Office Assistant 2, 1.0 Program Specialist Sr.

Increased: 1.0 FTE Office Assistant 2 moved from PO 25011

Decreased: 1.0 FTE Program Technician moved to PO 25011

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Budget and Operations maintains regulatory compliance for mandated functions that directly increase quality of life for individuals with intellectual and developmental disabilities. This unit provides clients with choice and support for living independent and healthy lives in the community by increasing capacity, delivery, and payment of client in-home supports, residential placements, and employment opportunities while responding to continuously changing State service requirements and maximizing revenue.

Program Summary

ISSUE: IDSD Budget and Operations must meet the increasing demand for services and ensure that quality business and staffing practices are adaptable as the number of clients and State service requirements constantly increase and change.

PROGRAM GOALS: Research shows that efforts to support quality of life for individuals with intellectual and developmental disabilities must function at the personal, program, community, state and national levels, and must enhance the individual's opportunity to choose the activities, supports and living arrangements that are right for them. The goals of Budget and Operations align with demonstrated best practices and include: a) increase the capacity of community-based residential, personal support and employment providers by ensuring timely contracting, training, certification and payment; b) increase equitable access to services by approving and processing service requests based on client choice and needs and by providing financial support for emergency and long-term housing; c) implement new policies, procedures, and training that maintain compliance with County, State, and Federal regulatory requirements; and d) ensure the fiscal accountability of the Division through budgeting and revenue tracking.

PROGRAM ACTIVITY: The four goals outlined above correspond to four general areas of activity: capacity, access, compliance, and budgeting. In the area of capacity, Budget and Operations provides interpersonal support for navigating the technical requirements for services. As such, it is responsible for credentialing and timesheets for Personal Support Workers, certifying IDD child foster care homes, partnering with the Adult Care Home Program to increase the number of certified homes for clients, and contracting with employment and residential providers. In the area of access, Budget and Operations verifies, authorizes, and tracks service revenue for 24-hour residential care, supported living, foster care, employment, transportation, family support, in-home client support, targeted case management and local administration. In the area of compliance, Budget and Operations determine regulatory requirements; initiates, negotiates, and amends contracts with providers; and oversees public procurement and implementation of County administrative procedures. In the area of budgeting, Budget and Operations reviews and reports funding allocations and service expenditures, secures budget approval, settles contracts with the State, and tracks all budget costs for employees and client services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of 337 client enrollment forms accurately processed monthly ¹	100%	N/A	N/A	N/A
Outcome	% of clients referred who are accepted into an employment setting	89%	90%	90%	90%
Outcome	% of service plans authorized and built in state billing system within 10 business days ²	53%	90%	60%	0%
Output	# of direct service provider timesheets processed annually for clients receiving in-home services. ³	N/A	N/A	36,000	39,600

Performance Measures Descriptions

¹This measure is being retired, as 100% accuracy is consistently achieved.

²This measure is lower than expected for FY18 due to an increase in the volume of service plans. With the expected decrease in staff for this group, performance will decline to 0% in FY20.

³New measure for FY20 reflects an increase in time sheet volume for service providers hired by IDD clients.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,755,321	\$0	\$2,293,056
Contractual Services	\$551,543	\$455,851	\$595,568	\$514,304
Materials & Supplies	\$0	\$39,592	\$0	\$22,165
Internal Services	\$0	\$919,731	\$0	\$785,455
Total GF/non-GF	\$551,543	\$4,170,495	\$595,568	\$3,614,980
Program Total:	\$4,722,038		\$4,210,548	
Program FTE	0.00	25.00	0.00	20.00

Program Revenues				
Intergovernmental	\$0	\$4,170,495	\$0	\$3,614,980
Total Revenue	\$0	\$4,170,495	\$0	\$3,614,980

Explanation of Revenues

\$2,941,995 - State Mental Health Grant Case Management; \$125,000 - State Mental Health Grant Self Directed Individual/Family; \$158,681 - State Mental Health Grant Local Admin; \$121,719 - HAP Housing Program; \$110,000 - State Mental Health Grant Long Term Support for Children; \$50,000 - State Mental Health Grant Special Projects; \$44,585 - Partners for Hunger-Free Oregon; \$27,000 - State Mental Health Grant Ancillary Service; \$10,000 - State Mental Health Grant Special Projects Services for Adults in Foster Care; \$10,000 - State Mental Health Grant Special Projects Services for Children in Foster Care; \$10,000 - State Mental Health Grant Room and Board State General Fund; \$3,000 - State Mental Health Grant Family Support Services; \$3,000 - United Way Housing Assistance

Significant Program Changes

Last Year this program was: FY 2019: 25011-19 IDDSD Budget and Operations

Decreased 5 FTE: 3.0 Program Specialists, 1.0 Program Specialist Sr., 1.0 Office Assistant Sr.

Decreased: 1 FTE Office Assistant 2 moved to PO 25010

Increased: 1 FTE Program Technician moved from PO 25010

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Adult Services support the quality of life of individuals with intellectual and developmental disabilities, with a special emphasis on personal development, social inclusion, health and safety, and self-determination as characterized by client authority, autonomy, and responsibility. Adult Services include service coordination and monitoring, individual support plans, needs and risk assessments, and connections to resources. All services are inclusive, culturally appropriate, and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Adult Services address the need for extensive home and community based long-term support instead of expensive and isolating institutional care so that individuals with intellectual and developmental disabilities can maintain their independence, health, and safety within the community. An intellectual or developmental disability is a condition such as cerebral palsy, autism or intellectual disability that a person is born with, or that develops during childhood, and is expected to continue indefinitely.

PROGRAM GOALS: Policy, advocacy and research around quality of life for individuals with intellectual and developmental disabilities has converged on eight quality of life domains that guide the implementation of Adult Services: emotional, material, and physical well-being, interpersonal relations, social inclusion, personal development, self-determination, and rights. The goals of Adult Services are aligned with these domains and include: a) assist individuals in accessing a residential placement of their choice; b) provide planning and supports that increase client achievement of personal goals; c) support clients in connecting to and using both funded and natural supports; d) maintain and improve the health and safety of clients through service access and monitoring; e) increase the life choices available to clients; and f) optimize client involvement in education, employment, and purposive activity.

PROGRAM ACTIVITY: The six goals outlined above correspond to four general areas of activity: assessment, connection, service coordination, and monitoring. In the area of assessment, Adult Services is responsible for conducting needs assessments that determine service levels and categories. In the area of connection, Adult Services connect clients to residential, educational, employment, and interpersonal resources. This includes a map of family, friends and community members that can serve as resources for clients. In the area of service coordination, Adult Services engage the client in person-centered planning to identify interests, strengths, choices, and goals, and document this information in an Individual Support Plan that outlines a path to goal achievement. The Service Coordinator also provides ongoing, individualized support to clients. In the area of monitoring, Adult Services engage in regular monitoring of service providers and partner with Community Justice, Mental Health, Vocational Rehabilitation, and crisis services to ensure the health and safety of clients.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of adults served each month	1,760	1,800	1,800	1,820
Outcome	Total monitoring contacts for adults ¹	24,208	8,000	18,000	18,000
Outcome	% of adult survey respondents who report that they like where they live	88%	85%	88%	88%

Performance Measures Descriptions

¹ IDD hired 10 temporary monitors in FY18, and so the monitoring numbers went up. Those temporary staff left in June, 2018, and so the expected monitoring numbers for FY19 and FY20 are reduced.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$833,147	\$3,696,380	\$878,798	\$3,963,108
Contractual Services	\$0	\$10,000	\$10,000	\$0
Materials & Supplies	\$14,254	\$47,135	\$9,976	\$40,787
Internal Services	\$217,857	\$1,175,134	\$228,585	\$1,438,167
Total GF/non-GF	\$1,065,258	\$4,928,649	\$1,127,359	\$5,442,062
Program Total:	\$5,993,907		\$6,569,421	
Program FTE	9.00	36.80	9.00	36.80

Program Revenues				
Intergovernmental	\$0	\$4,928,649	\$0	\$5,442,062
Total Revenue	\$0	\$4,928,649	\$0	\$5,442,062

Explanation of Revenues

\$5,411,737- State Mental Health Grant Case Management
 \$30,325 - State Mental Health Grant Psychiatric Treatment and Supervision

Significant Program Changes

Last Year this program was: FY 2019: 25012-19 IDDSD Services for Adults

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Child and Young Adult Services support the quality of life of individuals with intellectual and developmental disabilities, emphasizing self-determination, personal development, social inclusion, health, and safety. Child and Young Adult Services include service coordination, monitoring, individual support plans, needs assessments and connections to resources targeted toward optimal child development and transition from child to adult services. All services are inclusive and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Child and Young Adult Services address the need for extensive home and community based long-term support services instead of expensive and isolating institutional care so that individuals with intellectual and developmental disabilities can maintain their independence, health, and safety within their community. An intellectual or developmental disability is a condition such as cerebral palsy, autism or intellectual disability that a person is born with, or that develops during childhood, and is expected to continue indefinitely.

PROGRAM GOALS: Policy, advocacy and research around quality of life for individuals with intellectual and developmental disabilities has converged on eight quality of life domains that guide the implementation of services: emotional, material, and physical well-being, interpersonal relations, social inclusion, personal development, self-determination, and rights. The goals of Child and Young Adult Services align with these domains and include: a) identify the best housing option for each child and young adult, with a focus on keeping children in the family home; b) provide planning and family supports that optimize child development and transition from child to adult services; c) support clients and families in connecting to and using both funded and natural supports; d) maintain and improve the health and safety of clients through service access and monitoring; and e) optimize client involvement in education, employment, and purposive activity.

PROGRAM ACTIVITY: The goals outlined above correspond to four general areas of activity: assessment, connection, service coordination, and monitoring. Needs assessments are conducted to determine levels and categories of service. Services connect clients to community, educational, and developmental resources. This includes a map of family, friends and community members that can serve as resources, as well as training opportunities for families. Service coordinators engage the client in person-centered planning to identify interests, strengths, choices, and goals, and document this information in an Individual Support Plan that outlines a path to goal achievement. IDSD aims to match the service coordinator linguistically and culturally with clients to provide individualized support and to coordinate with agencies, such as the Social Security Administration, Public Guardian Program, and Vocational Rehabilitation. Supports help young adults create life plans and transition to independence within the community. Service coordinators monitor service providers and partner with Oregon DHS, Mental Health, and emergency response services to ensure the client health and safety.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of children (birth -17) served each month	1,678	1,700	1,800	1,900
Outcome	% of children retained in the family home	91%	90%	90%	90%
Output	Number of young adults (aged 18-21) served each month ¹	460	700	500	550
Outcome	Number of monitoring contacts for children and young adults ³	26,767	9,000	20,000	9,000

Performance Measures Descriptions

¹ Multnomah County partnered with brokerages to streamline the process for clients requesting brokerage service. This resulted in a slower increase in the number of young adults served by Multnomah County in FY19.

² With the expected staff decrease of 1 FTE Program supervisor, there will be less supervisory support on complex cases, and a reduction in the amount of monitoring as service coordinators spend more time on clients in crisis. The amount of monitoring is expected to decrease in FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$708,447	\$4,000,429	\$784,836	\$4,120,372
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$12,670	\$53,985	\$8,865	\$44,334
Internal Services	\$154,786	\$1,320,418	\$196,569	\$1,502,909
Total GF/non-GF	\$900,903	\$5,374,832	\$1,015,270	\$5,667,615
Program Total:	\$6,275,735		\$6,682,885	
Program FTE	8.00	41.00	8.00	40.00

Program Revenues				
Intergovernmental	\$0	\$5,374,832	\$0	\$5,667,615
Total Revenue	\$0	\$5,374,832	\$0	\$5,667,615

Explanation of Revenues

\$5,667,615 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2019: 25013-19 IDDSD Services for Children and Young Adults

Decreased 1.0 Program Supervisor

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Abuse Investigations provides abuse investigation and prevention services to increase the quality of life for individuals with intellectual and developmental disabilities. These services ensure the health and safety of clients, as well as client rights and access to criminal justice protections. The Abuse Investigation team delivers timely and responsive services that are person-centered and collaborative.

Program Summary

ISSUE: Abuse Investigations address the need to protect the health, safety, and rights of individuals who are at increased risk for exploitation and abuse due to their intellectual or developmental disability.

PROGRAM GOALS: Abuse Investigations directly address four of the core quality of life domains identified by the research on enhancing quality of life for individuals with intellectual and developmental disabilities: emotional, material, and physical well-being, and rights. The goals related to these domains include a) increase access to developmental disability services and criminal justice protections through the abuse investigation process; b) increase and maintain client health and safety through safety plans; c) improve service delivery for clients by partnering with local, state and federal agencies; and d) prevent further abuse through a required protective service action plan.

PROGRAM ACTIVITY: The four goals outlined above correspond to three general areas of activity: access, collaboration, and prevention. In the area of access, abuse investigators are responsible for ensuring that timely and appropriate safety plans are in place so that clients have access to the direct supports they need for their health and safety. Additional responsibilities include unbiased screening and investigation of alleged abuse, neglect, or exploitation of adults now or previously enrolled in IDD services. These services are conducted under the oversight of the State Department of Human Services Office of Training, Investigation, and Safety, and include investigations of care providers and non-care providers. In the area of collaboration, abuse investigators maintain close working relationships with local, state, and federal law enforcement agencies and community partners, and participate in the District Attorney's Multi-Disciplinary Team, the ADVSD Public Guardian/Conservator program, and the Critical Case Review Committee, designed to discuss and find safe options for high-risk clients experiencing complex situations. In the area of prevention, abuse investigators provide technical assistance and follow-up for protective service and required action plans. These services ensure programmatic compliance with Oregon Administrative Rules, statutes, and contracts, and reduce the risk of abuse, neglect, and exploitation of clients.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of investigations closed	296	175	200	175
Outcome	% of abuse referrals screened within 3 working days ¹	92%	90%	90%	90%
Output	Number of programmatic monitoring visits performed ²	27	N/A	N/A	N/A
Outcome	% of sites monitored that were found to be in compliance with Oregon Administrative Rules ²	100%	N/A	N/A	N/A

Performance Measures Descriptions

¹ Due to OAR rule change in effect October 1st, 2018, abuse referrals must be screened within 3 working days instead of 5 working days. The FY18 actual of 92% reflects the previous benchmark of 5 working days. The FY19 estimate and FY20 offer reflect the new benchmark of 3 working days.

² The Output and Outcome measures associated with programmatic monitoring are no longer applicable and are being retired.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$274,019	\$1,664,278	\$294,935	\$1,483,745
Contractual Services	\$0	\$1,000	\$0	\$1,000
Materials & Supplies	\$3,958	\$21,376	\$2,770	\$14,961
Internal Services	\$48,371	\$500,255	\$56,333	\$429,040
Total GF/non-GF	\$326,348	\$2,186,909	\$354,038	\$1,928,746
Program Total:	\$2,513,257		\$2,282,784	
Program FTE	2.50	15.50	2.50	13.50

Program Revenues				
Intergovernmental	\$0	\$2,186,909	\$0	\$1,928,746
Total Revenue	\$0	\$2,186,909	\$0	\$1,928,746

Explanation of Revenues

\$1,072,965 - State Mental Health Grant Abuse Investigation Services
 \$591,431 - State Mental Health Grant Local Admin
 \$264,350- State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2019: 25014-19 IDDSD Abuse Investigations

Decreased 2 FTE: 2.0 Program Specialists.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Eligibility and Intake Services increase access to essential quality of life supports and resources for individuals with intellectual and developmental disabilities. These entryway services emphasize awareness, access, choice, and community inclusion for individuals seeking support. Eligibility and Intake Services, as determined by State and Federal rules, are self-directed, community and family inclusive, culturally appropriate, and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Eligibility and Intake Services address the need for awareness and understanding of available services and provide assistance with navigating the application and eligibility processes for intellectual and developmental disability services for both children and adults.

PROGRAM GOALS: Research shows that efforts to support quality of life for individuals with intellectual and developmental disabilities must enhance the individual's opportunity to access and choose the activities, supports and living arrangements that are right for them. Eligibility and Intake Services constitute the point of entry to all IDSD vocational, residential, case management, and in-home services. The goals of Eligibility and Intake Services align with demonstrated best practices and include: a) increase understanding of available services and eligibility requirements; b) increase connections of individuals to community resources; c) increase application rates through direct application support; d) increase access to funded services by determining eligibility and enrolling clients according to State regulatory requirements.

PROGRAM ACTIVITY: The four goals outlined above correspond to three general areas of activity: awareness, connection, and access. In the area of awareness, Eligibility and Intake Services conduct community outreach to increase awareness and understanding of Multnomah County Intellectual and Developmental Disabilities services and processes. This outreach results in referrals from community partner agencies, including schools, medical providers, parent networks, and social service agencies. Referrals and inquiries are followed up with a phone call that provides detailed information about services and next steps. In the area of connection, Eligibility and Intake Services contact the potential client in their primary language to schedule an intake appointment at a location convenient for them. While waiting for a formal eligibility determination, potential clients are connected to community partner agencies that may provide needed resources, such as health insurance application, early intervention, or housing supports. In the area of access, Eligibility and Intake Services provide an intake appointment, one-on-one application support, initial needs assessment, service information, eligibility determination, and referral to brokerages, which are alternative non-County case management systems. Applicants are contacted regarding the outcome of their eligibility determination and eligible clients are paired with a Service Coordinator.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of intake eligibility referrals ¹	932	1,000	1,000	1,000
Outcome	% of referrals made eligible for DD services	78%	76%	76%	76%
Outcome	% of applicants satisfied with the intake support they receive ²	98%	80%	100%	N/A
Output	# of 90-day extension requests submitted to the state ³	N/A	N/A	220	440

Performance Measures Descriptions

¹Based on state forecasting, eligibility referrals will stay level in FY19 and FY20.

²This measure is being retired, as high satisfaction is consistently achieved.

³New measure in FY20. IDSD has 90 days to make eligibility determinations. Requests must be made for determinations that take longer than 90 days. The number of 90-day extension requests will double if Eligibility and Intake Services loses their 1 FTE Office Assistant Sr.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$118,351	\$1,175,163	\$124,967	\$1,171,193
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$1,584	\$17,422	\$1,108	\$11,085
Internal Services	\$19,348	\$380,877	\$22,534	\$415,700
Total GF/non-GF	\$149,283	\$1,573,462	\$158,609	\$1,597,978
Program Total:	\$1,722,745		\$1,756,587	
Program FTE	1.00	11.00	1.00	10.00

Program Revenues				
Intergovernmental	\$0	\$1,573,462	\$0	\$1,597,978
Total Revenue	\$0	\$1,573,462	\$0	\$1,597,978

Explanation of Revenues

\$1,050,453 - State Mental Health Grant Local Admin
 \$547,525 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2019: 25016-19 IDDSD Eligibility & Intake Services

Decreased 1.0 Office Assistant Sr.

Department: County Human Services **Program Contact:** Felicia Nelson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Adult Care Home Program (ACHP) licenses, monitors, and provides equitable access to 617 quality adult care homes in Multnomah County. The ACHP licenses adult care homes to ensure compliance with health and safety rules and regulations developed to support older adults, people with disabilities, people with mental illness, and Veterans. Quarterly monitoring ensures residents' preferences are honored and their specific needs are met in a culturally appropriate, safe, and welcoming 24-hour setting.

Program Summary

ISSUE: The State of Oregon's approach to long-term services and supports for over 35 years has been to invest more Medicaid dollars in community settings as an alternative to nursing facilities. The State values the goal of reducing Medicaid cost and increasing choice for participants. Adult care homes are single family homes located in residential neighborhoods that offer assistance for up to five adults in a home-like environment. These homes are a key alternative to nursing facilities. Multnomah County has the majority of the nursing facilities in the state. Multnomah County has an exemption from the State of Oregon to create local licensing regulations that meet or exceed State requirements for adult care homes to ensure the highest quality and safety for county residents.

PROGRAM GOAL: The goal of the Adult Care Home Program is to ensure residents receive appropriate, person-directed, culturally specific, and safe services, and that the operators of the homes are in compliance with Multnomah County Administrative Rules (MCARs).

PROGRAM ACTIVITY: The ACHP accepts, reviews, and approves license applications for those interested in operating an adult care home. Once approved, all adult care home operators are trained on and follow MCARs which exceed the State of Oregon's minimum requirements. Multnomah County has 2,741 licensed beds in the 603 licensed adult care homes and 14 room and board facilities. All homes receive a minimum of three to four licensing and monitoring visits each year. These visits ensure that residents receive appropriate care and services, including personal care, nutrition, physical safety, nursing care, and medication management. ACHP takes corrective action when it identifies issues of noncompliance in the home. Program staff provide technical assistance to adult care home operators and issue written warnings, sanctions, or fines when there are serious deficits.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of licenses issued ¹	742	N/A	658	665
Outcome	% of adult care homes that were licensed accurately and timely based on ACHP audit findings	86%	85%	85%	85%
Outcome	% of adult care home residents satisfied with services received in adult care homes ²	82%	82%	82%	82%
Outcome	Average Medicaid cost savings for adult care home residents compared to nursing facility placement ³	66%	65%	65%	65%

Performance Measures Descriptions

¹New measure: represents the # of licenses issued. Because new homes open and existing homes may close or change, the # of licenses issued in the FY exceeds a point-in-time home count. ²The resident survey is from information collected in 2016. ³The average monthly Medicaid cost of services provided to older adults, people with disabilities, and Veterans in an adult care home is \$2,947. This is 34% of the \$8,609 average Medicaid cost of a nursing facility placement for the same population.

Legal / Contractual Obligation

Multnomah County has a contract with the Oregon Department of Human Services to administer the licensing, monitoring, and training functions of Adult Care Homes. The Board of County Commissioners passed Multnomah County Resolution §23.66 - §223.999 establishing the Adult Care Home Program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$38,004	\$1,862,612	\$40,244	\$1,971,608
Contractual Services	\$195,164	\$381,830	\$182,160	\$393,218
Materials & Supplies	\$1,744	\$85,070	\$1,558	\$76,797
Internal Services	\$8,550	\$685,269	\$8,698	\$713,995
Total GF/non-GF	\$243,462	\$3,014,781	\$232,660	\$3,155,618
Program Total:	\$3,258,243		\$3,388,278	
Program FTE	0.38	18.62	0.38	18.62

Program Revenues				
Fees, Permits & Charges	\$0	\$354,830	\$0	\$354,830
Intergovernmental	\$0	\$2,659,951	\$0	\$2,800,788
Total Revenue	\$0	\$3,014,781	\$0	\$3,155,618

Explanation of Revenues

\$2,800,788 - Title XIX
 \$299,430 - Adult Care Home Program License Fees
 \$20,400 - Adult Care Home Program Misc Fees
 \$20,000 - Adult Care Home Program Fines
 \$15,000 - Adult Care Home Program Conference Fees

Significant Program Changes

Last Year this program was: FY 2019: 25022-19 ADVSD Adult Care Home Program

Previous measure: "# of adult care homes and room and board facilities licensed and inspected annually" FY18 Actual=617, FY19 Purchased=636, FY19 Estimate=617

Department: County Human Services **Program Contact:** Irma Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25023B
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division provides a continuum of programs that ensure older adults, people with disabilities, and Veterans have equitable and efficient access to quality services that meet their diverse needs. The Long Term Services & Supports Program (LTSS) is the Medicaid program that provides resources and case management to support individuals' independence and quality of life.

Program Summary

ISSUE: Older adults with incomes below the poverty level and individuals with a physical disability, mental illness, or developmental disability can face health and safety risks and benefit from early intervention and effective management of complex care needs.

PROGRAM GOAL: The goals of LTSS case management services are to advocate and support safe, healthy, and independent living in the community for participants. These goals help prevent or minimize costly nursing facility placement, hospitalization, and hospital readmission. Promoting home and community-based services is a priority. The number of individuals living in community-based settings in Multnomah County far exceeds the national average.

PROGRAM ACTIVITY: Under contract with the State, there are two key Medicaid programs provided: service case management and eligibility case management. Service case management utilizes a person-centered approach to assess needs and jointly create plans with participants who are highly vulnerable and have complex social, daily living, and medical needs. The State refers to this as meeting "criteria for nursing facility level of care." Service case managers authorize, coordinate, and monitor services that address health and safety risks in the least restrictive environment. At any point in time, there are approximately 8,445 participants receiving service case management. The service case manager team consists of 89 budgeted FTE, which averages out to 95 participants to each case manager. Exact caseload sizes vary based on participants' care setting and case complexity.

Participants who meet financial eligibility guidelines, but do not meet the criteria for nursing facility level of care receive eligibility case management. These participants are enrolled in programs that meet basic health, financial, and nutritional needs through the Oregon Health Plan, Medicaid, or the Supplemental Nutrition Assistance Program (SNAP). They may also receive counseling to help choose the most appropriate managed care and Medicare Part D plans. At any point in time, there are approximately 32,160 participants receiving eligibility case management. The eligibility case manager team consists of 67 budgeted FTE, and case managers use a collaborative approach to conduct eligibility determination, enrollment, and benefit maintenance. Eligibility case managers do not carry individual caseloads.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of participants served in LTSS programs ^{1 2}	45,670	41,000	47,400	47,400
Outcome	% of participants who felt listened to by LTSS staff ³	88%	N/A	90%	90%
Output	# of participants receiving Medicaid service case management ^{1 4}	10,047	10,500	10,700	10,700
Outcome	% of nursing facility eligible clients who are living in the community	85%	84%	84%	84%

Performance Measures Descriptions

¹Measure is a count from November 2017 - June 2018. The actual annual count would be more participants and we will be able to report the full year as of FY19. ²Measure reworded for clarity. Measure was previously "annual # of participants served in health, financial, and nutritional programs." ³New measure: based on responses to an optional participant experience survey administered at all LTSS branch offices. ⁴Measure reworded for clarity. Measure was previously "annual # of participants receiving services and medical benefits."

Legal / Contractual Obligation

ADVSD has a contract with the Oregon Department of Human Services to administer the Medicaid and SNAP programs in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities. The programs are guided by Federal regulations or rules including those in the Social Security Act, Medicaid Administration, and SNAP.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$24,913,150	\$0	\$26,571,389
Contractual Services	\$3,206,609	\$120,000	\$3,291,773	\$217,900
Materials & Supplies	\$0	\$537,401	\$0	\$419,455
Internal Services	\$0	\$9,420,203	\$0	\$9,599,402
Total GF/non-GF	\$3,206,609	\$34,990,754	\$3,291,773	\$36,808,146
Program Total:	\$38,197,363		\$40,099,919	
Program FTE	0.00	262.55	0.00	263.55

Program Revenues				
Intergovernmental	\$0	\$34,566,156	\$0	\$36,222,867
Other / Miscellaneous	\$0	\$424,598	\$0	\$585,279
Total Revenue	\$0	\$34,990,754	\$0	\$36,808,146

Explanation of Revenues

\$36,222,867 - Title XIX
 \$170,646 - Providence Medical Center
 \$154,590 - Oregon Health Sciences University Case Manager (FTE) grant
 \$133,351 - Kaiser Foundation Hospitals
 \$126,692 - Case Management Assessments for Medicaid Patients 18+

Significant Program Changes

Last Year this program was: FY 2019: 25023-19 ADVSD Long Term Services & Supports (Medicaid)

Increase in 1.00 FTE Case Manager 2 due to increased hospital funding.

Previous measure: "% of participants who would recommend LTSS services" FY18 Actual=91%, FY19 Purchased=93%, FY19 Estimate=93%.

Department: County Human Services **Program Contact:** Irma Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25023A
Program Characteristics:

Executive Summary

The Long Term Services & Supports Program (LTSS) is the Medicaid program that provides resources and case management to support individuals' independence and quality of life. This program offer requests restoration of County General Fund (CGF) in response to the CGF Constraint and will be used as match adding \$386,070 of Medicaid funds.

Program Summary

ISSUE: ADVSD LTSS program is in the process of transitioning a portion of the work duties from service case managers (case manager 2) to eligibility case managers (case manager 1). This shift moves the responsibility of financial eligibility redetermination from case manager 2s to case manager 1s. This shift will increase the work of the eligibility case managers by an average of 665 eligibility redeterminations per month division-wide. Branches do not currently have equitable workloads and the new positions will help to balance the workload.

PROGRAM GOAL: Additional positions will allow for staffing equity across branches as well as address the increase in case manager 1 workload due to the shift in redetermination work.

PROGRAM ACTIVITY: Under contract with the State, there are two key Medicaid programs provided: service case management and eligibility case management. Service case management utilizes a person-centered approach to assess needs and jointly create plans with participants who are highly vulnerable and have complex social, daily living, and medical needs. The State refers to this as meeting "criteria for nursing facility level of care." Service case managers authorize, coordinate, and monitor services that address health and safety risks in the least restrictive environment. Participants who meet financial eligibility guidelines, but do not meet the criteria for nursing facility level of care receive eligibility case management. These participants are enrolled in programs that meet basic health, financial, and nutritional needs through the Oregon Health Plan, Medicaid, or the Supplemental Nutrition Assistance Program (SNAP). They may also receive counseling to help choose the most appropriate managed care and Medicare Part D plans.

State mandates in the past year have significantly increased the workload of the case manager 2s. Moving financial eligibility redeterminations to case manager 1s will provide needed relief for case manager 2s and the ability to meet State standards in a timely manner. This program offer adds four positions: an office assistant 2 for the Home Care Worker unit to align the number with staffing in the other branches and units; two case manager 1s to address the increased workload from the shift of duties, and one case manager 2 to allow for branch staffing equity.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of service financial redeterminations completed by case manager 2s at Mid branch ¹	N/A	N/A	N/A	2,273
Outcome	% of service financial redeterminations completed on time at Mid branch ¹	N/A	N/A	N/A	100%

Performance Measures Descriptions

¹The transition of work assignments from case manager 2s to case manager 1's will be done in phases and will begin with the Mid branch.

Legal / Contractual Obligation

ADVSD has a contract with the Oregon Department of Human Services to administer the Medicaid and SNAP programs in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities. The programs are guided by Federal regulations or rules including those in the Social Security Act, Medicaid Administration, and SNAP.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$0	\$323,930
Contractual Services	\$0	\$0	\$166,011	\$0
Materials & Supplies	\$0	\$0	\$0	\$14,846
Internal Services	\$0	\$0	\$0	\$47,294
Total GF/non-GF	\$0	\$0	\$166,011	\$386,070
Program Total:	\$0		\$552,081	
Program FTE	0.00	0.00	0.00	4.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$386,070
Total Revenue	\$0	\$0	\$0	\$386,070

Explanation of Revenues

\$386,070 - Title XIX

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Brian Hughes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Adult Protective Services Program (APS) helps vulnerable older adults, people with disabilities, and Veterans have improved quality of life by being free of abuse, financial exploitation, neglect, and self-neglect through equitable and efficient access to quality protective services that meet their diverse needs. APS conducts abuse investigations, links victims of abuse to health, legal, and social services to improve safety and reduce risk to prevent self-neglect, and provides community education about abuse prevention.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans can be at risk of abuse, financial exploitation, neglect, and self-neglect due to social isolation, physical impairment, health concerns, and dependence on others to meet their needs. It is estimated that one in nine vulnerable adults is the victim of abuse at some time during their life.

PROGRAM GOAL: The primary goal of the Adult Protective Services Program is to protect older adults, people with disabilities, and Veterans from abuse, neglect, self-neglect, and financial exploitation. APS serves a critical department-wide goal of ending abuse and neglect, stabilizing vulnerable adults in the most independent setting possible, holding perpetrators accountable, and providing community education.

PROGRAM ACTIVITY: APS receives referrals and investigates allegations of abuse, neglect, self-neglect, and financial exploitation of older adults, people with disabilities, and Veterans through a centralized screening number. Thirty APS investigators review all reported incidents of abuse both for those living in the community or residing in one of the 85 assisted living or residential care facilities or in one of 617 adult care homes in Multnomah County. APS staff link vulnerable adults to needed healthcare, housing, social services, and legal and participant advocacy agencies. The APS team consists of clinical services specialists, human services investigators, a risk case manager, and APS screeners. APS coordinates with law enforcement and the District Attorney's Office to prosecute offenders. The District Attorney's Office, law enforcement officers, the Public Guardian, and Multnomah County Counsel participate in monthly meetings to discuss criminal cases. The APS risk case manager provides short-term case management for vulnerable adults without a substantiated abuse claim but who are at high risk for abuse or self-neglect, or have a significant threat to their health and safety. Risk case management services stabilize individuals, providing intensive oversight for up to a year by creating linkages to appropriate agencies and ongoing services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of referrals to APS	7,301	7,000	7,775 ¹	7,800
Outcome	% of people receiving risk case management who did not have a reported abuse case after receiving services	93%	90%	90%	90%
Output	# of Adult Protective Service investigations completed ²	2,508	2,400	2,385	2,400
Outcome	Re-abuse rate for individuals involved with APS	3.28% ³	3.28%	3.28%	3.28%

Performance Measures Descriptions

¹The referral rate has increased due to expansion of Mandatory Abuse Reporting requirements for more professions and increase in outreach for people to report abuse.

²In FY19 the State assumed responsibility for conducting investigations of abuse in nursing facilities, which will likely reduce the overall number of investigations completed by the County.

³Reabuse rate is calculated by the State and data is unavailable for FY18. Measure reflects FY17 reabuse rate.

Legal / Contractual Obligation

Adult Protective Services is a mandated service by Oregon Administrative Rules. Multnomah County acts as the designated Area Agency on Aging and is required to perform this function under contract with the Oregon Department of Human Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$42,494	\$4,208,840	\$43,799	\$4,427,943
Contractual Services	\$562,822	\$10,000	\$538,365	\$5,000
Materials & Supplies	\$0	\$111,743	\$0	\$80,800
Internal Services	\$0	\$1,342,928	\$0	\$1,325,050
Total GF/non-GF	\$605,316	\$5,673,511	\$582,164	\$5,838,793
Program Total:	\$6,278,827		\$6,420,957	
Program FTE	0.35	38.00	0.35	38.00

Program Revenues				
Intergovernmental	\$0	\$5,673,511	\$0	\$5,838,793
Total Revenue	\$0	\$5,673,511	\$0	\$5,838,793

Explanation of Revenues

\$5,838,793 - Title XIX

Significant Program Changes

Last Year this program was: FY 2019: 25024-19 ADVSD Adult Protective Services

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) operates the County Veterans Service Office as part of the continuum of services the Division provides. The office works with Veterans to ensure they receive equitable and efficient access to quality services and programs that meet their diverse needs. Veterans Services supports anyone who served on active duty with the U.S. Armed Forces and their families by providing advocacy, access, and assistance to obtain all entitlements and benefits through the Federal Veterans Administration contributing to overall quality of life.

Program Summary

ISSUE: Accessing Federal Veterans' benefits is complex and the wait time to obtain a decision can be long thereby delaying access to needed benefits for Veterans and their families.

PROGRAM GOAL: The goals of Veterans Services are to provide information, assistance, and advocacy to all who served in the military in order to improve their access to pension, disability, and health benefits. Veterans Services leverage strong community partnerships, resulting in increased community referrals for underrepresented Veterans.

PROGRAM ACTIVITY: Veterans Service Officers (VSOs) are trained and accredited by the Oregon Department of Veterans Affairs to represent Veterans and their families in their claims for benefits. VSOs are versed in applicable Federal and State laws to provide the best representation possible, free of charge. VSOs provide comprehensive counseling on Veterans Administration (VA) benefits; assist with VA healthcare enrollment; prepare and submit claims for VA compensation and pension; initiate and develop appeals; network with Federal, State, and local agencies; and provide outreach to Veterans involved with the justice system. ADVSD has committed to supporting Veterans by leading the County's Veterans Services Task Force to strengthen the network of community partners. The Veterans Service Office is also a supporting partner in "A Home for Everyone" efforts to end chronic homelessness for Veterans through participation in the "By Name List," a registry for Veterans who are homeless or at risk of homelessness. This effort increases awareness about VSOs and the services they provide in assisting Veterans to navigate the claims process as quickly and smoothly as possible. VSOs promote equity to Veterans and military families identified within underrepresented communities who face barriers to access Federal, State, and local benefits. The VSOs help Veterans apply for various services with different eligibility standards and conduct over 2,300 annual face-to-face appointments. At any given point in time the VSOs are serving over 8,100 Veterans in Multnomah County. The VSOs implement intentional and targeted outreach with multiple access options for LGBTQ Veterans, women Veterans, Veterans within communities of color, Veterans experiencing homelessness, justice-involved Veterans, as well as Veterans and military families experiencing socio-economic disparities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of Veterans with new representation with Veterans Services ¹	761	890	820	820
Outcome	# of Veterans or eligible family members with new claims filed in the fiscal year	300	335	316	316
Outcome	New monthly compensation or pension awarded for ongoing benefit to Veterans due to VSO representation	\$487,893	\$606,349	\$547,121	\$547,121
Outcome	New retroactive benefits awarded to Veterans because of VSO representation in the last fiscal year	\$3,030,809	\$2,300,894	\$2,665,852	\$2,665,852

Performance Measures Descriptions

¹Representation is done by VSOs who are trained, accredited, and appointed as Power of Attorneys by Oregon Department of Veterans Affairs to represent Veterans and their families in their claims for benefits.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$473,852	\$272,042	\$499,488	\$293,490
Contractual Services	\$0	\$7,270	\$5,000	\$25,000
Materials & Supplies	\$28,079	\$13,153	\$26,693	\$7,544
Internal Services	\$107,670	\$50,445	\$101,399	\$28,649
Total GF/non-GF	\$609,601	\$342,910	\$632,580	\$354,683
Program Total:	\$952,511		\$987,263	
Program FTE	4.73	3.27	4.71	3.29

Program Revenues				
Intergovernmental	\$0	\$325,625	\$0	\$329,683
Beginning Working Capital	\$0	\$17,285	\$0	\$25,000
Total Revenue	\$0	\$342,910	\$0	\$354,683

Explanation of Revenues

\$329,683 - Oregon Department of Veterans Affairs
 \$25,000 - Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 25025-19 ADVSD Veterans Services

Department: County Human Services **Program Contact:** Mark Sanford
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25026B, 25026C
Program Characteristics:

Executive Summary

The Aging, Disability & Veterans Services Division (ADVSD) Public Guardian and Conservator Program (PGC) supports older adults, people with disabilities, and Veterans under court authority. PGC protects and enhances the quality of life for mentally incapacitated and impoverished adults who are victims of abuse, neglect, and financial exploitation by improving their safety and well-being. PGC also diverts at-risk individuals to less restrictive and costly alternatives to publicly funded guardianship.

Program Summary

ISSUE: Without the Public Guardian and Conservator Program making vital decisions under court authority, extremely vulnerable adults would experience continued victimization, frequent emergency department and hospital psychiatric admissions, homelessness, unnecessary protective services and law enforcement intervention, involuntary civil commitments, and increased risk of premature death. The demand for PGC services is increasing due to the aging population and the rising incidence of abuse and neglect among older adults and people with disabilities.

PROGRAM GOAL: The goal of PGC is to provide legal protection and access to services and benefits while promoting the health and welfare for those served by minimizing unnecessary emergency department or hospital visits and arranging for needed medical, mental health, and residential care. The PGC program is an essential part of the County's response system to reduce financial fraud, abuse, and neglect when legal authority is required. PGC supports the DCHS strategy to reduce abuse and neglect in order to improve independence, health, and safety.

PROGRAM ACTIVITY: Public guardians serve as the court-appointed representative for adults with mental incapability with an IQ below 70, severe and persistent mental illness, Alzheimer's, and other dementias or brain injury. PGC participants are also functionally incapacitated, requiring intensive supports and specialized housing arrangements to balance the need for protection with the right to autonomy. Person-centered care plans address immediate risks, ensure adequate care arrangements, and stabilize medical and psychiatric conditions by achieving personal goals through community engagement. Public guardians are available 24/7 to make medical, psychiatric, financial, and life decisions for participants. The average caseload is between 35-39 participants monthly, consistent with national standards. Public guardians also provide community consultation for individuals who may not meet the legal or program criteria for needing a guardian yet still need assistance to find less restrictive alternatives. They provide information and services and identify less restrictive alternatives to address problems. Program staff train community partners and work with Adult Protective Services, families, community partners, law enforcement, hospitals, multi-disciplinary teams, and the court to intervene early to resolve fraud, abuse, and neglect of vulnerable adults. PGC participates on multi-disciplinary teams and provides case consultation to identify alternatives to public guardianship.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# County residents with a Public Guardian/Conservator	183	185	183	185
Outcome	% of new high-risk PGC participants with a reduction in hospital/emergency department visits within a year ¹	100%	90%	100%	95%
Outcome	% of PGC participants with properly managed assets to ensure ongoing eligibility and fraud protection	100%	100%	100%	100%
Outcome	% of PGC contacts diverted to a less costly and less restrictive resource	35%	31%	30% ²	30%

Performance Measures Descriptions

¹Because this measure requires a 12 month service window, data for individuals newly appointed with a Guardian during FY18 is not yet available. The figure reported for FY18 Actual represents all high-risk PGC participants with a petition date during FY17.

²Overall contacts to PGC had decreased which could be due to increased community education therefore diverting people before they contacted PGC.

Legal / Contractual Obligation

The decision to provide PGC service is established and guided by ORS Ch. 125 and County Ordinance, Ch. 23.501. If the County chooses to reduce the service, it remains obligated to current participants that are open with the court, but can stop taking new participants if the Board of County Commissioners makes a finding that the service is no longer needed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,271,978	\$0	\$1,341,573	\$0
Contractual Services	\$76,192	\$0	\$25,591	\$0
Materials & Supplies	\$33,236	\$0	\$32,847	\$0
Internal Services	\$260,442	\$0	\$242,730	\$0
Total GF/non-GF	\$1,641,848	\$0	\$1,642,741	\$0
Program Total:	\$1,641,848		\$1,642,741	
Program FTE	11.00	0.00	11.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25026-19 ADVSD Public Guardian/Conservator

Department: County Human Services

Program Contact: Dana Lloyd

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Administrative Services provides division-wide leadership, budget development, performance management, program evaluation, data analysis, HIPAA compliance, and workforce equity strategies to ensure fiscal responsibility, compliance, and participant-focused outcomes. Racial equity is a key focus throughout ADVSD.

Program Summary

ISSUE: To support quality performance and positive outcomes for program participants, ADVSD has a strategic direction and infrastructure that guides quality improvement, accountability, and program performance.

PROGRAM GOAL: Administrative Services promotes efficient, effective use of resources by maximizing budget resources, utilizing customer feedback, supporting data-informed decisions, and deploying continuous quality improvement projects. Administrative Services oversees the development of the division-wide equity plan, supports DCHS goals of protecting program participants through HIPAA compliance, and participates with department performance management plans.

PROGRAM ACTIVITY: ADVSD is the Area Agency on Aging for the County and is responsible for developing and ensuring access for 220,000 older adults, people with disabilities, and Veterans to a comprehensive, coordinated service system. Administrative Services serves a workforce of 420 FTEs through organizational and management functions. The core activities include leadership, advocacy, budget development, budget monitoring, data analysis, reporting, performance management, customer satisfaction initiatives, and program evaluation. Administrative Services is also responsible for protecting vulnerable adults' privacy through HIPAA compliance involving training and communication to staff, managing an auditing process for compliance, and investigating and mitigating breaches. Partnerships in this division-wide unit include the County Privacy Oversight Committee, DCHS Equity in Action team, and DCHS Performance Management Council. Administrative Services, in collaboration with ADVSD Leadership, oversees the development and implementation of activities to diversify the workforce and advance workforce equity in recruitment, retention, support, promotion, and development. ADVSD has completed a racial equity assessment, identifying gaps that are contributing to systemic and institutional barriers for some employees and program participants. This will be the foundation for an equity action plan with priorities, outcome measures, and accountability timelines and reporting.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total # of ADVSD employees	464	450	465	465
Outcome	% of ADVSD employees of color	34.7%	31.2%	34.7%	35.0%
Outcome	% of ADVSD employees who completed required annual HIPAA training on time	97%	97%	100% ¹	95% ²

Performance Measures Descriptions

¹Reflects training completion rate for all ADVSD staff. Data on timeliness not available; hope to incorporate this with Workday in FY19 Actual.

²Unknown with Workday rollout.

Legal / Contractual Obligation

ADVSD is designated the Type B Transfer Area Agency on Aging (AAA) for Multnomah County through a contract with the Oregon Department of Human Services and as guided by ORS Ch 410, to provide mandatory functions for older adults and people with disabilities. These include provision of quality staffing, service planning, senior and disability advisory councils, and comprehensive and coordinated service delivery for older adults and people with disabilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$161,393	\$991,427	\$185,632	\$1,051,894
Contractual Services	\$159,743	\$111,500	\$357,170	\$67,750
Materials & Supplies	\$24,033	\$192,840	\$24,261	\$188,429
Internal Services	\$21,413	\$271,660	\$26,105	\$289,066
Total GF/non-GF	\$366,582	\$1,567,427	\$593,168	\$1,597,139
Program Total:	\$1,934,009		\$2,190,307	
Program FTE	1.23	7.57	1.32	7.48

Program Revenues				
Intergovernmental	\$0	\$1,563,427	\$0	\$1,593,139
Other / Miscellaneous	\$0	\$2,000	\$0	\$2,000
Beginning Working Capital	\$0	\$2,000	\$0	\$2,000
Total Revenue	\$0	\$1,567,427	\$0	\$1,597,139

Explanation of Revenues

\$1,593,139 - Title XIX
 \$2,000 - Special Risk Fund
 \$2,000 - Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 25027-19 ADVSD Administration

Department: County Human Services **Program Contact:** Brian Hughes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25028B
Program Characteristics:

Executive Summary

The Multi-Disciplinary Team (MDT) provides vulnerable older adults, people with disabilities, and Veterans with complex health, mental health, and social needs with equitable access to quality services. The MDT provides complex case consultation and in-home mental health and nursing services to isolated individuals with the goal of improving safety and quality of life. This is a reduced program offer, impacting the level of mental health services, which occurred in the transfer of funds from the Health Department. Purchasing 25028B will bring it to the current service level.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex issues related to health, mental health, functional care, and social issues that impact their ability to live safely in the community. These individuals often interact with multiple social, health, and public safety systems in an uncoordinated manner.

PROGRAM GOAL: The Multi-Disciplinary Team Program's goal is to improve participant stability and ability to live in the community safely. The MDT supports Medicaid and District Senior Center case managers and Adult Protective Services (APS) specialists to encourage participation and remove barriers to mental health and medical services and ADVSD programs.

PROGRAM ACTIVITY: The Multi-Disciplinary Team Program serves older adults, people with disabilities, and Veterans who have complex medical, mental health, and psychosocial needs and who have barriers to receiving needed support and assistance. Case coordination occurs in five branch offices located throughout the County. Each Multi-Disciplinary Team consists of an APS clinical services specialist, a community health nurse, a contracted mental health specialist, and an APS human services investigator or case manager; other professionals are involved as needed. These teams provide consultation, in-home assessments, and direct interventions to improve participant safety and stabilize participants in their own homes. Case managers bring complex cases for consultation and in-home nursing services or mental health services depending on their needs. Multi-Disciplinary Team staff may provide short-term monitoring following the closure of an APS investigation for people with complex care plans. An FY 2016 program evaluation of the Multi-Disciplinary Team Program led to substantive program improvements including targeting participants who are most likely to benefit from Multi-Disciplinary Team services. The evaluation also led to changes in how program impact is measured for participants; changes are scheduled for 2019.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of participants served by Multi-Disciplinary Team (MDT)	455	500	452	450
Outcome	# of participants who were referred to nursing clinical supports and/or mental health services through MDT ¹	68%	65%	66%	70%
Output	# of MDT participants who receive mental health services ²	120	N/A	120	95 ³
Outcome	% of MDT participants who registered an improvement after MDT intervention at close of case	63%	65%	62%	65%

Performance Measures Descriptions

¹Reworded measure. Last year reported the number of participants as an output. This year's PO has % of participants as an outcome. Data was FY18 Actual=308; FY19 Purchased=325; FY19 Estimate=300.

²New measure.

³When the program funds for MDT mental health services was transferred from the Health Department to ADVSD, the total program amount was reduced by 20%. See 25028B for the restoration of these mental health services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$320,832	\$282,360	\$354,786	\$306,414
Contractual Services	\$321,606	\$11,653	\$307,431	\$160,687
Materials & Supplies	\$8,122	\$4,823	\$5,102	\$6,047
Internal Services	\$45,316	\$79,765	\$43,505	\$82,493
Total GF/non-GF	\$695,876	\$378,601	\$710,824	\$555,641
Program Total:	\$1,074,477		\$1,266,465	
Program FTE	2.45	2.20	2.45	2.20

Program Revenues				
Intergovernmental	\$0	\$378,601	\$0	\$555,641
Total Revenue	\$0	\$378,601	\$0	\$555,641

Explanation of Revenues

\$394,954 - Title XIX
 \$160,687 - ADVSD Older/Disabled Mental Health

Significant Program Changes

Last Year this program was: FY 2019: 25028-19 ADVSD Multi-Disciplinary Team

Prior to FY 2020, the Health Department via MHASD funded the contracted Mental Health Specialists that serve on the ADVSD Multi-Disciplinary Teams. Funding consists of CGF (County General Fund) and State Mental Health funds. Starting in FY 2020 the Health Department will transfer the CGF (\$137,601) and State Mental Health funds to the Department of County Human Services via an interdepartmental agreement. This transfer will result in a decrease in overall funding for contract services; see scaled offer 25028B for restoration of these funds.

Department: County Human Services **Program Contact:** Brian Hughes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25028A
Program Characteristics:

Executive Summary

The Multi-Disciplinary Team (MDT) provides vulnerable older adults, people with disabilities, and Veterans with complex health, mental health, and social needs with equitable access to quality services. The MDT provides complex case consultation and in-home mental health and nursing services to isolated individuals. This is a scaled program offer, addressing reductions in mental health services that occurred in the transfer from the Health Department. This purchase will retain services at the current level.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex issues related to health, mental health, functional care, and social issues that impact their ability to live safely in the community. These individuals often interact with multiple social, health, and public safety systems in an uncoordinated manner.

PROGRAM GOAL: The Multi-Disciplinary Team Program's goal is to improve participant stability and ability to live in the community safely. The MDT supports Medicaid and District Senior Center case managers and Adult Protective Services (APS) specialists to encourage participation and remove barriers to mental health and medical services and ADVSD programs. The mental health services help stabilize or improve participants. The goal of this program offer is to maintain the existing service level for individuals referred through the Multi-Disciplinary Team process.

PROGRAM ACTIVITY: The Multi-Disciplinary Team Program serves older adults, people with disabilities, and Veterans who have complex medical, mental health, and psychosocial needs and who have barriers to receiving needed support and assistance. A key component of the MDT program is the mental health direct services. In 2014, a Portland State University study describes an overall lack of access to needed mental health services for older adults and people with disabilities. Through MDT referrals, a mental health specialist provides in-home screening, assessment and counseling to participants. A reduction of services would mean that isolated, and often homebound older adults would lack critical connection to their needed services. Such a reduction would also limit the ability to involve a mental health specialist during consultation and coordination of services for these same adults.

This program offer retains services at the current level, addressing reductions in mental health services that occurred in the transfer from the Health Department. If not funded, the program would reduce the level of available mental health services by at least 20%. The funding reduction would mean 25 or more people will not get MDT mental health services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of MDT participants who receive mental health services	N/A	N/A	N/A	25
Outcome	% of mental health service referrals that resulted in service	N/A	N/A	N/A	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$83,440	\$0
Total GF/non-GF	\$0	\$0	\$83,440	\$0
Program Total:	\$0		\$83,440	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Irma Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides older adults, people with disabilities, and Veterans with equitable and efficient access to quality Medicaid long-term services and supports. Transition and Diversion services and programs promote home and community living for individuals, who would otherwise reside in a nursing facility. People living in the setting of their choice with person-centered planning that addresses their specific needs and preferences improves their quality of life.

Program Summary

ISSUE: Multnomah County and the State of Oregon are national leaders in supporting older adults, people with disabilities, and Veterans to live in community settings which are less costly and less restrictive than nursing facilities. The Centers for Medicare and Medicaid Services recognizes this goal as a best practice for controlling health care costs and ensuring a better experience for individuals needing Medicaid long-term services and supports.

PROGRAM GOAL: The Transition and Diversion Program goal is to help older adults, people with disabilities, and Veterans live in the community and setting of their choice rather than in institutional settings. The results from the Transition and Diversion Program include minimizing the use of more costly nursing facility care and reducing unnecessary hospitalizations and readmissions. The costs that are saved by serving people in the community are reinvested in the programs, allowing more people to be served in the setting of their choice.

PROGRAM ACTIVITY: The Transition and Diversion Program serves all nursing facility eligible individuals in Multnomah County. Transition and Diversion staff assess and assist individuals who live in nursing facilities to relocate to community settings if they desire to leave the nursing facility. This is done by connecting them with services and assistance to help them live safely in the community. Transition and Diversion staff work with individuals discharging from the hospital, who do not want to live permanently in a nursing facility, to return home or find a community living option such as an adult care home, assisted living facility, or residential living facility. They arrange for supports to ensure the safety of the individual returning to community living. The Transition and Diversion Program supports independent living and DCHS priority to reduce housing insecurity.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Annual # of transitions from a nursing facility	498	480	490	490
Outcome	% of transitions where participants returned home	51%	50%	50%	50%
Outcome	% of transitions where participants returned to a community-based facility	43%	45%	45%	45%
Outcome	% of all nursing facility residents transitioned on a monthly basis through Transition & Diversion	3.3%	3.5%	3.5%	3.5%

Performance Measures Descriptions

Legal / Contractual Obligation

ADVSD has a contract with the Oregon Department of Human Services to administer the Medicaid and Supplemental Nutrition Assistance Program (SNAP) programs in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities. The programs are guided by Federal regulations or rules including those in the Social Security Act, Medicaid Administration, and SNAP.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,082,261	\$0	\$3,254,378
Contractual Services	\$362,048	\$55,000	\$388,680	\$55,000
Materials & Supplies	\$0	\$67,247	\$0	\$63,022
Internal Services	\$0	\$972,011	\$0	\$1,091,732
Total GF/non-GF	\$362,048	\$4,176,519	\$388,680	\$4,464,132
Program Total:	\$4,538,567		\$4,852,812	
Program FTE	0.00	29.00	0.00	29.00

Program Revenues				
Intergovernmental	\$0	\$4,057,249	\$0	\$4,337,466
Other / Miscellaneous	\$0	\$119,270	\$0	\$126,666
Total Revenue	\$0	\$4,176,519	\$0	\$4,464,132

Explanation of Revenues

\$4,337,466 - Title XIX

\$126,666 - Long Term Care Case Management Assessment Medicaid 18+

Significant Program Changes

Last Year this program was: FY 2019: 25029-19 ADVSD Transition & Diversion (Medicaid)

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Aging, Disability & Veterans Services Division (ADVSD) Outreach and Information services are the entry point for helping people maintain their independence and contributes to quality of life through service access. The Aging and Disability Resource Connection Helpline (ADRC) is a contact center that provides people with access to information, assistance, and resources specific to their needs.

Program Summary

ISSUE: The network of public and private sector services and resources is complex and can be difficult to navigate and access. Multnomah County’s Aging and Disability Resource Connection Helpline (ADRC) assists older adults, people with disabilities, Veterans, and their family members to navigate this complex system by providing appropriate information, referral, assistance, and connection to community programs and benefits through their first contact with a trained specialist.

PROGRAM GOAL: The goal of the ADRC is to increase awareness of and access to services. The core service of the ADRC is Information, Referral and Assistance (I&R/A) which is governed by national standards through the Association of Information & Referral Services. Aging, Disability & Veterans Services Division’s outreach and information services help meet a department-wide goal to increase ease of resource navigation and equity in access for our community.

PROGRAM ACTIVITY: As the federally designated Area Agency on Aging, ADVSD is required to conduct outreach and provide specialized information and assistance to the most vulnerable older adults, people with disabilities, and Veterans. ADVSD and contracted partners have certified I&R/A specialists who provide comprehensive service delivery through information and assistance, follow-up, and crisis intervention. Specialists ensure vulnerable individuals in difficult circumstances get the help they need to ensure the safety of the participant or others. I&R/A specialists screen and refer individuals for Medicare and long-term care options counseling, public benefits such as Medicaid and the Supplemental Nutrition Assistance Program (SNAP), and more intensive services such as Oregon Project Independence, Medicaid in-home services, Adult Protective Services, Intellectual & Developmental Disabilities, and the Mental Health Crisis Line. The ADRC partners with 211info to create a cohesive information and assistance network. The top referrals from the ADRC include Medicare, housing assistance, energy assistance, and District Senior Centers. Community partnerships are central to the work as contracted District Senior Centers and Enhancing Equity partners provide 35% of all I&R/A client contacts. Community partners serve as a culturally responsive and culturally specific entry point for the community by providing outreach, education, recreation opportunities, and person-centered intergenerational services, and leveraging resources including volunteer hours and in-kind and cash donations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of contacts to Aging and Disability Resource Connection Helpline ¹	27,507	N/A	28,500	28,500
Outcome	% of participants who would recommend ADRC	98%	92%	98%	97%
Output	# of referrals to County and community partner agencies from ADRC	41,802	64,800	41,802	42,000
Outcome	% of participants with a new ADVSD service after an ADVSD referral from ADRC ²	25%	N/A	30%	30%

Performance Measures Descriptions

¹New measure: includes all calls, emails, and in-person inquiries made to the ADRC Helpline through Multnomah County and contracted partners. ²New measure.
 Previous measure: “# of ADRC calls.” Available data is incomplete and unreportable for this measure.
 Previous measure: “% of participants with increased ADVSD service utilization after contact with the ADRC” FY18 Actual=73%. FY19 Purchased=65%. FY19 Estimate=73%

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$283,127	\$860,979	\$260,815	\$890,704
Contractual Services	\$998,234	\$250,644	\$861,927	\$217,772
Materials & Supplies	\$8,362	\$41,817	\$4,549	\$54,221
Internal Services	\$58,873	\$213,048	\$48,346	\$215,101
Total GF/non-GF	\$1,348,596	\$1,366,488	\$1,175,637	\$1,377,798
Program Total:	\$2,715,084		\$2,553,435	
Program FTE	2.61	8.59	2.33	8.37

Program Revenues				
Intergovernmental	\$0	\$1,354,488	\$0	\$1,365,798
Beginning Working Capital	\$0	\$12,000	\$0	\$12,000
Total Revenue	\$0	\$1,366,488	\$0	\$1,377,798

Explanation of Revenues

\$878,063 - Title XIX
 \$260,855 - Outreach & Enrollment Assistance - MIPPA
 \$161,201 - ADRC Technical Assistance
 \$20,000 - Senior Health Insurance Benefits Assistance (SHIBA)
 \$19,644 - Title IIIB
 \$12,000 - Fed/State Beginning Working Capital
 \$10,000 - Senior Medicaid Patrol Grant
 \$9,585 - Title VIIB
 \$3,000 - City of Troutdale
 \$1,600 - Title IIIE

Significant Program Changes

Last Year this program was: FY 2019: 25032-19 ADVSD Outreach, Information & Referral

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides equitable and efficient access to quality nutrition services that meet diverse needs and expectations. Nutrition services increase health and reduce social isolation through culturally responsive and culturally specific services to maintain participants' independence and improve quality of life. Through Federal, State and County funding, a network of community partners provides nutrition education and nutritious congregate and home-delivered meals.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD conducted listening sessions in 2016 with participants from diverse communities who identified that barriers to nutrition include a lack of both affordable food and access to culturally-specific meals.

PROGRAM GOAL: The Nutrition Program provides meals to older adults, people with disabilities, and Veterans who may be at nutritional risk, which is measured through a validated nutrition risk assessment. This program provides access to healthy meals; promotes health and prevents disease; reduces malnutrition risk and improves nutritional status; reduces social isolation; and links people to community-based services. Adequate nutrition, on a daily basis, is the key to a person maintaining adequate health necessary to live at home according to the U.S. Administration on Community Living.

PROGRAM ACTIVITY: The Nutrition Program is part of the access and early intervention continuum of care designed to support independent living. ADVSD funds organizations who provide congregate and home-delivered meals throughout Multnomah County that meet the tastes and preferences of diverse participants. Contracted providers serve those who have the greatest social and economic need with special attention to individuals who are isolated, low-income, minority, and have limited English proficiency. In FY 2018, 31.7% of program participants said they were an ethnic or racial minority. All nutrition providers are required to be culturally responsive to the priorities and challenges facing diverse communities. Providers delivering culturally specific services improve outcomes and meet preferences of a particular culture or group of cultures. In order to provide more culturally specific services, ADVSD shifted the nutrition budget for culturally specific services from 20% to 38% in FY 2018. Congregate meals are provided at nutrition sites, District Senior Centers, or other group settings. Home-delivered meals are delivered to homebound participants; frozen meals may be provided to cover weekends, holidays, and severe weather events. Meal contractors also provide nutrition education to promote better health by providing accurate nutrition and health information or instruction. ADVSD has contracted with an on-call dietitian to provide the required review of planned menus and ensure compliance with Federal and State nutrition guidelines.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of meals served	537,379	600,000	537,379 ¹	545,000
Outcome	% of high nutritional risk participants who experienced an improvement in their annual risk score	35%	25%	35%	35%
Output	% of meals through culturally specific services	6.4%	12.0%	7.0% ¹	8.0%
Output	% of home-delivered meal participants satisfied or very satisfied with nutritional services	87%	95%	92%	92%

Performance Measures Descriptions

¹After reallocating funds to culturally specific providers in FY18, the overall number of meals and percentage of meals served decreased because meal costs are higher for these providers.

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$59,175	\$0	\$80,998
Contractual Services	\$489,109	\$1,547,552	\$494,457	\$1,614,194
Materials & Supplies	\$0	\$1,743	\$0	\$1,742
Internal Services	\$0	\$6,945	\$0	\$6,354
Total GF/non-GF	\$489,109	\$1,615,415	\$494,457	\$1,703,288
Program Total:	\$2,104,524		\$2,197,745	
Program FTE	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$1,615,415	\$0	\$1,703,288
Total Revenue	\$0	\$1,615,415	\$0	\$1,703,288

Explanation of Revenues

\$627,142 - Title IIIC-2
 \$489,034 - Title IIIC-1
 \$438,532 - U.S. Department of Agriculture
 \$78,000 - OPI PWD Pilot Project
 \$70,580 - Title IIIB

Significant Program Changes

Last Year this program was: FY 2019: 25033-19 ADVSD Nutrition Program

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides health promotion activities and interventions that support healthy, active living, and chronic disease self-management that contribute towards quality of life. With community organizations providing culturally specific and culturally responsive services, ADVSD employs proven practices to improve health through exercise, disease self-management, healthy eating, and other activities. These services are part of the ADVSD access and early intervention continuum.

Program Summary

ISSUE: Older adults are at risk of developing chronic health conditions and have risk factors for falling, precipitating further health decline and potential hospitalization.

PROGRAM GOAL: As a federally designated Area Agency on Aging, ADVSD is required by the U.S. Administration for Community Living to provide Evidence-Based Health Promotion and Disease Prevention (EBHP) programs that support older adults, people with disabilities, Veterans, and caregivers to adopt healthy behaviors, improve health status, better manage chronic conditions, reduce hospitalizations, and reduce risk of falling. Evidence-based programs have been proven to improve health outcomes and reduce healthcare costs.

PROGRAM ACTIVITY: Evidence-based health promotion activities include physical activity and exercise, healthy eating, chronic disease self-management, falls prevention, medication management, anxiety and depression management, and Alzheimer’s disease and dementia support. Evidence-based health promotion also includes Care Transitions, a program which provides transition support from hospital to home. This program offer provides health promotion programs and outreach to minority and at-risk populations. With numerous community partnerships hosting preventative activities, ADVSD coordinates to streamline access to services and support healthy aging. Community agencies provide evidence-based programs including Tai Chi Moving for Better Balance; Living Well with Chronic Conditions; PEARLS – treatment program for depression; Diabetes Prevention Program; and Powerful Tools for Caregivers. Each program has required elements that are conducted with fidelity to the curriculum proven in clinical trials.

ADVSD uses a calendar of activities on the County website and a statewide database to manage registration and data collection. ADVSD contracts with agencies for both culturally responsive and culturally specific services in order to increase meaningful access. EBHP programs serve a wider department goal of preventing health decline and supporting the ability for individuals to age in place while providing proven healthcare cost savings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of people enrolled in evidence-based health promotion (EBHP) activities	502 ¹	725	502	515
Outcome	% of EBHP fall prevention participants who had a reduction in fall risk compared to non-participants ²	55%	55%	55%	55%
Outcome	% of EBHP Care Transition participants with a reduction in hospitalizations compared to non-participants ²	36%	36%	36%	36%

Performance Measures Descriptions

¹Participation numbers have decreased due to fewer evidenced-based classes being offered and change in providers mid-year. ²Outcomes are from national EBHP clinical trials and are not data from County participants; however, ADVSD undertakes fidelity monitoring to ensure similar outcomes. Falls prevention information taken from clinical trials from the Tai Chi: Moving for Better Balance Program. Hospitalization reduction is taken from clinical trials for Stanford’s Chronic Disease Self-Management.

Legal / Contractual Obligation

The Federal Older Americans Act requires funding be used for evidence-based activities that meet their standards for effectiveness as tested through clinical trials.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$829,544	\$0	\$789,983
Contractual Services	\$16,190	\$395,406	\$8,544	\$419,850
Materials & Supplies	\$8,927	\$11,266	\$8,962	\$9,907
Internal Services	\$60,179	\$105,950	\$72,163	\$76,697
Total GF/non-GF	\$85,296	\$1,342,166	\$89,669	\$1,296,437
Program Total:	\$1,427,462		\$1,386,106	
Program FTE	0.00	7.50	0.00	6.70

Program Revenues				
Intergovernmental	\$0	\$882,966	\$0	\$1,053,138
Other / Miscellaneous	\$2,063	\$235,565	\$0	\$243,299
Total Revenue	\$2,063	\$1,118,531	\$0	\$1,296,437

Explanation of Revenues

\$292,681 - Older & Disabled Mental Health Services
 \$290,630 - ADRC Mental Health Grant
 \$258,970 - ADRC Person Centered Option Counseling
 \$243,299 - Providence Health Services - Metro Care Transitions
 \$104,149 - Evidence Based Health Promotion
 \$62,484 - Title IIIB
 \$42,224 - Title IIID

Significant Program Changes

Last Year this program was: FY 2019: 25034-19 ADVSD Health Promotion

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides supports through a continuum of access and early intervention programs, to have equitable and efficient access to quality services and programs. For individuals living at home, at risk for nursing facility placement, and not receiving Medicaid, case management, caregiver support, and in-home services provide critical supports that allow people to remain in their homes.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex or multiple problems that interfere with their ability to remain in their homes. As the federally designated Area Agency on Aging, ADVSD creates a four-year strategic plan for service delivery based on extensive listening sessions. As a result of this feedback and Census data, ADVSD changed its funding allocation model to fund more culturally specific services with a focus on trauma informed case management and in-home supports. ADVSD supports family caregivers who experience emotional, financial, and health burdens as a result of their unpaid caretaking responsibilities.

PROGRAM GOAL: The goal of case management and in-home services is to engage participants in a person-centered, comprehensive approach to support their ability to remain at home, maintain independence, support their family caregivers and delay an individual's need for more costly Medicaid services and nursing facility care. Research conducted by Boston University showed that case management can improve housing stability and prevent isolation through services such as housekeeping or grocery shopping.

PROGRAM ACTIVITY: The Case Management and In-Home Services Program is part of the access and early intervention continuum, separate from Medicaid services, conducted through partnerships with culturally responsive and culturally specific community organizations. These services are funded through a variety of sources including County General Funds, Federal Older Americans Act, Oregon Project Independence, and U.S. Veterans Administration. Case managers work with individuals and their families to assess need for services; determine eligibility; authorize and coordinate services; and develop, implement, monitor, and evaluate the person-centered care plan. In-home services include housekeeping, personal care, grocery shopping, and adult day respite services. Case managers reassess participant needs, advocate on their behalf, and provide follow-up. Participants may also receive counseling on community and long-term services and support options. Options Counseling helps participants build a person-centered care plan to determine their best resources options.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of people receiving case management and/or in-home services	2,621	3,000	2,540	2,650
Outcome	% of Options Counseling clients with goals met and/or improved service enrollment	65%	75%	70%	70%
Output	# of family caregivers served ¹	355	N/A	355	355
Outcome	% of family caregivers who report services received were excellent or good	89%	90%	89%	90%

Performance Measures Descriptions

¹New Measure

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$145,067	\$574,585	\$136,863	\$624,186
Contractual Services	\$990,602	\$3,502,003	\$1,041,855	\$3,646,987
Materials & Supplies	\$10,480	\$0	\$8,496	\$0
Internal Services	\$88,900	\$7,851	\$76,681	\$11,961
Total GF/non-GF	\$1,235,049	\$4,084,439	\$1,263,895	\$4,283,134
Program Total:	\$5,319,488		\$5,547,029	
Program FTE	1.13	5.27	0.97	5.23

Program Revenues				
Intergovernmental	\$0	\$4,031,969	\$0	\$4,243,899
Beginning Working Capital	\$0	\$12,000	\$0	\$12,000
Service Charges	\$0	\$40,470	\$0	\$27,235
Total Revenue	\$0	\$4,084,439	\$0	\$4,283,134

Explanation of Revenues

\$2,594,023 - Veteran's Self Directed Home & Community
 \$488,052 - Oregon Project Independence
 \$340,714 - OPI PWD Pilot Project
 \$323,650 - Title III E
 \$245,404 - Title III B
 \$150,672 - State General Fund – Sequestration Assistance
 \$93,885 - Oregon Money Management Program
 \$27,235 - Client Employer Provider Fees
 \$12,000 - Federal/State Beginning Working Capital
 \$7,499 - Title III D

Significant Program Changes

Last Year this program was: FY 2019: 25035-19 ADVSD Case Management & In-Home Services (non-Medicaid)

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Safety Net Program provides eviction prevention assistance and housing stabilization services to ensure clean and safe housing. The program provides funds for bed bug mitigation, medical equipment, dental services, and prescriptions to those with no other financial options to prevent health decline, increase independence, and improve quality of life.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may be unable to attain or retain housing, medical equipment, dentures, and prescription medication due to limited financial resources, lack of insurance coverage, limited mobility, and other health and public health factors.

PROGRAM GOAL: The first goal of the Safety Net Program is to support and maintain safe and stable housing for older adults, people with disabilities, and Veterans who are experiencing homelessness, or are at risk of losing their housing, through emergency housing assistance and services. The second goal is to increase independence and prevent health decline by ensuring individuals get their prescribed treatments through emergency medical and prescription assistance. The third goal is to reduce nutrition barriers, by providing denture assistance. Collectively, these three goals provide services and supports to address significant gaps.

PROGRAM ACTIVITY: The Safety Net Program is part of the access and early intervention continuum of ADVSD services and receives requests from numerous sources within Multnomah County and from community partners. The Aging & Disability Resource Connection Helpline is the primary access point for these services. Specific to the goal of providing or maintaining safe, stable housing, the Safety Net Program provides direct housing assistance by facilitating housing support services such as extreme cleaning and bed bug mitigation. To ensure individuals are able to get their prescribed treatments and prevent health decline, the Safety Net Program provides financial assistance for special medical needs, such as dentures, eyeglasses, and other durable medical equipment not covered by Medicaid, Medicare, or other programs. Short-term emergency prescription assistance is provided to cover the cost of medications and help develop a long-term prescription coverage plan.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of people who received Safety Net services	631	575	631	600
Outcome	% of participants in stable housing six months after receiving services	94%	95%	94%	95%
Outcome	% of fulfilled requests for medical needs assistance	81%	82%	81%	82%
Outcome	% of requests for Safety Net services fulfilled to avert eviction	77%	85%	77%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$154,028	\$0	\$171,798	\$0
Contractual Services	\$566,106	\$0	\$550,387	\$0
Materials & Supplies	\$1,789	\$0	\$1,790	\$0
Internal Services	\$20,836	\$0	\$20,844	\$0
Total GF/non-GF	\$742,759	\$0	\$744,819	\$0
Program Total:	\$742,759		\$744,819	
Program FTE	1.50	0.00	1.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25036-19 ADVSD Safety Net Services

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Transportation services helps individuals with transportation and mobility barriers to maintain their independence and quality of life. Transportation services provide participants with transportation coordination, bus passes and tickets, and emergency rides for increased mobility and access to health and social services.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD held community listening sessions in 2016 with participants from diverse communities who identified transportation coordination and services as a top priority. People with limited English proficiency were nearly twice as likely to indicate transportation was an important unmet need when compared to people fluent in English. Listening session participants specifically said lack of transportation hindered their ability to go to District Senior Centers and culturally specific organizations. According to AARP, more than 20% of Americans 65 and older do not drive and require mobility assistance.

PROGRAM GOAL: The goal of transportation services is to support older adults, people with disabilities, and Veterans to access social services, medical care, and community activities. Availability of transportation aligns with DCHS goals to improve equitable access to services and the health of participants.

PROGRAM ACTIVITY: Transportation services help address the persistent need of older adults, people with disabilities, and Veterans to access affordable transportation services for a variety of social services, attend medical appointments, and participate in community activities that reduce social isolation. Transportation services are funded through Medicaid and County Funds. Medicaid service case managers and contracted community partners, including District Senior Centers, assist participants with transportation scheduling and coordination. Transportation services include screening for eligibility, assessing needs, assisting in applications, authorizing and coordinating rides, and distributing bus passes and tickets purchased through contracts with local transportation providers. Other services include scheduled guaranteed rides (Premium Rides) from our partner, Ride Connection, and cab rides for urgent transportation needs that cannot be met by TriMet or Ride Connection. An additional component is conducting advocacy on behalf of older adults, people with disabilities, and Veterans requesting transportation services and bringing attention to the service network when demand exceeds transportation assistance supply.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of participants who received bus passes, tickets and/or other rides	908	1,000	908	1,000
Outcome	% of participants with improved utilization of ADVSD services after receiving transportation services	50%	40%	50%	50%
Outcome	% of participants who report increased mobility because of transportation services	89%	89%	89%	89%

Performance Measures Descriptions

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$52,586	\$0	\$60,227
Contractual Services	\$168,542	\$2,045,425	\$168,542	\$1,913,455
Internal Services	\$0	\$14,464	\$0	\$8,793
Total GF/non-GF	\$168,542	\$2,112,475	\$168,542	\$1,982,475
Program Total:	\$2,281,017		\$2,151,017	
Program FTE	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$2,052,475	\$0	\$1,982,475
Beginning Working Capital	\$0	\$60,000	\$0	\$0
Total Revenue	\$0	\$2,112,475	\$0	\$1,982,475

Explanation of Revenues

\$1,424,813 - Medicaid Community Transportation
\$500,062 - TriMet Community Transportation Local Match
\$52,000 - OPI PWD Pilot Project
\$5,600 - Title IIIB

Significant Program Changes

Last Year this program was: FY 2019: 25037-19 ADVSD Transportation Services

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25038B
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Advocacy & Community Program Operations support a participant-directed service system through ADVSD advisory councils management, Area Plan development and management, contract administration, network advocacy, and program support.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD engages older adults, people with disabilities, and Veterans in a variety of ways to advise ADVSD on the needs of the community and assist in planning and development of services. To do this effectively, ADVSD must engage diverse communities who can share the needs and issues that they and their community face. ADVSD must also ensure that publicly funded programs are operated effectively to meet the needs of diverse communities.

PROGRAM GOAL: ADVSD Advocacy efforts ensure diverse feedback and enhance equity for volunteers, staff, and participants. Program Operations provide administrative support to community-based contracted organizations. The intent of this support is to ensure consistent, equitable, and quality-focused services to participants.

PROGRAM ACTIVITY: The Advocacy program includes contract monitoring, Area Plan development, participant advocacy, and management of three advisory councils (Multicultural Action Committee, Disability Services Advisory Council, and Aging Services Advisory Council). ADVSD develops and monitors contracts for social services and nutrition programs. The Area Plan, a requirement of the Older Americans Act, describes the scope of diverse needs in the service area and outlines the goals, objectives, and key tasks to be undertaken and is reported upon annually to the Federal Administration of Community Living. The councils advise ADVSD on the development and implementation of the Area Plan, ensure policies and activities meet the needs of those served and advocate by commenting on community policies, programs, and actions. Management of the advisory councils includes recruiting and retaining racially, ethnically, culturally, and regionally diverse membership, supporting regular meetings, and coordinating opportunities for member engagement and advocacy.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of volunteer hours donated to ADVSD	39,622	50,000	46,100	46,100
Outcome	# of opportunities for participant and community members to give feedback to ADVSD	31	50	41	36
Outcome	% of minority representation on ADVSD Advisory Councils	38%	40%	38%	38%
Outcome	% of ADVSD contract funds dedicated to culturally specific providers ¹	23%	38%	38%	38%

Performance Measures Descriptions

¹Contracts are specific to Older Americans Act and Oregon Project Independence and exclude Adult Care Home Program, Adult Protective Services, Public Guardian/Conservator, and Long Term Services & Supports.

Legal / Contractual Obligation

ADVSD is designated the Type B Transfer Area Agency on Aging for Multnomah County through a contract with the Oregon Department of Human Services and as guided by ORS Ch 410, to provide mandatory functions for older adults and people with disabilities. These include provision of quality staffing, service planning, senior and disability advisory councils, and comprehensive and coordinated service delivery for older adults and people with disabilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$291,012	\$830,714	\$305,640	\$903,334
Contractual Services	\$200,650	\$315,934	\$130,364	\$370,813
Materials & Supplies	\$21,957	\$62,864	\$10,213	\$75,662
Internal Services	\$588,092	\$680,705	\$579,784	\$692,790
Total GF/non-GF	\$1,101,711	\$1,890,217	\$1,026,001	\$2,042,599
Program Total:	\$2,991,928		\$3,068,600	
Program FTE	2.73	7.87	2.79	8.01

Program Revenues				
Intergovernmental	\$0	\$1,682,165	\$0	\$1,815,609
Other / Miscellaneous	\$0	\$4,500	\$0	\$4,000
Beginning Working Capital	\$0	\$0	\$0	\$15,000
Service Charges	\$0	\$203,552	\$0	\$207,990
Total Revenue	\$0	\$1,890,217	\$0	\$2,042,599

Explanation of Revenues

\$643,410 - Title IIIB
 \$480,589 - Title XIX
 \$232,050 - Foster Grandparent Program
 \$207,990 - Contractor Rentals
 \$165,715 - Medicaid Community Transportation
 \$122,316 - Oregon Project Independence
 \$66,791 - Veteran's Self Directed Home & Community
 \$50,115 - Oregon Money Management Program
 \$41,943 - OPI PWD Pilot Project
 \$15,000 - Fed/State Fund - BWC

Significant Program Changes

Last Year this program was: FY 2019: 25038-19 ADVSD Advocacy & Community Program Operations

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25038A
Program Characteristics: One-Time-Only Request

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports a participant-directed service system through advisory council management, strategic plan development and management, and network advocacy. This program offer is to expand our required needs assessment that guides the next Older Adult Area Plan with an in-depth focus on racial justice and equity. This offer would fund culturally-specific organizations to conduct outreach and engagement in their communities to bring diverse perspectives to the County's planning process.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD is charged by the Older Americans Act and the State of Oregon to conduct a community needs assessment every four years. When examining the general older adult population, community need remains relatively static, so a more targeted approach is necessary to understand the needs of racially, ethnically and culturally diverse communities. Understanding regional population changes and migration effects of gentrification on program need and utilization will help planning efforts.

PROGRAM GOAL: The Older Adult Area Plan development is a key activity of the division. In order to develop the most informed plan, deep community engagement is essential. The last Area Plan was developed through a broad outreach effort, including 18 community listening sessions and 474 unique participants. These groups were facilitated by ADVSD staff. For the new plan the goal is to contract with culturally specific organizations to lead the community engagement activities, gaining an even deeper level of feedback from culturally specific communities and help analyze in a culturally specific way.

PROGRAM ACTIVITY: ADVSD will contract with Portland State University for a research fellow to get the most current and detailed demographic data of the community. This data will inform a contracting process that will provide opportunity for Culturally Specific organizations to lead the community needs assessment activity, within their communities. ADVSD used the Equity and Empowerment Lens to identify the need for increased engagement and leadership of racially and culturally diverse communities in developing the Area Plan.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of people who contribute feedback in the needs assessment	N/A	N/A	N/A	375
Outcome	% of needs assessment participants that are racial, ethnic and/or cultural minorities	N/A	N/A	N/A	75%
Outcome	# of currently unserved older adults who participate in needs assessment	N/A	N/A	N/A	110

Performance Measures Descriptions

Legal / Contractual Obligation

ADVSD is designated the Area Agency on Aging for Multnomah County through a contract with the Oregon Department of Human Services and as guided by ORS Ch 410, to provide mandatory functions for older adults and people with disabilities. These include: provision of quality staffing, service planning, senior and disability advisory councils, and comprehensive and coordinated service delivery for older adults and people with disabilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence need access to the type and level of service they desire when the time is right for them. Services include 24-hour wrap-around shelter support and mobile advocacy services that provide crisis services to victims who are unable to access established shelters or other crisis diversion services.

Program Summary

ISSUE: Individuals fleeing domestic violence need immediate tailored services that are mobile and culturally responsive.

PROGRAM GOAL: This offer funds programs that help meet our community goal to provide immediate safety and emergency response systems for those fleeing domestic violence. It is part of the County's regional response to domestic violence. Services reach more than 400 individuals annually and serve a racially and ethnically diverse population.

PROGRAM ACTIVITY: There are two main program activities:

1. This program provides supports and wrap-around services to individuals and families staying in shelters funded by the Joint Office of Homeless Services. Comprehensive shelter support services are designed to provide secure, confidential, 24-hour specialized support for victims who are fleeing domestic violence. These services include meeting basic needs such as food and clothing, ongoing safety planning, intensive domestic violence support, specialized children's programming, advocacy, assistance accessing housing, legal referrals and assistance accessing other services.
2. Mobile advocacy services provide confidential, community-based, comprehensive crisis support to victims who are fleeing or attempting to flee domestic violence for whom existing shelter services are not adequate, such as large families or those needing accommodation for disabilities. Services are used by victims who are at risk of homelessness due to domestic violence. To reduce transportation or location barriers, mobile advocates are available to meet victims throughout the county. Services include meeting basic needs such as food and clothing, ongoing risk assessment and safety planning, intensive domestic violence support, emergency short-term motel stays, advocacy and assistance accessing other services. The mobile advocacy program leverages funds from the Short-Term Rent Assistance program administered by Home Forward, as well as private funds raised by nonprofits, to provide comprehensive emergency services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of domestic violence victims and children receiving comprehensive, specialized crisis services.	393	250	250	250
Outcome	% of adult survivors who work with an advocate to engage in safety planning by exit	100%	80%	80%	80%

Performance Measures Descriptions

Numbers engaged have exceeded targets for second year; in year three this will be monitored and adjusted with contractors, as appropriate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$361,960	\$0	\$376,438	\$0
Total GF/non-GF	\$361,960	\$0	\$376,438	\$0
Program Total:	\$361,960		\$376,438	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25041-19 YFS - Domestic Violence Crisis Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence need access to the type and level of service they desire when the time is right for them. Domestic and Sexual Violence Administration and Coordination provides administration, planning, coordination, evaluation, technical assistance, and policy support for domestic and sexual violence intervention in Multnomah County.

Program Summary

ISSUE: Domestic violence is a complex issue that requires a coordinated countywide response. Domestic violence is also a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends an estimated \$10 million addressing domestic violence-related criminal costs and \$2.5 million in victim services annually.

PROGRAM GOAL: The goal of the program is to eliminate domestic and sexual violence by providing system-wide coordination and leadership for the community, as well as professional staffing and administration for the County's Domestic and Sexual Violence Coordination Office.

PROGRAM ACTIVITY: Program activities include system-wide leadership and policy work; administration of County, State, and Federal funds; coordinating collaborative responses to domestic violence; developing and coordinating effective intervention and prevention strategies; evaluating and assessing system responses in order to improve them; delivering trauma-informed crisis response services; and providing technical assistance and policy advice to partners throughout Multnomah County. This offer also includes administration of the Federal Open Doors grant, which provides technical assistance to both disability and domestic violence agencies to improve services for survivors with disabilities.

Initiatives and projects include the Family Violence Coordinating Council, a multidisciplinary stakeholder group; the Domestic Violence Fatality Review Team that analyzes cases that lead to domestic violence fatalities and identify system improvements; monthly community-based training for providers; delivering trauma-informed crisis response services alongside police; and providing subject matter expertise in training, consultation and capacity-building within County programs and departments. The office oversees victim services contracts and economic empowerment and employment program contracts including technical assistance, monitoring, and performance measurement to assess the impact and quality of contracted services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of professionals trained to understand dynamics of domestic violence and children's exposure to violence.	1806	2,000	2,000	2,000
Outcome	Percentage of nonprofit partners receiving higher scores on the Performance Indicator Tool	100%	100%	100%	100%
Output	Number of training events provided to public employees, law enforcement, and other community members.	72	75	75	75

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$428,861	\$100,619	\$372,166	\$127,171
Contractual Services	\$110,313	\$57,050	\$65,497	\$81,265
Materials & Supplies	\$31,316	\$2,161	\$29,638	\$3,749
Internal Services	\$50,694	\$13,190	\$54,860	\$12,647
Total GF/non-GF	\$621,184	\$173,020	\$522,161	\$224,832
Program Total:	\$794,204		\$746,993	
Program FTE	3.24	0.76	2.85	1.05

Program Revenues				
Intergovernmental	\$0	\$117,420	\$0	\$213,838
Other / Miscellaneous	\$0	\$3,600	\$0	\$3,600
Beginning Working Capital	\$0	\$2,000	\$0	\$7,394
Total Revenue	\$0	\$123,020	\$0	\$224,832

Explanation of Revenues

\$163,638 - US Department of Justice, Office on Violence Against Women
 \$50,000 - City of Portland Intergovernmental Agreement
 \$7,394 - Beginning Working Capital
 \$3,600 - Domestic Partnership Fees
 \$200 - Misc Charges/Recoveries

Significant Program Changes

Last Year this program was: FY 2019: 25044-19 YFS - Domestic and Sexual Violence Coordination

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Legal Services funds legal advocacy and civil legal services for survivors of domestic violence through contracted services at local nonprofit agencies. It also supports advocacy in the restraining order services room at the Multnomah County Courthouse.

Program Summary

ISSUE: The cost of legal representation can be prohibitive for survivors who have low or no income and have been financially exploited by their abusers. There are very few resources for legal assistance available for survivors with low incomes. As a result, survivors of domestic violence often are forced to appear in court without representation or legal advocacy. Domestic violence survivors and provider agencies report that civil legal services are one of the highest unmet needs for domestic violence survivors.

PROGRAM GOAL: The goal of the program is to reduce domestic violence by providing civil legal advocacy and civil legal services to help survivors to safely end abusive relationships and resolve issues that cannot be addressed by human service or criminal justice interventions.

PROGRAM ACTIVITY: Program activities focus on the provision of legal assistance. Civil legal assistance is related to the reduction in reported domestic violence crimes and improves the likelihood that survivors will be able to obtain protective orders from courts, which is a significant factor in reducing rates of violence. These specialized legal services for domestic and sexual violence survivors ensure better outcomes in legal proceedings. These include assistance with restraining order hearings, custody and parenting time determinations, housing retention, immigration matters, and related victims' rights and other civil legal matters.

This offer funds legal advocacy and civil legal services for survivors through local nonprofit agencies including Legal Aid Services of Oregon. This funding also supports advocacy in the restraining order services room at the Multnomah County Courthouse and the Court Care program which provides culturally specific, trauma informed childcare in the Courthouse for children whose parents are engaged in legal proceedings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of domestic violence survivors assisted with courthouse-based restraining order advocacy.	1529	800	800	800
Outcome	% of retained cases with a court action filed or contested by an attorney.	90%	75%	75%	75%

Performance Measures Descriptions

The number engaged exceeds target; program will monitor and adjust with the contractor for next year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$207,214	\$31,000	\$210,503	\$35,000
Total GF/non-GF	\$207,214	\$31,000	\$210,503	\$35,000
Program Total:	\$238,214		\$245,503	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$31,000	\$0	\$35,000
Total Revenue	\$0	\$31,000	\$0	\$35,000

Explanation of Revenues

\$35,000 - Oregon Judicial Department Court Care Center

Significant Program Changes

Last Year this program was: FY 2019: 25046-19 YFS - Domestic Violence Legal Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60076
Program Characteristics:

Executive Summary

Multnomah County's Domestic Violence Enhanced Response Team (DVERT) provides intervention for domestic violence cases that have a high risk of ongoing, severe violence or lethality. DVERT works closely with law enforcement to provide after-hours victim services and crisis response, including a focus on older adults experiencing violence.

Program Summary

ISSUE: Complex domestic violence cases with a high risk of ongoing, severe abuse require an immediate, multidisciplinary, collaborative response in order to de-escalate violence and prevent domestic violence-related deaths in our community.

PROGRAM GOAL: The goal of the DVERT program is to increase victim safety and offender accountability where there is high risk of lethality.

PROGRAM ACTIVITIES: DVERT provides after-hours victim advocates to provide immediate on-scene crisis response, safety planning and victim support following police response to domestic violence crimes. The team has one FTE focused on older adults who are victims of violence from family members or caregivers to reduce the risk of injury and death from abuse. All DVERT advocates are co-located with police, including the Elder Crimes Unit.

DVERT includes three program components: DVERT case staffing, Domestic Violence Response Advocates (DVRA) and Domestic Violence Reduction Unit (DVRU). DVRA provides after-hours on-scene crisis response, safety planning, and victim support services following police response to violent crimes. Advocates are available seven days a week, including late nights and holidays. DVRUs work with officers five days a week as part of the investigation unit and includes victim support services, court accompaniment, and coordination with community agencies. The case staffing team provides crisis response, ongoing victim support, client financial assistance, criminal justice intervention, and service coordination across multiple agencies.

The team also participates in multi-jurisdictional efforts to improve responses to high-risk domestic violence cases. They provide training and technical assistance locally and throughout the country on improved response and coordination between advocates and law enforcement. The team also conducts outreach and awareness about domestic violence to the community, and partners with a variety of organizations in addition to law enforcement including the District Attorney's Office, Oregon Department of Human Services, County Adult Protective Services, Department of Community Justice, domestic violence and sex trafficking service systems.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of victims receiving multi-disciplinary, intensive intervention.	265	300	300	300
Outcome	% of police officers who agree that DV survivors benefit from having DVRA on the scene.	82%	90%	90%	90%
Output	Number of domestic violence victims referred by police to afterhours victim advocates.	816	650	650	650

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$600,900	\$265,794	\$674,918	\$310,518
Contractual Services	\$50,000	\$222,732	\$50,000	\$222,702
Materials & Supplies	\$5,169	\$11,869	\$22,048	\$3,201
Internal Services	\$101,101	\$0	\$108,890	\$4,105
Total GF/non-GF	\$757,170	\$500,395	\$855,856	\$540,526
Program Total:	\$1,257,565		\$1,396,382	
Program FTE	6.00	3.00	6.00	3.00

Program Revenues				
Intergovernmental	\$0	\$500,395	\$0	\$540,526
Total Revenue	\$0	\$500,395	\$0	\$540,526

Explanation of Revenues

\$311,569 - City of Portland General Fund
 \$228,957 - US Department of Justice Office on Violence Against Women

Significant Program Changes

Last Year this program was: FY 2019: 25047A-19 YFS - Domestic Violence Enhanced Response Team

Department: County Human Services **Program Contact:** Peggy Samolinski

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

Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence should have access to the type and level of service they desire when the time is right for them. This offer provides culturally-specific and targeted services to underserved populations who are experiencing domestic violence. Services include risk assessment and safety planning, advocacy, intensive and confidential support, case management, and assistance accessing broader community resources.

Program Summary

ISSUE: Domestic violence manifests itself differently depending on the community. Survivors report an increased level of comfort when they are able to access services from within their own community.

PROGRAM GOAL: The goal of this offer is to provide access to culturally specific and population-specific services in order to increase the efficacy of domestic violence services.

PROGRAM ACTIVITY: This offer funds programs that provide specialized domestic violence services for the following populations: African American, Latina, Native American, Slavic/Russian immigrants, African immigrants, LGBTQ, older adults and people with disabilities.

These services are contracted through a variety of culturally-specific service providers. Services that are developed and delivered by specific communities are more accessible to and a better match for the needs and values of the survivors they are intended to serve. This program provides specialized, population-specific domestic and sexual violence services, including trauma informed care, ongoing risk assessment, safety planning, intensive support, advocacy, case management, and help accessing other community resources. Services include assistance with legal issues, access to government benefits, housing, financial education, assistance accessing benefits, access to mental and physical healthcare services, employment, immigration, and disability services.

This offer also includes the LGBTQ Economic Empowerment program located at the Gateway Center for Domestic Violence. This program helps survivors who identify as LGBTQ to clear up and separate credit reports, develop a plan to seek employment, access job coaching and training, and apply for and obtain employment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of individuals receiving culturally/population-specific domestic violence services.	744	500	500	500
Outcome	Percentage of adult survivors who engage in safety planning with an advocate by exit.	64%	85%	85%	85%

Performance Measures Descriptions

Numbers engage exceed targets; program will monitor in the coming year and adjust with contractor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$665,224	\$0	\$696,833	\$0
Total GF/non-GF	\$665,224	\$0	\$696,833	\$0
Program Total:	\$665,224		\$696,833	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25048-19 YFS - Culturally Specific and Underserved Domestic & Sexual Violence

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Community-Based Sexual Assault services improve the immediate safety and quality of life for victims of sexual assault. Individuals who have experienced sexual assault should have access to the type and level of service they desire when the time is right for them regardless of whether or not they choose to work with the criminal justice system to prosecute the attacker. This offer provides services to victims of sexual assault and includes specialized services for medical and legal advocacy, case management, support groups, and counseling.

Program Summary

ISSUE: Oregon has the second highest lifetime prevalence of sexual assault in the country according to research completed by the Centers for Disease Control and Prevention. Crisis lines report more than 2,000 calls each year seeking sexual assault services. The majority of sexual assault survivors -- at least 75% -- choose to avoid working with the criminal justice system for various reasons and thus are not eligible for traditional sexual assault victim services. Victims often are unaware of their rights or fear approaching law enforcement to report crimes, and subsequently, never receive specialized trauma or medical services that can help them with their recovery.

PROGRAM GOAL: Community-based sexual assault and trauma services are available regardless of victim willingness to engage with the police.

PROGRAM ACTIVITY: This program funds two staff to provide comprehensive community-based services to victims of rape or sexual assault. Services are offered in a variety of non-traditional settings including community health clinics, urgent care centers, homeless shelters, and schools.

Services are provided through community-based service providers and include medical and legal advocacy, case management, support groups, counseling, and flexible client funds for emergency needs. Limited relocation funds are also available. Contracted partners work with Multnomah County, the Sexual Assault Task Force, local criminal justice systems, medical and mental health providers, and victim services providers to coordinate response and increase capacity in the community for these services through documentation of need and technical assistance and training for new providers.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of sexual assault survivors who receive comprehensive, specialized advocacy services.	73	65	65	65
Outcome	Percent of sexual assault survivors who report feeling supported by working with an advocate.	73%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$211,657	\$0	\$291,698	\$0
Total GF/non-GF	\$211,657	\$0	\$291,698	\$0
Program Total:	\$211,657		\$291,698	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25049-19 YFS - Sexual Assault Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60415E, 15401
Program Characteristics:

Executive Summary

The Gateway Center is a drop-in service center providing a wide range of critical services to survivors of domestic and sexual violence and their children. The Gateway Center ensures that survivors in our community can learn about and access available resources, access safety services such as restraining orders, and mitigate the impact of domestic violence exposure on children. The Gateway Center is a unique access point to domestic and sexual violence services in a continuum that includes shelters, crisis lines and culturally specific services among others.

Program Summary

ISSUE: Domestic violence is a complex issue that requires an accessible and varied array of services. Domestic violence is also a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends an estimated \$10 million addressing domestic violence-related criminal costs and \$2.5 million in victim services annually.

PROGRAM GOAL: The goal of the Gateway Center is to prevent and mitigate the impact of trauma caused by domestic and sexual violence by providing access to meaningful services and safety planning in a trauma informed, culturally responsive and welcoming environment.

PROGRAM ACTIVITY: The program manages a front desk/reception service that welcomes upward of 50 survivors, children and their support-people each day. The program also manages the contracted front line advocates to ensure consistently high-quality service delivery and safety planning for each individual survivor. It coordinates a complex service delivery system across 16 agency on-site partners including police, prosecutors, DHS, and 12 nonprofits. It ensures that partners providing services to survivors are present, consistent, survivor led and trauma informed. Services include advocacy, safety planning, restraining order facilitation, civil legal assistance, crime victim advocacy, prosecution services, housing assistance, motel stays, therapeutic services for adults and children, and DHS services. Services also include economic empowerment services and mental health services for adults. It provides space and support for an on-site childcare so children are safe while a parent accesses services. It manages a busy satellite courtroom and partnership with the Multnomah County Circuit Court so survivors can access protection order petitions from start to finish without having to travel and navigate the complexities of downtown. The Gateway Center wraps individual survivors with services designed to interrupt power dynamics and ensure community members have autonomy over their well being.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of community members who are able to access protection orders at the Gateway Center	1430	NA	1450	1450
Outcome	Percent responding new knowledge of resources and improved access to same	93%	NA	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$0	\$459,262
Contractual Services	\$65,000	\$0	\$67,600	\$392,000
Materials & Supplies	\$0	\$0	\$0	\$21,700
Internal Services	\$0	\$0	\$217,027	\$70,453
Total GF/non-GF	\$65,000	\$0	\$284,627	\$943,415
Program Total:	\$65,000		\$1,228,042	
Program FTE	0.00	0.00	0.00	4.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$943,415
Total Revenue	\$0	\$0	\$0	\$943,415

Explanation of Revenues

\$943,415 - City of Portland Intergovernmental Agreement

Significant Program Changes

Last Year this program was:

As a result of the IGA approved by the Board of County Commissioners on 12/13/2018 between City of Portland and Multnomah County all of the City of Portland funds now reside in the County Budget. The County General Fund was also moved from Multnomah County Health Department (\$65,000 for Contracted Services resided in PO 40079 in FY19) and the Department of County Assets.

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Violence against women is an issue that impacts our entire community. According to the National Crime Information Center, there were 5,712 instances where American Indian Alaskan Native (AI/NA) women went missing in 2016. Only 116 of those cases were logged into the US Department of Justice's federal missing persons database. Native American women and girls face the highest rates of violence per capita out of any other race and are often unprotected by the American legal system as tribes hold a unique, sovereign status.

Program Summary

ISSUE: Missing and Murdered Indigenous Women (MMIW) is a national movement that launched in response to the growing concern around American Indian and Alaskan Native (AI/AN) women and girls going missing or being murdered. AI/AN women and girls are often misidentified when coming into contact with law enforcement or other programs and services overseen by governmental entities. There are many contributing factors around why these individuals are unaccounted for in our current data - AI/AN women are often not captured in either Tribal data nor law enforcement data systems.

PROGRAM GOAL: This one-time offer raises awareness and provides training to County staff working in public safety, law enforcement, community justice, mental health and human services on the issue of missing and murdered indigenous women. Training will include basic understanding of Tribal sovereignty, understanding the impact of data inequity and identification, and an overview of current national and local statistics. The effort will build awareness of this issue and how data inequity and County services intersect with this topic through culturally specific training for County staff who work with women and girls who have experienced domestic violence, sexual assault, been sex trafficked, and/or come into contact with the justice system.

PROGRAM ACTIVITIES: The Department of County Human Services in partnership with the Chair's office will coordinate events that bring experts together to educate county staff on this topic and discuss implications for practice. The effort will be centered on the voices and perspectives of the Native Community, who will shape the content and approaches. We anticipate there will be a keynote speaker on the national concern over Missing and Murdered Indigenous Women; a panel of experts on domestic violence, sexual violence and sex trafficking among Indigenous women and girls; a discussion on gaps in identification and service delivery

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# events held to build awareness & increase skills	N/A	N/A	N/A	2
Outcome	% participants to report an increase in knowledge of the MMIW issue and its relevance to their work	N/A	N/A	N/A	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A stable source of income is critical to stabilizing individuals and families and helping them reach their goals and achieve economic stability. Having an income empowers individuals and allows them to focus on other service needs and goals. This offer funds Benefits Acquisition Program which utilizes a proven program model to assist individuals with mental illness, addictions, and other disabilities in accessing federal disability benefits, such as Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI).

Program Summary

ISSUE: The application process for Federal benefits is long and complicated. Many individuals have disabilities that entitle them to benefits that they've been unable to access because the application and appeals processes are not easily navigated, and require a high level of documentation.

PROGRAM GOAL: The goal of the program is to ensure that anyone entitled to disability benefits is able to access them as quickly as possible. Seventy-five percent of those served receive benefits, a significantly higher percentage than would have received benefits without the program's assistance. Based on Census data estimates and data from the Social Security Administration, locally only 11% of those eligible receive benefits without assistance. Without federal benefits, individuals are either without services and utilizing expensive, locally-funded safety net services (including jail or hospital/medical care), or have their treatment paid for with scarce local community (non-federal) funds. The Benefits Acquisition Program assists individuals who are served in County-funded programs such as the Multnomah Treatment Fund, the Homeless Families System of Care, domestic violence services, or other County-funded programs.

PROGRAM ACTIVITY: Services include eligibility screening, application assistance, appeals process advocacy, case management, transportation to appointments and hearings, and medical and other documentation to individuals potentially eligible for SSI/SSDI.

At the start of services, clients were receiving an average of \$107 per month, and at exit, they were receiving \$788 per month. Forty-one percent of clients had no primary health care option at the start of services and 99% are now covered by Medicaid. Program clients also secure benefits at a much younger age than those who apply on their own, saving public systems tens of thousands of dollars over the course of a person's life.

This program offer includes County General funded programming through Youth & Family Services Division. Funds allocated by the City of Portland, funds for the Benefits and Entitlement Specialist Team (BEST) program, and the Joint Office of Homeless Services (JOHS) are budgeted through JOHS to provide similar services and are administered through Youth and Family Services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals served	498*	125	175	175
Outcome	Percentage of individuals served who receive benefits	97%	75%	75%	75%

Performance Measures Descriptions

*The numbers of participants engaged has exceeded targets for the second year in a row. We have increased the proposed estimate for the current year and for next year's program as well.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$417,551	\$0	\$436,073	\$0
Total GF/non-GF	\$417,551	\$0	\$436,073	\$0
Program Total:	\$417,551		\$436,073	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25115-19 YFS - Benefit Acquisition Program

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Through the Youth & Family Services Division (YFS), individuals and families have the opportunity to engage in the level and depth of culturally relevant services they want, in order to thrive. YFS Administration provides division-wide leadership, coordination of daily functions, budget development, performance management, and overall strategic direction toward this goal.

Program Summary

ISSUE: Leading with racial equity towards accountability, leadership, and data-driven strategic direction are key activities toward reaching the Division's overall goals. All activities and projects in the Youth & Family Services Division align with and lead toward two primary outcomes: youth experience educational success and family stability.

PROGRAM GOAL: The goal of the YFS Division Administration is to ensure efficient use of resources through maximizing budget funding, driving policy, developing effective programs, supervising staff, ensuring staff professional development, developing partnerships and leading the division with racial equity.

PROGRAM ACTIVITY: The Division is responsible for providing, contracting for, and/or coordinating the County's investments in five core service/policy areas: Energy Services, Anti-Poverty/Prosperity, Education Supports, Early Childhood, and Domestic and Sexual Violence. The Division functions as the County's legislatively mandated Community Action Program Office.

Activities in the area of budget development include 1) development of the annual budget documents, review expenses quarterly, and ensure expenditures are in line with both revenue and funding guidelines; 2) activities to coordinate daily functions such as direct supervision of staff, coordinate like activities across the division, establish procedures and practices and convene staff toward cohesion and teamwork; 3) performance management duties such as creating professional development opportunities for staff, setting the overall framework for contractor data collection, reporting, and engaging in program/system evaluation.

YFS leadership provides direction toward creating a work culture that restores safety, trust and belonging within the workforce. Staff build and sustain effective relationships and partnerships with other Divisions, organizations and jurisdictions (such as the Joint Office of Homeless Services, the City of Portland, Home Forward, School Districts, District Attorney's office, Health Department, Department of Human Services and Oregon Housing and Community Services), to increase the delivery of effective and culturally responsive services in the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of staff attending at least 10 hours of skill building/professional development per year.	64%	100%	100%	100%
Outcome	Percentage of stakeholders expressing satisfaction with Division administrative services. ¹	71%	80%	80%	80%

Performance Measures Descriptions

¹ Stakeholder satisfaction is measured through an anonymous survey administered to contract agencies annually.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,354,676	\$0	\$1,361,029	\$0
Contractual Services	\$76,020	\$0	\$76,020	\$0
Materials & Supplies	\$65,315	\$0	\$49,781	\$0
Internal Services	\$213,299	\$0	\$147,580	\$0
Total GF/non-GF	\$1,709,310	\$0	\$1,634,410	\$0
Program Total:	\$1,709,310		\$1,634,410	
Program FTE	11.00	0.00	10.00	0.00

Program Revenues				
Intergovernmental	\$0	\$50,000	\$0	\$0
Total Revenue	\$0	\$50,000	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25118-19 YFS - Youth & Family Services Administration

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Ensuring that there is sufficient heat in a home, the lights are on and water is hot is critical for people to have quality of life. Functional utilities help ensure that a young person can study at home, an older adult is living safely and families remain stable. The Energy Assistance Program supports housing stability by providing people who live on a fixed or low income with financial assistance to help meet their energy costs.

Program Summary

ISSUE: A study from the Department of Energy, Office of Energy Efficiency and Renewable Energy makes it clear that low-income households suffer a disproportionate energy burden. Many low-income households use expensive heating fuels in old, inefficient homes and face barriers to accessing technologies that could help make their energy costs more affordable. Thus, the average energy burden for low-income households is 8.2%. This is 3 times higher than higher-income households.

PROGRAM GOAL: The goal of the energy assistance program is to provide one-time annual energy bill payments to pay utilities for households who live on a fixed or low income and who are struggling with energy costs, so they can remain stably housed.

PROGRAM ACTIVITY: The Energy Assistance Program helps people keep their homes warm in the winter. Direct utility payments to income-eligible households, along with energy education, case management, and other services help households manage and pay for their energy costs while providing education about other services. Energy bill payment assistance is delivered through seven community nonprofit agencies to make these utility payments for fixed and low-income households. On average, program participants receive \$445 in utility assistance each year.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households served	17,473	15,000	15,000	15,000
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection.	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$569,859	\$0	\$816,830
Contractual Services	\$0	\$11,810,545	\$0	\$11,271,287
Materials & Supplies	\$0	\$98,220	\$0	\$19,769
Internal Services	\$0	\$202,852	\$0	\$230,641
Total GF/non-GF	\$0	\$12,681,476	\$0	\$12,338,527
Program Total:	\$12,681,476		\$12,338,527	
Program FTE	0.00	5.70	0.00	7.90

Program Revenues				
Intergovernmental	\$0	\$12,756,721	\$0	\$12,338,527
Total Revenue	\$0	\$12,756,721	\$0	\$12,338,527

Explanation of Revenues

\$6,752.600 - OHCSO Oregon Energy Assistance Program
 \$5,505,927 - OHCSO Low Income Energy Assistance Program - Energy
 \$80,000 - PDX Water/Sewer D/A

Significant Program Changes

Last Year this program was: FY 2019: 25119-19 YFS - Energy Assistance

A net decrease in contracted services due to an increase of \$0.7M in LIEAP funds and a decrease of \$1.2M in OEAP Funds.

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Homes that are safe and adequately weatherized contribute to the well-being and overall economic stability of people living on fixed and low incomes. The Weatherization Program provides energy use audits, weatherization services, furnace repair and replacement, and appliance replacement to fixed and low-income households. County staff and vendors provide these services.

Program Summary

ISSUE: A study from the Department of Energy, Office of Energy Efficiency and Renewable Energy makes it clear that low-income households and communities of color suffer a disproportionate energy burden. Many low-income households use expensive heating fuels in old, inefficient homes and face barriers to accessing technologies that could help make their energy costs more affordable. The census data shows that on a national average, low-income households have an energy burden three times higher than non-low-income households. This results in less money for these low-income households to spend on other essential needs, such as food, transportation and healthcare.

PROGRAM GOAL: The goal of the Weatherization Program is to improve the livability and affordability of housing for people living on fixed and low incomes. Weatherized homes have improved livability and reduced energy consumption through updated appliances, furnaces, insulation, windows, mechanical venting, and other related items in the home. Energy efficiency can significantly reduce the energy burden, and result in improved health of the occupants, habitability of their home and significant greenhouse gas savings.

PROGRAM ACTIVITY: The Weatherization Program provides comprehensive home energy audits to low-income households including older adults, people with disabilities, and families with children. These energy audits indicate the scope of repairs and/or improvements necessary in the home in order to reduce energy use, lower utility bills and provide a safe and comfortable environment. Weatherization services resulting from this audit include the following services delivered by local contractors: insulating attics, floors and walls; air and duct sealing; repairing/replacing heating systems; replacing windows and patio doors; safety checking combustion appliances; and repairing/replacing old plumbing. Every household also receives energy education, as well as information and resources for other community services. Weatherization services are available to single-family homes and multifamily units. Multi-Family projects are weatherized with the direct benefit of the tenants in mind, as well as maintaining affordable housing units for a ten-year period.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households served ¹	327	300	300	300
Outcome	Number of affordable multi family housing units maintained for 10 years	3,989	100	3,337	100

Performance Measures Descriptions

¹This number includes a combined total for single family and multifamily units, which is a single family house or a multifamily unit. Outcome: Weatherization of multifamily buildings requires a commitment to a minimum 10 years of affordability. While numbers of units weatherized fluctuate based on funding availability and specific project costs, it's one of the best ways to preserve and improve the quality of current affordable housing stock.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$151,960	\$952,065	\$0	\$1,045,451
Contractual Services	\$0	\$4,666,698	\$0	\$4,298,718
Materials & Supplies	\$0	\$378,545	\$0	\$241,485
Internal Services	\$0	\$291,694	\$0	\$693,494
Total GF/non-GF	\$151,960	\$6,289,002	\$0	\$6,279,148
Program Total:	\$6,440,962		\$6,279,148	
Program FTE	1.00	9.30	0.00	10.10

Program Revenues				
Intergovernmental	\$0	\$4,562,757	\$0	\$4,634,148
Other / Miscellaneous	\$0	\$806,000	\$0	\$800,000
Beginning Working Capital	\$0	\$845,000	\$0	\$845,000
Total Revenue	\$0	\$6,213,757	\$0	\$6,279,148

Explanation of Revenues

- \$3,000,695- OHCS D ECHO (SB1149)
- \$1,075,952- OHCS D Low Income Energy Assistance Program - Weatherization
- \$845,000 - Beginning Working Capital
- \$800,000 - County Weatherization Rebates
- \$388,347 - OHCS D DOE Weatherization
- \$90,000 - PDX Water and Sewer FR
- \$59,154 - Low Income Energy Assistance Program - Client Education
- \$20,000 - Energy Conservation show rebates

Significant Program Changes

Last Year this program was: FY 2019: 25121-19 YFS - Weatherization

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Everyone deserves safe and stable housing. Housing Stabilization for Vulnerable Populations provides rent assistance and housing placement to vulnerable households including for people whose housing is vulnerable and are at high risk for homelessness. This offer provides a package of services to help people avoid becoming homeless by providing housing stabilization services, eviction prevention, and ongoing assistance for people with low incomes, including families with children, older adults, and people with disabilities.

Program Summary

ISSUE: People often need help to maintain stable housing, particularly those who have low or fixed incomes. In 2015, the overall rent growth in Portland was an average of 8-9% - one of the highest in the nation. In 2017, after years of significant rent increases, it has decreased to 2%. In addition, communities of color comprise the majority of renter households and are over-represented within the homeless population.

PROGRAM GOAL: Housing Stabilization programs strive to prevent homelessness by keeping people stably housed or helping those who are evicted from stable housing to locate and secure new housing. Housing Stabilization programs help people avoid homelessness.

PROGRAM ACTIVITY: This offer includes two primary initiatives:

- 1) The Short-Term Rent Assistance program (STRA) - The program is a joint effort between Multnomah County, the City of Portland, and Home Forward, each of which contributes funds to the coordinated pool. STRA funds are distributed by local social service agencies and are geared towards households that are currently experiencing homelessness or are at risk of homelessness. Funds can be used for rent assistance, mortgage payment, and emergency hotel vouchers. Assistance is available for up to 24 months. These services help vulnerable county residents find homes, maintain housing, avoid homelessness, and work on creating a path to economic stability.
- 2) The Housing Stability Team - This program is an innovative approach to stabilizing housing for people engaged in County programs. A multi-department and multi-division team works across traditional program silos to provide joint case staffing and coordinated access to holistic wrap-around services. Services include eviction prevention, housing stabilization, Assertive Engagement, landlord retention services, utility payments, short-term rent assistance, and move-in flexible funds.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households served in STRA	852	800	800	800
Outcome	Percentage of households served who remain in permanent housing six months after exit	86%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$97,295	\$138,251	\$127,492
Contractual Services	\$2,095,979	\$2,069,903	\$1,933,119	\$1,868,387
Materials & Supplies	\$6,958	\$751	\$7,531	\$11
Internal Services	\$11,736	\$43,480	\$21,653	\$21,885
Total GF/non-GF	\$2,114,673	\$2,211,429	\$2,100,554	\$2,017,775
Program Total:	\$4,326,102		\$4,118,329	
Program FTE	0.00	0.97	0.74	1.09

Program Revenues				
Intergovernmental	\$0	\$2,320,372	\$0	\$2,017,775
Total Revenue	\$0	\$2,320,372	\$0	\$2,017,775

Explanation of Revenues

\$1,748,881 - OHCS D Emergency Housing Assistance
 \$121,653 - State of Oregon Elderly Rent Assistance
 \$96,267 - OHCS D Housing Stabilization Program
 \$50,974 - OHCS D Low Income Rental Housing Fund

Significant Program Changes

Last Year this program was: FY 2019: 25133-19 YFS - Housing Stabilization for Vulnerable Populations (HSVP)

OHCS D Emergency Housing Assistance decreased by \$0.3M.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Everyone should be able to grow up in an environment free of danger and abuse. Youth who become victims of sex trafficking need a system of care that helps them move into safe and stable adulthood. The Youth Trafficking program is part of a multi-department, multi-agency collaborative that provides survivors with safety services, shelter, case management, and other services to escape forced prostitution. These highly intensive and population-specific shelter and Assertive Engagement services are designed to intervene with this significantly traumatized group of youth.

Program Summary

ISSUE: The Pacific Northwest has gained the unenviable reputation as a hub for sex trafficking of minors. An estimated 400-600 youth are trafficked each year in Multnomah County. Youth are typically trafficked commercially, through gang involvement, or as a result of domestic violence and exploitative romantic relationships, and are unable to leave "the life" due to exploitation and abuse.

PROGRAM GOAL: The goal of the Sex Trafficked Youth services system is to ensure that youth who have been trafficked can move past trauma, create hope, address economic instability, and obtain stable housing through a collaborative approach to services and recovery.

PROGRAM ACTIVITY: This offer funds services including trafficking prevention, drop-in services, mobile crisis services, confidential advocacy, and short-term housing, Assertive Engagement services, outreach to survivors, education, system support and coordination, ongoing program development through the Youth Sex Trafficking Collaborative, and administrative program support for the collaborative.

Services are provided in a holistic manner and include collaboration with the Department of Community Justice, law enforcement, courts, Oregon Department of Human Services Child Welfare, Juvenile Justice, the Homeless Youth System, the Domestic & Sexual Violence System, and community advocates including those specializing in mental health, trauma and crime victims services.

Services are available when youth are ready to engage and tailored to youth based on their specific needs, including culturally specific services for youth of color and those who identify as LGBTQ.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth engaged in case management supports	NA*	80	80	80
Outcome	Percentage of youth who remained enrolled in services for at least six months	55%	50%	50%	70%

Performance Measures Descriptions

¹ Numbers served in FY18 were extremely low due to contractor under performance. The program model has been redesigned and therefore numbers served in FY18 do not compare to those proposed for FY19 and in the future.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$95,517	\$0	\$101,324	\$0
Contractual Services	\$513,463	\$0	\$534,002	\$0
Materials & Supplies	\$33	\$0	\$87	\$0
Internal Services	\$15,398	\$0	\$13,686	\$0
Total GF/non-GF	\$624,411	\$0	\$649,099	\$0
Program Total:	\$624,411		\$649,099	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25135-19 YFS - Sex Trafficked Youth - Victims System of Care

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

When youth feel safe, have a sense of belonging, and their culture and choices are honored, they have positive academic and life outcomes. Promise Neighborhoods Initiative (PNI) agencies provide culturally specific, community-based services and supports for children of color age 12-17 and their families.

Program Summary

ISSUE: Educational barriers for children and youth of color in Multnomah County are pervasive and persistent. Youth of color in our community experience disparate outcomes due to racism, systemic oppression, inter-generational trauma, and poverty. Investing in proven culturally responsive and culturally specific practices, in partnership with school districts and school personnel, works to eliminate these barriers.

PROGRAM GOAL: PNI brings together community experts to help school districts and community agencies build more culturally specific services for communities of color. PNI improves culturally responsive, specific, and relevant service strategies in our school districts so that children of color succeed academically. The Initiative is led by the United Way of the Columbia-Willamette, which serves as the Backbone Agency. Youth & Family Services funds both of these areas, and provides broad oversight with the initiative.

PROGRAM ACTIVITY: This initiative has two primary areas: 1) Backbone Agency services by the United Way; and 2) Culturally responsive, specific and relevant services using a collective impact model to increase school readiness and academic achievement for a successful adult transition. This is a coordinated approach which includes culturally specific and responsive organizations, school districts, County investments, and a strong Backbone Agency that provides project leadership, accountability, partnership development, and data and evaluation.

Additionally, there are one-on-one activities which include youth engagement, leadership development, homework support, college and career readiness. Group activities focus on cultural identity, financial literacy, after-school engagement, sports, recreation, and theater arts. Parent engagement ensures understanding the English Language Learner classes, financial literacy, and the public school environment so they can support their children. Individual youth supports and family engagement increases a sense of belonging and identity for youth, leading to stronger academic outcomes. The services of PNI are primarily provided in two school districts: Reynolds and David Douglas.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth served*	2203*	1000	1000	1000
Outcome	Percent students served who attend school regularly (are not chronically absent)	70%	80%	80%	80%
Output	Number of parents/legal guardians/regular caregivers served*	1156	700	700	700
Outcome	%parents/legal guardians/regular caregivers who are engaged w/ schools and monitoring progress	98%	75%	75%	75%

Performance Measures Descriptions

*Numbers served have exceeded targets for second year; in 2020 three this will be monitored and adjusted with contractors.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$2,150,440	\$0	\$2,150,440	\$0
Total GF/non-GF	\$2,150,440	\$0	\$2,150,440	\$0
Program Total:	\$2,150,440		\$2,150,440	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25137-19 YFS - Promise Neighborhoods Initiative

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25138B
Program Characteristics:

Executive Summary

Youth who believe their home situation is unsafe and seek emergency shelter & supports need a system of care that helps them get off the streets and into stable housing with appropriate services. Runaway Youth Services provide a crisis line, emergency shelter, support services, family counseling and gender-specific transitional housing services for youth ages 12-17 who have run away or are at risk of running away. This current array of services does not include funding for the reception center. The Runaway Youth Services model is in a redesign process FY19 and FY 20.

Program Summary

ISSUE: More than 500 youth run away in our community each year, due to a variety of factors including unsafe home environments, LGBTQ status, and mental health or addictions issues. Youth from communities of color are not accessing the current service system. Unaccompanied youth living on the streets are at high risk of rape, assault, and other trauma.

PROGRAM GOAL: The goal of the runaway youth system is to provide a safe place for runaway youth until they can reunite with family members, if possible, and to find appropriate foster care placement for those who cannot return home.

PROGRAM ACTIVITY: This current program is a collaboration among County Human Services, Community Justice, law enforcement, and Oregon Department of Human Services Child Welfare. Services include 1) A 24/7 youth and family crisis line that serves as a central access point for services. 2) Specialized shelter and emergency assistance provided in an 11-bed, co-ed group home with services focused on family reunification. Youth receive food, safety from the street, medical care, transportation, and case management. Shelter services operate within a 72-hour family reunification timeline. 3) Support Services/Case Management provide intake, assessment, individual service plans targeting family reunification, addiction treatment referrals, mental health counseling, and family mediation. 4) Gender Specific Transitional Housing provides two beds for girls in a group home setting. This FY20 program offer reduces funding by removing the reception center as a service due to not being utilized as designed.

During the latter half of FY19 and FY20, the Runaway Youth Service model will be under review and redesign with a community planning process, led by Youth & Family Services staff, en route to a competitive procurement process. The early phases of this process have included community input sessions, interviews with key stakeholders and partners, review of program performance data and research into best practice models in other communities. This review suggests gaps in current services, low shelter utilization, and lack of community awareness about how to access emergency shelter - in particular in communities of color. The Division's planning will result in a redesigned service model informed by the community and partners.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth and families served	132	125	125	125
Outcome	Percentage of youth served who return home or exit to other stable housing	70%	85%	85	85%

Performance Measures Descriptions

* Program model changing and number for FY20 is an estimate; will change with system redesign.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$841,214	\$100,000	\$571,181	\$100,000
Total GF/non-GF	\$841,214	\$100,000	\$571,181	\$100,000
Program Total:	\$941,214		\$671,181	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$100,000	\$0	\$100,000
Total Revenue	\$0	\$100,000	\$0	\$100,000

Explanation of Revenues

\$100,000 - OCCF Youth Investment

Significant Program Changes

Last Year this program was: FY 2019: 25138-19 YFS - Runaway Youth Services (RYS)

The reception center component of this program has been removed and is submitted as a separate Program Offer 25138B.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25138A
Program Characteristics: One-Time-Only Request

Executive Summary

This one- time-only program offer restores an on-site reception/access function into emergency shelter for youth ages 12-17 who have run away, or who are at risk of running away. This request retains continuity with the current services provided while DCHS continues to work with community and partner organizations in completing a redesign process of the reception center program and the other system of runaway youth services for FY20.

Program Summary

ISSUE: More than 500 youth run away in our community each year, due to factors including unsafe home environments, LGBTQ status, and mental health or addictions issues. Unaccompanied youth living on the streets are at high risk of rape, assault, and other trauma. Youth from communities of color are not accessing the current service system and overall the current system is underutilized.

PROGRAM GOAL: Provide a specific location for 24/7 on-site access to emergency shelter for youth who are seeking emergency shelter. This approach allows youth, their families, community agencies, schools and law enforcement to assist youth to be in a safe location temporarily.

PROGRAM ACTIVITY: The Juvenile Reception Center (JRC) is a location where law enforcement officials may drop off youth (under the age of 18) who have committed status offenses, such as curfew violation and truancy, and other non-violent misdemeanors, as an alternative to detention. The center is a safe location where youth can await reunification with a trusted familial adult or other legal guardian. The JRC has a two-pronged goal of decreasing the harm that comes from a youth's exposure to detention for those who committed non-detainable offenses, and connecting youth and families with services to prevent further penetration into the juvenile justice system.

During the latter half of FY19 and FY20, the entire runaway youth service model is under review with a community planning process, led by Youth & Family Services staff, en route to a competitive procurement process. The early phases of this process have included community input sessions, interviews with key stakeholders and partners, review of program performance data, and research into similar models in other communities. This review suggests gaps in current services, low shelter utilization, and lack of community awareness about how to access emergency shelter - in particular for communities of color. The Division's planning will result in a redesigned service model informed by the community and partners.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth and families served	121	200	200	200
Outcome	Percentage of youth served who return home or exit to other stable housing	70	85	85	85

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$303,682	\$0
Total GF/non-GF	\$0	\$0	\$303,682	\$0
Program Total:	\$0		\$303,682	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski

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

Related Programs:
Program Characteristics:

Executive Summary

All families can meet their full potential to become economically stable through access to the supports and benefits they need. Recognizing that families are the experts in their own lives, the Multnomah Stability Initiative (MSI) offers a menu of services focused on meeting family goals around stability and income creation. MSI is part of the County's anti-poverty/prosperity initiative designed to assist low-income households in gaining the skills necessary to achieve increased income and future prosperity, as well as to address the root causes of societal poverty.

Program Summary

ISSUE: Families experiencing poverty often struggle to find the services and support they need to achieve economic stability.

PROGRAM GOAL: MSI addresses the need for flexible service interventions so that families facing economic challenges can achieve stability. The goals of MSI are aligned with six domains: income, housing, social capital, health and wellness, thriving children, and education.

PROGRAM ACTIVITY: Services are delivered by contracted partner staff using an Assertive Engagement approach, which recognizes the individual as the expert in their own life and instills hope. MSI offers families a selection of services and interventions to choose from. Families identify their interests, strengths, choices, and goals and are matched with resources and services that meet their expressed goals.

The activities of the MSI program include assisting families in stabilizing and securing housing; providing access to short-term rent assistance; making connections to legal clinic services; providing Assertive Engagement case management; connecting families to natural supports in the community like support groups and school programs; connecting people to job training, income and asset creation, and flex funds.

This offer includes MSI case management, the legal clinic, and related economic stability programs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households served in MSI case management	967	950	950	950
Outcome	Percentage of households served that remain in permanent housing six months after exit	91%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$23,460	\$100,000	\$65,556	\$87,288
Contractual Services	\$2,660,516	\$764,478	\$2,758,350	\$726,496
Materials & Supplies	\$40,135	\$0	\$45,549	\$4,272
Internal Services	\$19,016	\$13,000	\$4,953	\$22,742
Total GF/non-GF	\$2,743,127	\$877,478	\$2,874,408	\$840,798
Program Total:	\$3,620,605		\$3,715,206	
Program FTE	0.20	0.83	0.50	0.68

Program Revenues				
Intergovernmental	\$0	\$877,478	\$0	\$840,798
Total Revenue	\$0	\$877,478	\$0	\$840,798

Explanation of Revenues

\$840,798 - OHCS D Community Development Block Grant

Significant Program Changes

Last Year this program was: FY 2019: 25139A-19 YFS - Multnomah Stability Initiative (MSI)

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25139A
Program Characteristics: One-Time-Only Request

Executive Summary

Families can become economically stable and meet their goals by accessing housing and economic opportunity. Legal barriers often serve as roadblocks to stability by preventing access to housing, employment, education, volunteerism and other opportunities. The Community Legal Clinic removes legal barriers to stability and opportunity through direct representation of County program participants.

Program Summary

ISSUE: Families experiencing poverty, especially families of color and people who experience discrimination and disproportionate contact with the criminal justice system, have legal barriers that prevent them from accessing housing, employment, education and other opportunities.

PROGRAM GOAL: The Community Legal Clinic works with participants to remove legal barriers to stability and opportunity through direct legal representation of County program participants.

PROGRAM ACTIVITY: Contracted legal services staff represent participants of Multnomah Stability Initiative (MSI), the Family Reunification Program (FUP) and other County programs in expungement, eviction, housing voucher hearings, reduction of fees and fines, drivers' license restoration, felony reduction, appeal of exclusions, gang designations and other legal barrier removal cases.

Attorneys work collaboratively with culturally specific case managers and County program staff to establish trust and receive referrals to no cost barrier screening. Screening can result in legal advice or representation as well as referral to expungement clinics or legal services days.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of participants engaged in service	NA	NA	NA	250
Outcome	Percentage of participants who experience barrier reduction	NA	NA	NA	80%
Output	Number of legal serviced provided to participants	NA	NA	NA	400

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Communities with safe, quality and affordable homes increase opportunities for residents to achieve economic stability. Community Development administers public resources to expand affordable housing and infrastructure in low and moderate income communities through the Federal Community Development Block Grant program.

Program Summary

ISSUE: Affordable housing and infrastructure in low and moderate income communities are insufficiently funded due to federal funding formulas. East Multnomah County, in particular, has limited resources to ensure access to affordable housing and sufficient infrastructure for public works projects.

PROGRAM GOAL: The goal of the Community Development program is to create opportunities for neighborhood revitalization, public services, and housing rehabilitation in East Multnomah County.

PROGRAM ACTIVITY: The Community Development Block Grant (CDBG) program includes the administration of the Community Development Block Grant. An advisory board, comprised of representatives of East Multnomah County cities and unincorporated areas outside of Portland and Gresham, makes policy and funding recommendations for Community Development Block Grant projects. The program is a collaboration between DCHS, the cities of Wood Village, Fairview, Troutdale, Maywood Park, and the community. The program also collaborates with Portland and Gresham on CDBG planning activities. The CDBG program also provides funding for public services and housing rehabilitation services for low- and moderate-income (LMI) households. Housing rehabilitation is offered to both LMI renters and homeowners to adapt housing for improved disabled access. Critical home repair services are also offered to LMI homeowners through CDBG funds.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of public works projects completed	2	1	1	1
Outcome	# housing units rehabilitated	33	30	30	30

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$96,658	\$41,366	\$123,671	\$19,403
Contractual Services	\$0	\$344,500	\$0	\$348,944
Materials & Supplies	\$3,465	\$0	\$7,987	\$0
Internal Services	\$15,398	\$5,918	\$13,909	\$2,833
Total GF/non-GF	\$115,521	\$391,784	\$145,567	\$371,180
Program Total:	\$507,305		\$516,747	
Program FTE	0.70	0.30	0.86	0.14

Program Revenues				
Intergovernmental	\$0	\$345,784	\$0	\$311,180
Other / Miscellaneous	\$0	\$10,000	\$0	\$10,000
Beginning Working Capital	\$0	\$36,000	\$0	\$50,000
Total Revenue	\$0	\$391,784	\$0	\$371,180

Explanation of Revenues

\$311,180 - HUD CDBG
 \$50,000 - Beginning Working Capital
 \$10,000 - Loan Repays

Significant Program Changes

Last Year this program was: FY 2019: 25140-19 YFS - Community Development

Outreach

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25147
Program Characteristics:

Executive Summary

As a community, we will be more successful when all of our residents are healthy and well-fed. The Supplemental Nutrition Assistance Program (SNAP) is one of the best resources to make this a reality. Participation in SNAP provides a better quality diet and nutritional intake for children and adults across their lifespan compared to people with low incomes who do not participate. The SNAP outreach program provides information, referral, and application assistance to households seeking SNAP benefits.

Program Summary

ISSUE: Oregon consistently ranks among the states with the highest percentage of people experiencing hunger and food insecurity. In March 2015, the Oregon Center for Public Policy (OCPP), reported that Oregon has one of the highest rates of SNAP usage as a percent of households in the country. The combination of high rent and low wages make it difficult for many families to afford food, having to choose between using their limited income on food or other essentials, including rent, medicine, clothing, and utilities.

PROGRAM GOAL: The goal of the SNAP Outreach program is to increase the number of eligible households participating in SNAP benefits so that individuals and families have food and nutrition for healthy living.

PROGRAM ACTIVITY: This program has two primary activity areas. First, outreach - the SNAP outreach program focuses its efforts on populations lower than average participation in the program. This includes the Latino, immigrant and refugee communities, and college-age students. The SNAP outreach program offers assistance to low-income households across other County departments and in many settings, including schools, colleges, local workforce offices, community events, and social service agencies. Program staff use community data to engage in tailored SNAP outreach at community sites to reach the targeted populations. They offer information about SNAP and other local, State and Federal benefit programs. Staff also engage online and in social media to provide information about SNAP benefits. The second activity area is assisting people to sign up for SNAP benefits. Staff walk through the online application process, respond to questions and address any barriers so that participants gain immediate access to SNAP benefits and are able to provide food for themselves and their families.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of consumers engaged through Outreach activities ¹	4360	3500	3000	3000
Outcome	Number of SNAP applications completed ²	313	150	150	150

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$52,453	\$120,566	\$93,097	\$94,490
Materials & Supplies	\$982	\$6,500	\$6,875	\$0
Internal Services	\$21,710	\$27,633	\$14,059	\$13,795
Total GF/non-GF	\$75,145	\$154,699	\$114,031	\$108,285
Program Total:	\$229,844		\$222,316	
Program FTE	0.00	1.00	0.20	0.80

Program Revenues				
Intergovernmental	\$0	\$154,699	\$0	\$108,285
Total Revenue	\$0	\$154,699	\$0	\$108,285

Explanation of Revenues

\$108,285 - Oregon Supplemental Nutrition Asst Prog (SNAP)

Significant Program Changes

Last Year this program was: FY 2019: 25141-19 YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The County's current rental climate continues to be difficult for many residents. A combination of high rents, rent increases and low vacancies make finding and keeping units challenging for many renters. This offer seeks to identify ways to increase housing stability for renters by aligning renter services and evaluating options for increasing renter protections, particularly in unincorporated parts of Multnomah County.

Program Summary

ISSUE: Multnomah County is increasingly unaffordable to renters. Oregon's landlord-tenant law, in combination with a patchwork of local ordinances affecting rental properties, make it difficult for renters to understand and exercise their rights, and many renters fear reprisals from landlords if they voice concerns. This issue is particularly impactful in communities of color.

PROGRAM GOAL: The goal of the Renters Relations project in year one (FY19) was to identify opportunities that Multnomah County can consider in order to create a better environment for renters in Multnomah County, particularly in unincorporated areas of the County. Activities through aligning services, creating renter protections and ensuring that tenants are educated about programs and their renter's rights in the areas they live.

PROGRAM ACTIVITY: In the first year of this program, the project was staffed by 1.0 FTE limited duration Program Specialist. This staff person conducted an analysis of how the County can best support renters, through an array of information gathering and analysis activities. These included:

- cataloging current renter relations and renter protection efforts throughout the County;
- identifying ways to leverage resources and ways to better coordinate existing services;
- intentionally gathering input and experiences from those experiencing the rental crisis focusing on communities of color; and
- developing policy options for the Board of County Commissioners to consider.

In year two this project will be partially funded through October 2019 in order to finalize the policy recommendations for the Board's consideration.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of community based focus groups held*	N/A	6	8	2
Outcome	% of respondents who report they have been displaced due to rent increases or evictions (cause or no-cause)	N/A	90%	90%	90%

Performance Measures Descriptions

*Both measures changed to better capture the work of the project: output - tenant education was not an activity of this position; and outcome - to capture survey respondents who report they have been displaced to to increased rent or evictions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$110,694	\$0	\$52,763	\$0
Contractual Services	\$14,306	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$87	\$0
Internal Services	\$0	\$0	\$13,020	\$0
Total GF/non-GF	\$125,000	\$0	\$65,870	\$0
Program Total:	\$125,000		\$65,870	
Program FTE	1.00	0.00	0.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25143-19 YFS - Renter Relations

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

Schools Uniting Neighborhoods Community Schools (SUN CS) improve educational outcomes for all children and support family stability. SUN CS is focused on local decision-making, responding to the unique needs of each community and honoring their cultures and preferences. SUN CS are neighborhood hubs where the school and community partners come together to mobilize and strategically organize resources to support children and families.

Program Summary

ISSUE: Low educational attainment rates, high unemployment, hunger and poor health outcomes continue in Multnomah County. Oregon has the third-lowest graduation rate in the country, with significant disparities for students of color. This data is mirrored in Multnomah County. The barriers facing students are complex and reach far beyond the capacity and mission of schools. Addressing these barriers to learning and family stability requires support from across the community – including the County, the City of Portland and the Oregon Department of Human Services.

PROGRAM GOAL: The SUN Community Schools' goal is for school and community partners to align efforts to collectively increase educational success. Key results include consistent school attendance, credit attainment, and high school graduation. A 2014 Child Trends study showed that integrated student supports, such as SUN community schools, contribute to student academic progress and are grounded in research on youth development as well as empirical research on factors that promote educational success (such as opportunities for extended learning and academic support, homelessness and family engagement).

PROGRAM ACTIVITY: Funding supports 84 of the 90 SUN schools in Multnomah County, with the remaining schools funded by Portland Children's Levy and 21st Century Learning Center grants. These sites range from Kindergarten to 12th grade and provide programming in three main areas 1) Educational support and skill development for children and families (examples: academic classes such as Science Club, homework assistance, tutoring, mentoring, service learning, post-secondary planning, English as a Second Language, parenting, financial literacy) 2) Cultural and academic enrichment (examples: recreation, art, music, technology education) 3) Student and Family Support services, including links to basic needs, and health and mental health services; community building; and family leadership development. SUN CS each have an on-site site manager who manages programs, coordinates and aligns partners, develops systems and engages youth, family, and community members.

Multnomah County DCHS manages the SUN CS nationally recognized model, which is a collaboration with the City of Portland, six school districts, nonprofits, and the Oregon Department of Human Services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of children (ages 5-18) served ¹	22,393	16,000	16,000	16,000
Outcome	Percent of 9th graders who earn 6 credits and are on target to graduate ²	76%	75%	75%	75%
Outcome	Percent who attend school consistently (more than 90% of days) ²	87%	90%	90%	90%

Performance Measures Descriptions

¹ Outputs reflect the annual number served. Over-performance by contractors is not projected.

² Outcomes are analyzed for students who participate for 30 days or more, a federally accepted threshold; 9,711 children participated at this level last year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$329,502	\$0	\$350,109	\$0
Contractual Services	\$6,211,472	\$2,000,508	\$6,375,761	\$2,151,636
Materials & Supplies	\$17,695	\$0	\$27,281	\$0
Internal Services	\$49,307	\$0	\$43,938	\$0
Total GF/non-GF	\$6,607,976	\$2,000,508	\$6,797,089	\$2,151,636
Program Total:	\$8,608,484		\$8,948,725	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,000,508	\$0	\$2,151,636
Total Revenue	\$0	\$2,000,508	\$0	\$2,151,636

Explanation of Revenues

- \$674,534 - City of Portland Parks & Recreation
- \$667,583 - Portland Public Schools SUN Community School Support
- \$301,364 - Reynolds School District
- \$245,725 - David Douglas School District
- \$158,352 - Gresham Barlow School District
- \$104,078 - Parkrose School District

Significant Program Changes

Last Year this program was: FY 2019: 25145A-19 YFS - SUN Community Schools

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Child & Family Hunger Relief program supports all children to reach their full potential by increasing food security and improving access to fresh and healthy foods. Children must have their basic needs met to be ready and able to learn. The program works with SUN Community Schools, school districts, and community partners to increase the number of meals served to hungry children and families and to assist in meeting families' food needs.

Program Summary

ISSUE: Food insecurity and lack of access to fresh and healthy foods are significant barriers to children's health and learning in our community. Despite the improving economy, our state and county continue to struggle with unemployment and a high cost of living. Comparing the most recent period (2013-15) to the early years of the recovery (2010-12), food insecurity in Oregon spiked 18.4% - the highest among all states. Despite Oregon's high hunger rate, millions of dollars in available federal food funding for children goes untapped, and this partnership aims to increase the use of Federal funds.

PROGRAM GOAL: The program's goals are to reduce child and family food insecurity and hunger through hunger relief programs and strengthening County partnerships in hunger relief policy and programs. Healthy nutrition is vital to brain development and learning. SUN Community Schools are designed to act as vehicles for delivering services to children and families in an easily accessible and non-stigmatizing environment. This offer capitalizes on SUN's community-based capacity by 1) providing food, including fresh and healthy choices, through school-based food pantries and Free Food Markets monthly fresh produce distributions and 2) increasing the number of meals served to hungry children and their families during summer. This program provided more than 1.4 million meals to vulnerable communities last year.

PROGRAM ACTIVITY: The program includes summer meals, emergency food programs, and the Multnomah Child Hunger Coalition. Summer meal support consists of staffing at 16 SUN CS and three County libraries during the summer to serve meals for 8-12 weeks in underserved communities in Mid and East County. Food assistance programs include school-based food pantries at 12 SUN CS sites and Free Food Markets produce distributions at five sites, in partnership with the Oregon Food Bank. The Coalition leverages community partnerships to increase food security and access to healthy and fresh foods, with a focus on culturally specific populations. Program work addresses related policies and increases participation in federal nutrition programs. The program is a partnership with Oregon Food Bank, six school districts, Portland Parks and Recreation, Multnomah County Library, Portland Children's Levy and Partners for a Hunger-Free Oregon. The partnership leverages nearly \$2.6 million in federal and local resources including USDA meal reimbursement, private and corporate donations, and gleaned food.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of meals provided to children and families ¹	1,408,603	780,000	780,000	780,000
Outcome	Retail \$ equivalent for every \$1 County General Fund invested in pantries	\$13.40	\$8	\$8	\$8

Performance Measures Descriptions

¹ # of meals includes meals served through extended weeks of summer meals program, emergency food pantries, and Free Food Markets fresh produce to families.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$130,398	\$0	\$124,213	\$0
Contractual Services	\$270,967	\$0	\$281,806	\$0
Materials & Supplies	\$7,865	\$0	\$1,737	\$0
Internal Services	\$15,934	\$0	\$13,993	\$0
Total GF/non-GF	\$425,164	\$0	\$421,749	\$0
Program Total:	\$425,164		\$421,749	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25147-19 YFS - Child & Family Hunger Relief

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The SUN Youth Advocacy (SYA) Program increases opportunity and educational success through youth development, socio-emotional and academic supports. When youth feel safe, have a sense of belonging and their culture and choices are honored, they achieve better outcomes. SYA provides year-round, school-linked, and culturally-specific supports to youth and their families, with a focus on students experiencing the greatest educational barriers – those living in poverty, students of color, immigrants, and refugees.

Program Summary

ISSUE: For too many children and their families, income levels and the color of their skin impact the educational opportunities they have. Low educational attainment rates, high unemployment, hunger and poor health outcomes continue in Multnomah County and threaten our future as a thriving community. Oregon has the third-lowest graduation rate in the country, with significant disparities for students of color. In Multnomah County, whites have the highest rate of high school completion (70%) compared to communities of color (30%).

PROGRAM GOAL: SYA goals include increasing the sense of safety, belonging and positive cultural identity, which contributes to the key results of consistent school attendance, credit attainment and graduation for all students, and closing achievement gaps. Research on dropout prevention and improving educational outcomes for students of color shows that the presence of a positive relationship with a supportive adult (mentoring) and out of school opportunities are effective strategies for promoting graduation. Youth Advocacy services that meet basic needs allow youth to focus on school and provide their caregivers with the resources to support educational success. Increased access to social services and additional learning opportunities outside of, but connected to the classroom, are promising practices for reducing the achievement gap. The Youth Advocacy Program provides this link in schools and in the community.

PROGRAM ACTIVITY: Advocates support and mentor youth, building a strong supportive relationship with them through intensive individual support. Key services include case management with a focus on academic and life goals; advocacy in disciplinary and educational meetings; skill-building groups; academic support activities such as tutoring, mentoring, reading club, gender-specific groups, and conflict resolution classes; and parent outreach/engagement. Youth advocates work in collaboration with SUN Community Schools and other school personnel towards youth and family success. Participants in the Youth Advocacy Program are at risk for academic failure due to poor attendance, failing grades, language barriers, family instability, and school disproportionate discipline. Ninety-five percent of youth served are youth of color or from a culturally specific community. Youth Advocacy targets six specific populations of youth and families of color: African American, African Immigrant, Asian Pacific Islander, Latino, Native American, and Slavic.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of students (ages 6-18) served	1641	1420	1420	1420
Outcome	% who consistently attend school (90% or more) ¹	73%	77%	77%	77%
Outcome	% of 9th graders who earn 6 credits and are on target to graduate ¹	84%	65%	65%	65%

Performance Measures Descriptions

¹Outcomes are analyzed for students who participate at a level at which outcomes can be correlated to participation (case management for 45 days or more with at least 15 hours of service). 619 youth participated at this level last year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$118,351	\$0	\$113,302	\$0
Contractual Services	\$2,352,763	\$200,000	\$2,431,874	\$200,000
Materials & Supplies	\$16,265	\$0	\$6,172	\$0
Internal Services	\$15,384	\$0	\$13,680	\$0
Total GF/non-GF	\$2,502,763	\$200,000	\$2,565,028	\$200,000
Program Total:	\$2,702,763		\$2,765,028	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$200,000	\$0	\$200,000
Total Revenue	\$0	\$200,000	\$0	\$200,000

Explanation of Revenues

\$200,000 - OCCF-Youth Investment

Significant Program Changes

Last Year this program was: FY 2019: 25149-19 YFS - SUN Youth Advocacy Program

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Parent Child Development Services (PCDS) removes barriers for families so that children are ready for kindergarten and get a strong start to their education. PCDS recognizes that parents are a child's first teachers and services are reflective of and responsive to cultural values and norms. Core services include home visiting and parent child playgroups. PCDS is one of the early childhood programs within the SUN Service System.

Program Summary

ISSUE: Families with low incomes, families of color, and immigrants and refugees face barriers and have fewer opportunities to participate in services that support parenting knowledge and healthy child development. This contributes significantly to disparities in kindergarten readiness levels and, ultimately, in school success. Multnomah County has 34,000 children under the age of six in families with low incomes.

PROGRAM GOAL: PCDS's goals are to improve positive parenting skills, ensure the healthy development of young children, and increase kindergarten readiness for families with children under the age of six. The program utilizes the evidence-based Parents As Teachers (PAT) curriculum which has been proven to produce the results that PCDS seeks.

PROGRAM ACTIVITY: PCDS creates opportunities for parents to interact with their children in mentored settings with child development specialists. Specific services include home visits that focus on parenting education, age-appropriate parent-child playgroups, support services, developmental screening, immunization status checks and follow up and access to other social and health services. The Ages and Stages child development screening tool is used to determine the developmental stage. Children who do not meet the appropriate stage for their age are referred for intervention services. PCDS services are delivered in families' homes, communities and schools.

In recent years, the program has made several changes to improve outcomes, including engaging families when their children are younger, increasing the duration of service and the number of home visits families receive in the first year, developing a new parent survey to understand impact; and intentionally connecting families to appropriate preschool or Head Start programs to strengthen children's readiness for kindergarten.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of children served	586	641	641	641
Outcome	% of children up to date on immunizations at exit	98%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$106,708	\$0	\$101,324	\$0
Contractual Services	\$1,415,052	\$349,822	\$1,456,654	\$334,632
Materials & Supplies	\$765	\$0	\$7,572	\$0
Internal Services	\$15,417	\$0	\$14,075	\$0
Total GF/non-GF	\$1,537,942	\$349,822	\$1,579,625	\$334,632
Program Total:	\$1,887,764		\$1,914,257	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$228,298	\$0	\$228,298
Other / Miscellaneous	\$0	\$121,524	\$0	\$106,334
Total Revenue	\$0	\$349,822	\$0	\$334,632

Explanation of Revenues

\$228,298 - OCCF Federal Family Preservation
 \$106,334 - United Way Ready for School

Significant Program Changes

Last Year this program was: FY 2019: 25151-19 YFS - SUN Parent & Child Development Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Early Kindergarten Transition (EKT) program prepares entering kindergarteners and their parents so that they successfully transition into school and attend regularly, improving their educational success by ensuring a strong start. EKT recognizes that parents are a child's first teachers and services are reflective of and responsive to cultural values and norms. EKT is a three-week summer program to engage entering kindergartners, who have had little to no preschool experience, and their parents/caregivers.

Program Summary

ISSUE: In Multnomah County, 54% of kindergartners enter elementary school unprepared to be successful as defined by familiarity with classroom and school routines and behaviors, socio-emotional skills, and family engagement in school.

PROGRAM GOAL:

The program goals are to increase parental involvement in their children's learning, attendance in kindergarten, and success in school. EKT increases familiarity with school routines and staff develops socio-emotional skills in children and promotes family-school relationships. Research shows a strong correlation between successful kindergarten transition and overall success in elementary school for the child, their parent/caregiver, the kindergarten teacher, and other students in the class. Children who had no early childhood education experience were one and a half times more likely to be chronically absent during kindergarten compared to those enrolled in EKT.

PROGRAM ACTIVITY:

EKT is a school-based summer program with two core components: 1) Kindergarten class time for children led by a kindergarten teacher and 2) Family engagement activities that include a facilitated parent/caregiver group and other activities intended to promote positive family-school relationships, including following up with participating families after the start of the school year. The program specifically focuses on recruiting children of color and English Language Learners who have not had prior preschool experience so that they will be more successful in school.

EKT is a partnership with Early Learning Multnomah across six school districts, SUN Community School Lead Agencies, Portland State University (PSU), the SUN Service System and Multnomah County Library to support the successful transition into kindergarten. Research by PSU has fostered a continuous improvement approach to study the program elements during implementation and make adjustments to the program model in the subsequent year to be more effective.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of children who participate in summer Early Kindergarten Transition.	736 ¹	810	743	810
Outcome	Percent of parents who report comfort with activities they can engage in at home to support their child in school.	99%	90%	90%	90%

Performance Measures Descriptions

¹ FY19 estimate and FY20 offer target numbers reflect the consistent participation of 18 children per classroom, with 45 in FY19.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$109,585	\$0	\$119,144	\$0
Contractual Services	\$243,564	\$73,951	\$252,888	\$75,535
Materials & Supplies	\$3,005	\$0	\$7,053	\$0
Internal Services	\$15,635	\$0	\$13,784	\$0
Total GF/non-GF	\$371,789	\$73,951	\$392,869	\$75,535
Program Total:	\$445,740		\$468,404	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$73,951	\$0	\$75,535
Total Revenue	\$0	\$73,951	\$0	\$75,535

Explanation of Revenues

\$75,535 - Portland Public Schools SUN Community School Support

Significant Program Changes

Last Year this program was: FY 2019: 25152-19 YFS - Early Kindergarten Transition Program

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Preschool for All Task Force began meeting in September of 2018 to examine ways to expand preschool access for 3 and 4 year olds in Multnomah County. This work has brought together over 50 organizations, representing experts from early education, K-12, business, philanthropy and parents. The Task Force will conclude its work and produce a report in July 2019. Renewed funding will support the next phase of this work, including further analyses of cost modeling, infrastructure needs, and staff time to support community outreach and coalition building.

Program Summary

ISSUE: Healthy child development is foundational to our community's overall health, well-being, and vibrancy. Research shows that over 80 percent of a child's brain is developed by the time they've reached age 5, and that investing early in a child's development can significantly reduce the opportunity gap in education, chance of entering the criminal justice system, need for remedial education, and other types of costly interventions. In Multnomah County, there are approximately 64,000 children under the age of 6, and about 19,000 3 and 4 year olds (preschool aged children). One of the most effective returns on investments a community can make is in early learning programs. These investments decrease systemic inequities and disparities between children and allow for needed interventions to begin as early as possible. Research shows that access to high quality preschool can ensure that children are ready to learn when they enter kindergarten, and then stay on track throughout their education.

PROGRAM GOAL: Building on the work completed by the Preschool for All Task Force in 2018-2019, the next phase includes conducting further analysis on cost, revenue generation, and implementation needs. This funding will also support DCHS staff time to engage in community outreach and education about the work of the Task Force to build a coalition around expanding preschool access in Multnomah County.

PROGRAM ACTIVITIES: The Preschool for All Task Force has significant momentum and strong collaboration with over 50 organizations in the community. The report completed by the Task Force will outline recommendations on a preschool program model, curriculum, evaluation standards, teacher credentials and compensation, infrastructure planning, finance and administrative oversight. Ongoing funding allows for the continued engagement of high level leaders, further analyses that are needed for the next phase of this project as implementation becomes more feasible, and further engagement and outreach to the broader community on the key recommendations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Detailed outline of implementation plan informed by extensive community input.	N/A	N/A	N/A	1
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$50,000	\$0
Contractual Services	\$100,000	\$0	\$50,000	\$0
Total GF/non-GF	\$100,000	\$0	\$100,000	\$0
Program Total:	\$100,000		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Sexual & Gender Minority Youth Services (SGMYS) program improves safety, educational success, and quality of life for sexual and gender minority youth. The program offers counseling, skill building, and support services to sexual and gender minority youth as well as technical assistance and training to the SUN Service System, school and other direct service staff so that they may work more effectively with sexual and gender minority youth.

Program Summary

ISSUE: Sexual and gender minority youth (SGMY) experience discrimination and their safety is often at risk due to violence and harassment. SGMY are more likely to experience homelessness and poverty, are disproportionately represented in the juvenile justice system, and are three times more likely to attempt suicide compared to their non-SGM peers. Forty-five percent of transgender people ages 18 to 24 have attempted suicide.

PROGRAM GOAL: The program increases school retention and success for students who experience significant discrimination, hostility, bullying and other violence in the community, in schools, and often in their homes. Research in a recent report from the Center for American Progress demonstrates the negative outcomes experienced by sexual and gender minority youth and the importance of culturally appropriate services to this population. In many schools, hostile environments push SGM students out of the classroom.

PROGRAM ACTIVITY: The SGMYS program utilizes two primary strategies: 1) providing direct services and a safe and supportive space at the Sexual Minority Youth Resource Center (SMYRC), where sexual and gender minority youth feel comfortable and participate in supportive services that reflect their unique needs (70% of the program) and 2) enhancing the understanding and skill levels of community providers through training and consultation so that they may provide competent and relevant services to sexual and gender minority youth (30% of the program).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth who participate in case management	113	75	75	75
Outcome	Percent of youth who remain in or re-enroll in school	67%	75%	75%	75%
Output	# of community provider and school staff trained	440	300	300	300
Outcome	% of training participants who report an increase in knowledge of SMGY issues/cultural competency	83%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$292,430	\$0	\$304,127	\$0
Total GF/non-GF	\$292,430	\$0	\$304,127	\$0
Program Total:	\$292,430		\$304,127	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25155-19 YFS - Sexual & Gender Minority Youth Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Bienestar de la Familia is a social service program that promotes the well-being and advancement of Latino and Somali children and families as well as other under-served groups in the Cully neighborhood and across Multnomah County. Bienestar provides access to services and opportunities that are culturally specific and responsive to the needs of this community.

Program Summary

ISSUE: The Latino and Somali communities, many of whom are immigrants and refugees, experience significant social and economic barriers to family stability and success. Bienestar de la Familia, a culturally responsive social service program, addresses these barriers.

PROGRAM GOAL: The goal of Bienestar de la Familia is to ensure effective access to social services for the Latino and Somali communities. Services are aimed at reducing poverty; promoting family prosperity, educational success, and housing stability; reducing substance abuse or achieving a substance-free life; and assisting people with mental illness in leading more productive lives.

PROGRAM ACTIVITY: Bienestar provides access to a range of services. Staff provide case management, mental health assessment and counseling, alcohol and drug counseling and prevention, service linkage and coordination, nutrition resources, energy assistance, information and referral, employment assistance, school support, and advocacy to help address families' needs ranging from basic to crisis. Other activities include parent education and support groups; a weekly Women's and Men's support group; Incredible Years, an evidenced-based parenting education program; and energy and weatherization workshops. The "Mercado" Harvest Share, in partnership with the Oregon Food Bank, Franz Bakery, and the Northeast Emergency Food Program make fresh food available to households living on a fixed or low income, on a monthly basis.

On-site partnerships at Bienestar deepen service connections. SNAP outreach staff enable families to immediately sign up for SNAP benefits. Adult Protective Services staff from the Aging, Disability and Veteran's Services Division work directly with the growing population of older adults that seek support from Bienestar. Finally, Metropolitan Public Defenders and Immigration Counseling Services provide legal services to a large community of immigrant and refugees in the area. Bienestar has a Community Advisory Council that engages community members in strategic planning for the Program and is focused on guiding Bienestar to meet the needs of the diverse community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households served ¹	1508	1,500	1,500	1,500
Outcome	% of clients who reported that services they received improved their situation	100%	85%	85%	85%
Output	Number of families who receive food to meet basic needs	1632	1600	1,600	1,600

Performance Measures Descriptions

¹ This number includes direct services at Bienestar: basic needs, anti-poverty, parenting, youth services, rental and housing stability, mental health & drug and alcohol services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$858,082	\$0	\$910,176	\$98,863
Contractual Services	\$16,500	\$0	\$16,500	\$0
Materials & Supplies	\$32,872	\$0	\$29,810	\$0
Internal Services	\$162,797	\$0	\$198,570	\$14,434
Total GF/non-GF	\$1,070,251	\$0	\$1,155,056	\$113,297
Program Total:	\$1,070,251		\$1,268,353	
Program FTE	7.60	0.00	7.60	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$113,297
Total Revenue	\$0	\$0	\$0	\$113,297

Explanation of Revenues

\$113,297 - OHCSO Emergency Housing Assistance

Significant Program Changes

Last Year this program was: FY 2019: 25156-19 YFS - Bienestar Social Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In Multnomah County we want every child to be prepared to succeed in school and life, regardless of race, ethnicity or income. Youth & Family Services develop services and activities that support the kindergarten to school transition in SUN Community Schools.

Program Summary

ISSUE: In Multnomah County, 54% of children are at risk of arriving at kindergarten not prepared to succeed in school. Early childhood service and education systems, funding and services are not aligned and coordinated in such a way that families have the culturally appropriate supports they need to support their children as they transition into kindergarten.

PROGRAM GOAL: The goal of the Early Learning Family and School Transition supports is to create opportunities for children to more successfully transition to kindergarten - and to meaningfully involve their parent/caregiver in that transition. These supports are built into the SUN Community School where staff have trusted relationships and deep connections to the community.

PROGRAM ACTIVITY: This program area has two primary components: kindergarten teacher home visits and parent engagement prior to and during the early elementary school years (also known as Prenatal to third grade, or P-3).

The Kindergarten Teacher Family Visit project creates opportunities for kindergarten teachers to visit homes before children enter school. This builds parent and teacher connection early on so that parents feel more comfortable in the school environment and teachers understand the parent/caregiver's hopes for their child. The Kindergarten Partnership & Innovation grant from Early Learning Multnomah supports P-3 Schools, which provides parent engagement at 8 SUN Community Schools, connecting families to school before kindergarten and fostering parent leadership. This builds on research showing that when schools actively engage and connect parents in culturally appropriate ways, their children do better in school. These strategies link partners from the early learning and K-12 systems so that all partners are building a smooth transition from early learning to early grades.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	#parents/caregivers who participate in kindergarten readiness or parent leadership programming ¹	547	600	600	600
Outcome	% of participating parents that report that they feel comfortable or welcome at the school ¹	98%	80%	80%	80%

Performance Measures Descriptions

¹ Data collected via survey with parent/caregivers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$16,606	\$43,745	\$15,921	\$47,762
Contractual Services	\$16,261	\$740,124	\$16,911	\$730,031
Materials & Supplies	\$17	\$21,078	\$860	\$226
Internal Services	\$8,023	\$6,937	\$7,258	\$6,973
Total GF/non-GF	\$40,907	\$811,884	\$40,950	\$784,992
Program Total:	\$852,791		\$825,942	
Program FTE	0.14	0.36	0.13	0.38

Program Revenues				
Other / Miscellaneous	\$0	\$811,884	\$0	\$784,992
Total Revenue	\$0	\$811,884	\$0	\$784,992

Explanation of Revenues

\$681,722 - Kindergarten Innovation Grant
 \$103,270 - United Way Early Learning Grant

Significant Program Changes

Last Year this program was: FY 2019: 25158-19 YFS - Early Learning Family and School Transition

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 25118
Program Characteristics:

Executive Summary

Understanding the impact of public and partner investments is an important aspect of public stewardship. The data and evaluation team performs tasks so that we understand the impacts of programs from Youth and Family Services and the Joint Office of Homeless Services. Activities include analyzing data, conducting evaluations, training for data entry end users, creating tools, writing queries to develop systems and program reports, and writing reports, and completing funder required reports.

Program Summary

ISSUE: The Data and Evaluation team is responsible for managing and overseeing complex data collection, data analysis and evaluation efforts for over 26 unique programs funded by Youth and Family Services, the Joint Office of Homeless Services and over forty additional funding sources.

PROGRAM GOALS: The goals of the data and evaluation team are twofold. One, to use adult learning best practices to train end users to both enter data accurately into ServicePoint and to run reports to review and analyze this data. Second, to develop and conduct evaluation activities to demonstrate programmatic results and to identify areas for improvement in service delivery.

PROGRAM ACTIVITY: The Data and Evaluation team staff provide a variety of critical supports for data collection, analysis and reporting on the 26 distinct program areas and services funded through the Youth & Family Service Division and the Joint Office of Homeless Services. This allows the Divisions to understand the impact of program services and consider areas for improvement and program development.

This team provides an array of critical tasks in pursuit of our stated goals, including training and technical assistance for the 300 end-users who enter data into ServicePoint; writing queries for ad hoc and standard reports that pull data from ServicePoint; developing workflow and training materials (for entry and report writing); submitting all funder-required reports; and data analysis and evaluation activities that provide comprehensive reports about participation. Staff from this team also participate in committees both inside and outside of the Division and Department to support stronger, more accurate data quality, research and evaluation activities, and partnership across jurisdictions through data and evaluation. Evaluation staff participates in the DCHS Performance Management Council that focuses, in part, on performance management efforts that are consistent across the Department, and that tie required activities to population-level results.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of new end users trained to use ServicePoint & ART that support accurate data entry and report usage. ¹	156	150	150	150
Outcome	Percent of users who report satisfaction with YFS staff to resolve their issues using ServicePoint or ART? ²	N/A	70%	70%	70%
Output	Number of performance management tools developed for YFS programs.	2	4	4	2

Performance Measures Descriptions

¹New measure for FY19, replacing previous measure (Number of contacts with ServicePoint & ART end users that support accurate data entry and report usage).

²Survey not administered in FY18.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,156,407	\$108,943	\$1,264,184	\$0
Contractual Services	\$0	\$0	\$119,367	\$0
Materials & Supplies	\$7,189	\$0	\$9,750	\$0
Internal Services	\$161,246	\$0	\$133,750	\$0
Total GF/non-GF	\$1,324,842	\$108,943	\$1,527,051	\$0
Program Total:	\$1,433,785		\$1,527,051	
Program FTE	10.03	0.77	10.80	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 25160-19 YFS - Data and Evaluation Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Family of Friends Mentoring matches low-income and at-risk youth with trained adult volunteers for long-term mentoring relationships. Through fun and safe activities in the community, mentors help youth build the social and emotional skills that are linked to academic success and a variety of other positive youth outcomes. Family of Friends Mentoring prioritizes its mentoring services for the growing youth population in East Multnomah County.

Program Summary

ISSUE: Multnomah County and Oregon have unacceptably low graduation rates. Non-graduating students face poor job prospects. Evidence on cost-effective ways to improve graduation rates is still evolving but generally points to the need to increase adult-student interactions. Mentoring relationships between adults and youth is a proven way to support educational success.

PROGRAM GOAL: The program's goal is to improve educational success for students at risk of dropping out. Research shows that children with mentors are less likely to exhibit depressive symptoms, have higher self-esteem and have better attitudes towards school and learning.

PROGRAM ACTIVITY: The activities for this program include a partnership with the City of Gresham to support the full implementation of the Family of Friends program in Gresham, focusing on youth in East Multnomah County. This evidence-based program has families, couples and individuals serving as volunteer mentors for vulnerable young people. This program matches mentors with kids from low-income families that want extra support. Mentors commit to weekly visits for at least one year, and staff provide in-depth screening, training and coaching.

Youth are recruited from a variety of organizations, including SUN Community Schools in East County and school resource officers. The program has expanded this outreach to include youth living in the family shelter and with children whose parents are incarcerated. The partnership will create the opportunity for Family of Friends Mentors to engage in training opportunities provided through the Youth and Family Services Division, including: Assertive Engagement, Trauma Informed Practices and Domestic Violence trainings. These activities will strengthen the skill sets of the mentors and the youth-mentor relationship.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of students with mentors	19	12	12	12
Outcome	Percent of adult-youth matches that are successful at one year	75%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$25,000	\$0	\$25,000	\$0
Total GF/non-GF	\$25,000	\$0	\$25,000	\$0
Program Total:	\$25,000		\$25,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

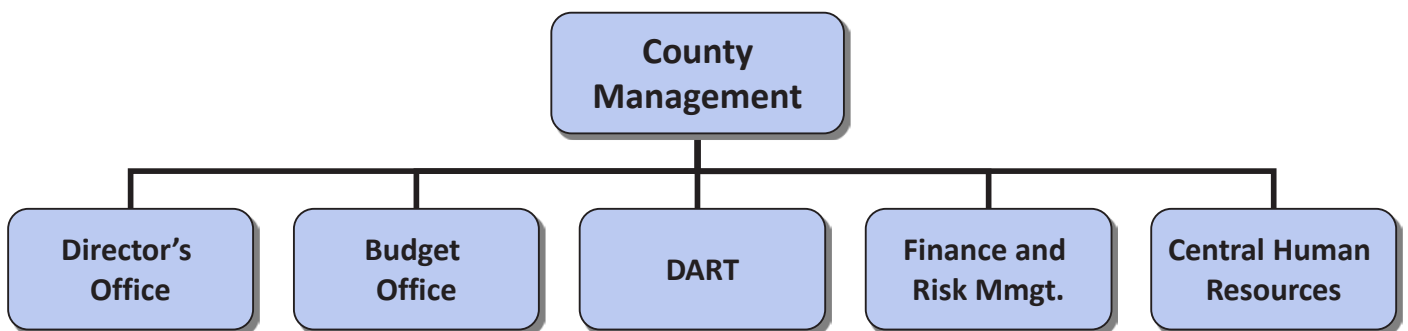
Last Year this program was: FY 2019: 25162-19 YFS - Family of Friends Mentoring Project

Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing Multnomah County’s human and financial capital. DCM hires and trains the County’s workforce, pays the County’s bills and safeguards its funds. Finance and Risk Management, Central Human Resources, and the Central Budget Office work with the Chair, Chief Operating Officer (COO), and departments to set countywide corporate policies that protect County assets, reduce financial risk, and ensure the County’s ability to serve the community. The Division of Assessment, Recording and Taxation maintains property records and assessments and collects property taxes: the primary source of General Fund revenue.

The DCM Director is also the COO and provides corporate oversight through the supervision of the appointed department directors. The department provides administrative services and guidance to all County departments. DCM also supports the Chair, Commissioners and other elected officials with high-level forecasts and policy analysis. The COO, the Chief Financial Officer (CFO), the Budget Director and the Chief Human Resources Officer (CHRO) work closely with the Chair, County Attorney, Chief Diversity and Equity Officer and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.

DCM continues to find itself at the epicenter of significant cultural, technical, and organizational changes taking place across the County. In FY 2019, DCM played a central role in the Multco Align Program: designing and implementing transformational new business software to support County operations. In FY 2020, DCM will focus on developing structures to execute the Workforce Equity Strategic Plan (WESP) and reorganize the County’s organizational development and talent acquisition resources to align with the WESP recommendations.



Budget Overview

The Department of County Management’s (DCM) budget is \$174.0 million and has 267.55 FTE in all funds. This is an increase of \$9.0 million or 5.5% over the FY 2019 Adopted Budget. Budgeted positions have increased by 4.80 FTE. The FY 2020 budget is comprised of 26% General Fund and 74% other funds.

The General Fund budget has increased by \$5.2 million (12.7%) to \$45.8 million. Notably, \$2.5 million of the General Fund increase is due to the Workday Support programs (72022 and 72046), which will provide a full year of support. This program was previously funded in the ERP Fund for six months of support in FY 2019. Other Funds have increased by \$3.8 million mostly in the Risk Fund, offset by reductions in the Video Lottery and Health Headquarters funds.

Personnel Services have increased by \$2.9 million (8.1%) due to the addition of 4.80 FTE, COLA and step adjustments. The largest category of expenditures in all funds is in materials and supplies at \$121.3 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$5.7 million.

The following programs are new and funded on a one-time-only basis:

- Continuous Quality Improvement Pilot (72000B) \$161,888
- Strategic Capital Planning Ramp Down & Econ Dvlp (72000C) \$246,857
- Labor Compliance (72005B) \$199,877
- FRM Motor Vehicle Tax (72008B) \$150,258
- Leadership Development and Accountability (72017B) \$527,006
- WESP - Conflict Mediation & Resolution (72017C) \$168,471

In addition, \$1.25 million of the \$2.5 million for Workday Support (72022 and 72046) is funded on a one-time-only basis.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	256.35	262.75	262.75	267.55	4.80
Personnel Services	\$30,811,231	\$33,801,042	\$35,600,618	\$38,488,763	\$2,888,145
Contractual Services	6,191,824	6,152,028	7,416,308	7,632,255	215,947
Materials & Supplies	104,671,720	113,931,459	115,803,736	121,259,814	5,456,078
Internal Services	5,868,830	6,434,972	6,211,664	6,655,526	443,862
Capital Outlay	<u>25,979</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$147,569,583	\$160,319,501	\$165,032,326	\$174,036,358	\$9,004,032

Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Budget Office

- Successfully converted Questica budget software and the FY 2019 budget to Workday
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2019 budget.
- In the annual budget survey, 92% of respondents reported the Budget Office as either "good" or "excellent".

Challenges include completing a major upgrade of Questica budgeting software by Sept. 2019.

Central Human Resources

- Successfully transitioned the County's human resources system from SAP to Workday
- Delivered 48 Workday roadshows at over 30 locations: reaching 32% of the workforce
- Delivered over 40 classes on diversity, equity, and inclusion

Challenges include continuing to address system challenges and the learning curve with Workday and completing a major reorganization in response to the WESP recommendations.

Director's Office

- Sponsored a successful implementation of the Multco Align Program
- Led the HR consultant project and managed the interim protected class complaint process
- Adopted a 20-Year Capital Asset Strategic Plan

Challenges include continuing to guide major organizational change and transformation.

The Division of Assessment, Recording & Taxation (DART)

- Successfully completed the Orion implementation, replacing a legacy system
- Certified a complete tax roll, billed and collected tax levies in the new system
- Created new committees and forums to support management and staff

Challenges include developing Orion system integrations; exploring new ways of administering the business personal property tax program and finding a second location in Mid-County.

Finance and Risk Management (FRM)

- Successfully implemented Multco Marketplace and converted the County's system of record from SAP to Workday
- Treasury supported a successful tax season with the new Orion system
- Central Purchasing renewed their National Institute for Public Procurement accreditation

Challenges include institutional knowledge transfer and leadership transition; collaborating with Workday on system improvements and new functionality; and navigating increasingly complex regulatory requirements.

Diversity, Equity, and Inclusion

DCM is committed to addressing disparities and creating a culture of safety, trust and belonging in the department and countywide. The department is supporting the Workforce Equity Initiative with the following efforts:

- Central HR and the COO played an integral role on the committee that helped provide input, perspective and recommendations to the HR Consulting Firm (Jemmott Rollins).
- The DCM leadership team developed an implementation plan for the department and countywide strategies to meet WESP minimum standards.
- The Director’s office developed and managed an interim process for protected class complaints. That work will move to a new Non-Departmental unit reporting to the COO in FY 2020.
- Central Human Resources and the COO are reorganizing the County’s talent acquisition and development efforts to align with the WESP recommendations.
- Hired an Equity and Inclusion Manager to guide the implementation of the DCM WESP.
- The department is in the process of forming a DCM equity committee to meet the four WESP focus areas.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$2,437,241	\$0	\$2,437,241	11.50
Budget Office	2,687,438	0	2,687,438	13.00
Finance and Risk Management	11,190,379	8,283,167	19,473,546	64.00
Central Human Resources	7,020,396	118,554,500	125,574,896	41.55
Division of Assessment, Recording & Taxation (DART)	<u>22,476,877</u>	<u>1,386,360</u>	<u>23,863,237</u>	<u>137.50</u>
Total County Management	\$45,812,331	\$128,224,027	\$174,036,358	267.55

Director's Office

The Division is home to the County's Chief Operating Officer (COO), who also serves as the DCM Department Director, and the Business Services program.

The COO is responsible for the administrative infrastructure and financial health of the County. The COO provides strategic direction for countywide projects and ensures that complex decisions are informed by a countywide perspective. The COO works with DCM divisions, County departments, and elected officials to establish operational priorities and policy objectives. The COO supervises the directors of the Department of County Human Services, Health Department, Department of County Assets, Department of Community Services, Department of Community Justice, and Library; providing a crucial link between corporate policy setting and department implementation.

The Business Services program provides business and financial services for the department including: budget development, accounts receivable, accounts payable, procurement and contracting as well as administrative and general accounting support.

Significant Changes

The Director's Office is adding one new FTE for FY 2020, an Equity and Inclusion Manager to lead the department's equity and inclusion efforts and help implement the department's WESP.

Scaled program offer 72000B, Continuous Quality Improvement Pilot, will assess and provide continuous quality improvement assistance to a pilot group of County social service providers in partnership with DCHS and others.

The Capital Assets Strategic Planning program offer is being ramped down in FY 2020. The Board approved the 20 Year Strategic Capital Plan in FY 2019. Scaled program offer 72000C, Strategic Capital Planning Ramp Down & Economic Development, provides for a one-year transition of the program to ongoing maintenance.

Last year's scaled program offer 72000B Organizational Development used one-time-only money to fund the human resources equity consultant and a limited duration management assistant to support the interim protected class complaints process. In FY 2020, the complaints process will move to a new Non Departmental complaint unit (Program #10040 Complaints Investigation Unit).

Last year's scaled program offer 72000C Workforce Equity Strategic Plan Implementation is moving to the Office of Diversity and Equity following the recommendations of the Jemmott Rollins Group.

Budget Office

The Budget Office guides the development of the county's budget process, prepares the annual budget and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the county's annual spending plan with their priorities. It serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

The Budget Office leads the countywide budget process, evaluates county policies and operations, and recommends redirection of policy or resources.

The Budget Office and Evaluation & Research is responsible for the following:

- Preparing the annual budget, budget-in-brief, and associated documents;
- Financial forecasting and budget projections;
- Ad hoc analysis for County Management and the Chair's Office; and
- Countywide research on workforce equity and operational effectiveness.

Staff assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on county-wide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support county labor relations in collective bargaining and cost analysis.

Significant Changes

There are no significant changes to the Budget Office Division other than the carry-over of \$90,000 one-time-only General Fund funding for the Mental Health System Analysis Follow-Up (FY 2020 program offer 72042) that is anticipated to be completed in FY 2020.

Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the county's financial transactions are managed in a timely and accurate manner, and establishes policies and procedures that guide how those transactions are made by County departments.

The various units within the division pay the county's bills, maintain and record accounting transactions, manage an investment portfolio that averages nearly \$500 million per day, and issue payroll checks. The division is responsible for managing the County's debt obligations, ensuring that vendors who receive federal funding are in compliance with applicable rules, and provides oversight, and sets policy, for the County's contracting process. Risk Management negotiates insurance coverage for the county's buildings, manages claims associated with work-related injuries, consults on workplace safety and health, and manages claims for the county's self-insured liability program.

Finance and Risk Management is responsible for preparing the county's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers Association (GFOA) award for distinguished reporting every year for the past 34 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

The MWESB Contract Compliance position at 1.00 FTE in Purchasing (72005A) has been reduced to 0.50 FTE and is still monitoring the County's largest capital construction project, the Court House, and is central to validating their compliance with the County's MWESB program.

Program Offer 72005B - Labor Compliance provide education and support for workers and construction contractors on wage theft prevention and will create a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage.

Workday Support Program (72022) has been split between Central HR and Finance and a new related Program (72046) has been created shifting 4.00 FTE from Central HR to Finance.

Program Offer 72011 FRM Economic Development has been cut in its entirety, reducing 1.00 FTE from the Division as part of meeting the prescribed 3% constraint.

One FTE, a Finance Tech position in Payroll (72007) has been cut due to efficiencies gained through the conversion to Workday.

Program Offer 72008B - FRM Motor Vehicle Tax has been requested to focus on the administration and enforcement of the Motor Vehicle Rental Tax.

Central Human Resources

The Central Human Resources Division is driven by its strategic plan mission: “Supporting the people who serve our community.”

The Central Human Resources division provides strategic leadership, recommends policy, and partners with the department HR units to guide consistent, efficient and cost-effective HR processes and practices necessary to achieve results across the organization.

The Chief Human Resources Officer ensures that resources, structure and initiatives are informed by and aligned with the recommendations identified in the Countywide HR Audit, Workforce Equity Strategic Plan, and Jemmott Rollins Report. The metrics utilized to measure success and monitor progress will include the workforce. Central Human Resources manages the following services and systems to support employees, managers as well as the business needs of the county:

- Collective bargaining and labor contract interpretation;
- Personnel rules and County HR policy development and interpretation;
- Job classification & compensation plans;
- Countywide training and organizational development;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs;
- Oversight of HR systems and workforce data and management of the human capital management and payroll modules in Workday.

Significant Changes

Within current resources, a Human Resources Manager 2 position in Labor Relations was reclassified to a Human Resources Manager Senior and used to create a Deputy Chief Human Resources Officer (Deputy CHRO) position.

Additionally, a Human Resources Manager 1 and a Human Resources Analyst Sr. position were moved from Central HR Administration to Central HR Services. The Human Resources Analyst Sr., budgeted at 1.00 FTE, was reclassified within existing resources to a Human Resources Manager 1 at 0.80 FTE. The Deputy CHRO will oversee Central HR Services as well as Workday Support for Central HR.

The Workday Support program offer was broken out into separate program offers for Workday Support - Central HR and Workday Support - Finance.

Program Offer details and performance measures were updated throughout the division to align with the Workforce Equity Strategic Plan (WESP) and the Jemmott Rollins report and recommendations.

Requested Program Offers 72017B - Leadership Development and Accountability and 72017C - WESP Conflict Mediation and Resolution to provide Talent Development additional resources to accommodate new County-wide work for WESP implementation.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) is responsible for County Assessor and Tax Collector functions, and some Clerk duties including recording, marriage licenses, domestic partnerships, passport applications, and the Board of Property Tax Appeals (BOPTA). These functions are statutorily mandated and provide a necessary service to our community. Through the Assessor functions, approximately 345,000 tax accounts are identified and mapped, valued and levied a property tax. The Tax Collector's responsibility is to collect and distribute levied property taxes to 69 taxing districts. Schools, public safety, cities and Multnomah County are among these districts that annually levy, in aggregate, more than \$1.8 billion dollars in property tax revenue.

Significant Changes

For FY 2020, DART is reallocating 4 positions (4 Appraiser 1s) to manage an increasing workload in Residential Appraisal programs. This is a response to overall market activity within this property classification that requires additional staffing. According to the Oregon Dept. of Revenue (DOR), Multnomah County's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas. DART believes these guidelines are an indication of future problems without this reallocation. DART also views this reallocation as an opportunity for current staff in a Limited Duration Assignment (LDA) developmental program ending in FY 2019 to obtain permanent employment within DART.

DART's legacy assessment and taxation software was replaced in FY 2019, after a 4 year effort. The next stage in this process is continuing development of critical functionality in Orion, along with development of plug-in software to aid in a truly enterprise A&T system. In collaboration with our partners in IT, DART is prioritizing these endeavors and funding a dedicated position in central IT. We anticipate these efforts to span several years, before being fully operational.

Department of County Management

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000A	DCM Director's Office	\$780,736	\$0	\$780,736	3.00
72000B	Continuous Quality Improvement Pilot / County Contractors	161,888	0	\$161,888	0.00
72000C	Strategic Capital Planning Ramp Down & Economic Development	246,857	0	\$246,857	0.00
72015	DCM Business Services	1,247,760	0	\$1,247,760	8.50
Budget Office					
72001	Budget Office	2,104,855	0	2,104,855	10.00
72014	Evaluation and Research Unit	492,583	0	492,583	3.00
72042	Mental Health System Analysis Follow-up	90,000	0	90,000	0.00
Finance and Risk Management					
72002	FRM Accounts Payable	1,001,002	0	1,001,002	7.60
72003	FRM Chief Financial Officer	1,589,928	317,924	1,907,852	3.00
72004	FRM General Ledger	1,005,417	0	1,005,417	7.00
72005A	FRM Purchasing	2,591,309	59,241	2,650,550	19.00
72005B	Labor Compliance	199,877	0	199,877	0.50
72006	FRM Property & Liability Risk Management		4,372,784	4,372,784	2.50
72007	FRM Payroll/Retirement Services	1,030,263	0	1,030,263	7.40
72008A	FRM Treasury and Tax Administration	2,222,335	0	2,222,335	4.00
72008B	FRM Motor Vehicle Tax	150,258	0	150,258	0.00
72009A	FRM Worker's Compensation/Safety & Health	0	3,481,818	3,481,818	6.00
72010	FRM Recreation Fund Payment to Metro	0	51,400	51,400	0.00
72012	FRM Fiscal Compliance	426,465	0	426,465	3.00
72044	Construction Diversity and Equity	100,000	0	100,000	0.00
72046	Workday Support - Finance	873,525	0	873,525	4.00

County Management

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Central Human Resources					
72016	Central HR Administration	1,207,364	0	1,207,364	2.63
72017A	Central HR Services	2,556,451	0	2,556,451	12.80
72017B	Leadership Development and Accountability	527,006	0	527,006	0.00
72017C	WESP - Conflict Mediation & Resolution	168,471	0	168,471	0.00
72018	Central HR Labor Relations	934,629	65,882	1,000,511	4.85
72019	Central HR Unemployment	0	1,009,588	1,009,588	0.15
72020	Central HR Employee Benefits	0	117,479,030	117,479,030	13.12
72022	Workday Support - Central Human Resources	1,626,475	0	1,626,475	8.00
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	704,411	0	704,411	2.40
72024	DART Customer Service	1,288,926	0	1,288,926	9.50
72025A	DART County Clerk Functions	1,710,541	0	1,710,541	13.40
72025B	DART County Clerk Carryover	112,000	0	112,000	0.00
72026	DART Ownership	486,543	0	486,543	4.20
72027	DART Tax Revenue Management	2,097,055	0	2,097,055	12.40
72028	DART GIS/Cartography & Parcel Management	1,191,887	0	1,191,887	8.40
72029	DART Assessment Performance Analysis	511,491	0	511,491	3.20
72030	DART Property Assessment Special Programs	1,061,471	0	1,061,471	7.90
72031	DART Personal Property Assessment	1,206,949	0	1,206,949	7.25
72032	DART Property Assessment Industrial	1,229,728	0	1,229,728	8.25
72033	DART Commercial Property Appraisal	2,197,082	0	2,197,082	14.50
72034	DART Residential Property Appraisal	5,522,967	0	5,522,967	39.10
72035	DART Assessment & Taxation System Upgrade	0	1,386,360	1,386,360	0.00
72037	DART Applications Support	1,440,826	0	1,440,826	5.40
72038	DART Tax Title	<u>1,715,000</u>	<u>0</u>	<u>1,715,000</u>	<u>1.60</u>
Total County Management		\$45,812,331	\$128,224,027	\$174,036,358	267.55

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Department: County Management

Program Contact: Marissa Madrigal

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Director's Office manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Human Resources, Property Assessments & Recording, Tax Collections and protected class complaints. The Director is also the County's Chief Operating Officer and provides corporate oversight through the supervision of the appointed department directors.

Program Summary

The Director works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set priorities and ensure that County policies uphold them. The Director works with the Chief Financial Officer, Budget Director, and Chief Human Resources Officer to develop and present administrative, financial, human resource and infrastructure guidelines and policies to the County Chair, the Board of County Commissioners (Board), and department directors.

The Director works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and works with the Board, the Department of County Assets (DCA,) and other departments on the funding policies for the County's physical infrastructure.

In FY 20, the Director will focus on overseeing the implementation of the department's Workforce Equity Strategic Plan (WESP), the reorganization of the County's talent acquisition and development resources to support the countywide WESP, and the creation of the independent protected class complaints unit.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Create implementation plan with clear milestones for the department's Workforce Equity Strategic Plan	NA	NA	NA	1
Outcome	Percent of FY 20 DCM WESP milestones met timely	NA	NA	NA	85%
Output	Complete Talent Development reorganization to align with WESP recommendations	NA	NA	NA	1
Output	Countywide Executive Leadership Series training events held	3	4	3	3

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$431,825	\$0	\$611,197	\$0
Contractual Services	\$91,754	\$0	\$101,754	\$0
Materials & Supplies	\$17,230	\$0	\$18,810	\$0
Internal Services	\$35,829	\$0	\$48,975	\$0
Total GF/non-GF	\$576,638	\$0	\$780,736	\$0
Program Total:	\$576,638		\$780,736	
Program FTE	2.00	0.00	3.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72000A-19 DCM Director's Office

Department: County Management **Program Contact:** Marissa Madrigal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

A select group of County social service contractors will be chosen to participate in a pilot to assess and improve their processes to ensure participant safety, service quality and efficiency. These contractors will be among the Health Dept. (HD), Dept. of Community Justice (DCJ), Joint Office Of Homeless Services (JOHS) and the Dept of County Human Services (DCHS) service providers. Their processes will be analyzed using Continuous Quality Improvement (CQI) methods and tools and fiscal compliance to ensure core/baseline safety measures for clients/participants and staff.

Program Summary

ISSUE: Multnomah county departments contract with agencies to provide services for residents. Departments are responsible for monitoring and supporting performance throughout the life of the contract. Departmental capacity and approaches to monitoring and supporting contractors varies, and contractors have either been found to need, or have requested assistance with critical organizational capacity. Of particular interest is how contractors perform with regard to safety and quality of services. There is a need to assess and assist contractors to establish consistent best processes, practices and policies that ensure safety, quality and efficiency.

GOALS: Assess the current state processes among the selected contractors related to safety, quality and efficiency. Assess using data, risk reports, and client satisfaction. Identify improvement opportunities related to contractors' processes, practices, county monitoring expectations, monitoring tools and technical assistance.

ACTIVITIES: DCHS will secure a limited duration expert in CQI who will work with the pilot participants (contractors). A contractor selection process for the pilot will be developed. This pilot will assist the contractors with process mapping, root cause analysis, strategy development, metric development, and implementation of plan/do/study/act cycles (PDSA). An assessment of their Board of Directors composition will be conducted. They will be assessed for representation by race, gender, ethnicity, and experience to help determine how reflective they are of the communities served. There will be CQI training; application of methods to specific contractor concerns; and technical assistance for up to 6 months post the improvement PDSA tests to ensure implementation success.

To ensure consistent and robust internal communication on the progress of the pilot DCHS will bring pilot updates and solicit input at the Multnomah County Safety Net Partners meetings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of pilot members who complete at least one organizational process quality improvement analysis.	NA	NA	NA	7
Outcome	% of pilot members with an organizational Quality Improvement Plan.	NA	NA	NA	90%
Output	# of pilot members who identify one or more opportunities for improvement.	NA	NA	NA	7

Performance Measures Descriptions

Quality improvement processes and identified improvement opportunities will focus on client/participant safety, quality of service, and efficiency.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$151,588	\$0
Materials & Supplies	\$0	\$0	\$10,300	\$0
Total GF/non-GF	\$0	\$0	\$161,888	\$0
Program Total:	\$0		\$161,888	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72000B-19 Organizational Development

Department: County Management **Program Contact:** Marissa Madrigal

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

Strategic Capital Planning Ramp Down & Economic Development program will fund the ramp down of the Capital Assets Strategic Program, which is ending June 30th, 2019. This one time only program offer will fund a one year limited duration assignment position to retain the institutional knowledge of the incumbent Capital Planning Director for Fiscal Year 2020. If funded, the position would both intentionally ramp down the program and pinch hit on the portfolio of economic development issues that currently have no staffing due to elimination of the Economic Development Program in FY20.

Program Summary

The LDA Capital Planning Director will transfer the Countywide institutional knowledge gained over the past three fiscal years building the Countywide Capital Strategic Plan to other stakeholders so that the work is not lost and can be transitioned into maintenance mode in subsequent fiscal years.

This position will also fill in for gaps created by the elimination of the Economic Development Program and following the FY19 departure of the Economic Development Officer, which was eliminated from the FY20 budget to meet general fund constraint.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Retention of key knowledge and capacity	NA	NA	NA	1
Outcome	Rampdown and transition of the program to a maintenance mode	NA	NA	NA	1

Performance Measures Descriptions

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$246,857	\$0
Total GF/non-GF	\$0	\$0	\$246,857	\$0
Program Total:	\$0		\$246,857	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one time only County General Fund revenues.

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Mike Jaspin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Budget Office guides the development of the County's budget process, prepares the annual budget and supports the Chair and the Board of County Commissioners with their budgeting decisions by helping to align the County's annual spending plan with their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program, and management analysis.

Program Summary

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents
- Financial forecasting and budget revenue/expenditure projections
- Ad hoc analysis for County Management and the Chair's Office
- Countywide cost control analyses
- Prepares the supplemental budget and maintains the legal budget throughout the course of the year

Staff also assist departments in measuring performance of County programs; providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other policy or fiscal matters; identify and resolve problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

Over the past 16 years, the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award. The award represents a significant achievement by the County. It reflects the commitment of Multnomah County's governing body and staff to meet the highest principles of governmental budgeting.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of budget modifications processed (includes internal)	214	200	250	220
Outcome	% of budget modifications entered into SAP/Workday within 4 weeks of Board approval	98%	95%	100%	98%
Quality	Percent error in General Fund Revenue Forecast	1.95%	2.0%	0.66%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	92%	92%	92%	92%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2019 estimate is the "actual" customer satisfaction rating.

Legal / Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law, ORS Chapter 294 & sections of ORS Chapters 280 & 310 related to filing and ballot title wording. The office is responsible for producing a financially sound budget that complies with the law and communicating the outcome from public funds entrusted to the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,575,226	\$0	\$1,691,407	\$0
Contractual Services	\$32,000	\$0	\$53,500	\$0
Materials & Supplies	\$117,766	\$0	\$96,266	\$0
Internal Services	\$251,894	\$0	\$263,682	\$0
Total GF/non-GF	\$1,976,886	\$0	\$2,104,855	\$0
Program Total:	\$1,976,886		\$2,104,855	
Program FTE	10.00	0.00	10.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72001-19 Budget Office

Department: County Management **Program Contact:** Mike Waddell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Central Accounts Payable supports County programs in the areas of vendor payment processing, auditing and data integrity, travel and training audits, procurement card administration, vendor master file management and County Administrative Procedures compliance monitoring.

Program Summary

Central Accounts Payable (AP) processes approximately 125,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the purchasing card program and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the year-end expenditure accruals; conducts internal audits of AP functions while ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices. AP coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes. AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of informational updates, group training, and peer/professional support which ultimately contribute to staff competencies.

Central Accounts Payable promotes continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the AP function from a paper intensive payment process to a more sustainable, electronic payment process. This single objective has reduced the cost of government by providing operating efficiency while maintaining internal controls and supporting the County's sustainability goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Payments Processed	131,293	128,000	124,378	128,000
Outcome	Percent of Invoices Paid On Time within std NET 30	86.0%	87.0%	87.0%	87.0%
Outcome	Percent of Total Payments that are Electronic	70.6%	72.0%	73.1%	73.0%
Outcome	Procurement Card Rebates	\$292,000	\$290,000	\$300,000	\$290,000

Performance Measures Descriptions

Invoice payments processed will decrease as we progress to more consolidated billings, electronic payments and growth in Multco Marketplace activity. Net payment is due 30 days after receipt of original invoice. Percent of total payments that are electronic--growth correlates with more cost effective electronic payment methods including ACH, ePayables and Pcards. Procurement Card Rebates are directly associated with the total amount spent in the P-Card system. Rebate projection same as previous year during ERP transition year.

Legal / Contractual Obligation

Tax Information Returns (i.e. 1099 MISC, 1099 INT, etc.) are mandated by the Internal Revenue Service code as described in Sections 1.6001-1 through 1.6091-4. Failure to comply would result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$924,271	\$0	\$990,628	\$0
Contractual Services	\$0	\$0	\$1,950	\$0
Materials & Supplies	\$10,374	\$0	\$8,424	\$0
Total GF/non-GF	\$934,645	\$0	\$1,001,002	\$0
Program Total:	\$934,645		\$1,001,002	
Program FTE	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$290,180	\$0	\$290,180	\$0
Total Revenue	\$290,180	\$0	\$290,180	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America, are based on the level of annual spending in each of the bank's credit card programs. The majority is from Bank of America's purchasing card program; rebates from BOA are generally 1.4% of total value of transactions processed annually. Multnomah County is part of the Bank of America Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms.

Significant Program Changes

Last Year this program was: FY 2019: 72002-19 FRM Accounts Payable

Department: County Management

Program Contact: Mark Campbell

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Chief Financial Officer manages the financial health of the entire County and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Fiscal Compliance, Risk Management, Payroll, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

Program Summary

The Chief Financial Officer (CFO) develops and presents financial guidelines to executive level staff, the County Chair's Office, and the Board of County Commissioners. The CFO presents recommendations related to public financial policy to these groups as well as other jurisdictions. The CFO interacts with the Oregon Legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS) and works with partner jurisdictions to develop and present legislative policy. This involves communication with the Board, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the Board and County departments to establish priorities and guidelines, and ensures that policies are aligned with these priorities. The CFO works with departmental finance sections, DCM divisions, and all County department stakeholders on all administrative policies and procedures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aaa	1	1	1	1

Performance Measures Descriptions

The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close of the fiscal year. 1=achieved; 0=not achieved.

County maintains the highest bond rating of Aaa on general obligation debt. This rating is achieved by continuing to demonstrate prudent financial management. 1=achieved; 0=not achieved.

Legal / Contractual Obligation

Several financial functions laid out in Oregon Revised Statutes and County Code are directly and indirectly the responsibility of the Chief Financial Officer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$488,392	\$80,403	\$547,023	\$108,182
Contractual Services	\$19,500	\$0	\$19,500	\$0
Materials & Supplies	\$15,500	\$0	\$15,500	\$0
Internal Services	\$983,302	\$197,638	\$1,007,905	\$209,742
Total GF/non-GF	\$1,506,694	\$278,041	\$1,589,928	\$317,924
Program Total:	\$1,784,735		\$1,907,852	
Program FTE	2.60	0.35	2.55	0.45

Program Revenues				
Other / Miscellaneous	\$0	\$223,975	\$0	\$317,924
Total Revenue	\$0	\$223,975	\$0	\$317,924

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72003-19 FRM Chief Financial Officer

Department: County Management **Program Contact:** Samina Gillum
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The General Ledger program manages central financial accounting and reporting, including the annual external financial audit, the indirect cost allocation plan, the comprehensive framework of internal controls, as well as general countywide accounting support and assistance.

Program Summary

The General Ledger (GL) program supports and monitors the County's financial accounting activity by performing corporate level accounting functions including account reconciliations, review/approval of accounting transactions and preparing required financial reports.

The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officers Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials that meet the reporting standards and requirements noted by GFOA. Approximately 3% of governmental entities in the United States receive this award annually.

General Ledger prepares the County's cost allocation plan needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. GL also maintains internal controls and the chart of accounts.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Comprehensive Annual Financial Report audit deficiency comments from external auditors	2	0	0	0
Quality	Number of days Comprehensive Annual Financial Report is completed after fiscal year end	180	174	173	173

Performance Measures Descriptions

Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements (CAFR) and effective internal controls are in place (approx. 300 total accounts). External auditors express their opinion on the County's CAFR, including assessment of the risks of material misstatement of the financial statements. "0" means the auditors identified no deficiencies or weaknesses in internal controls. Financial reports should be issued soon enough after the close of a period to affect better decision making.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS), Ch. 297: Audits of Public Funds and Financial Records, requires governments to have an external audit and that it be submitted to the Secretary of State - Audits Division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$910,288	\$0	\$991,517	\$0
Contractual Services	\$6,500	\$0	\$2,000	\$0
Materials & Supplies	\$12,250	\$0	\$11,900	\$0
Total GF/non-GF	\$929,038	\$0	\$1,005,417	\$0
Program Total:	\$929,038		\$1,005,417	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$0	\$20,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from the County's separately issued component unit financial reports: Mid County Service District, Dunthorpe-Riverdale Service District and the Library District. The revenues are a reimbursement for central accounting and reporting services provided to each component unit.

Significant Program Changes

Last Year this program was: FY 2019: 72004-19 FRM General Ledger

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in construction, materials, and both non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

Program Summary

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for several thousand contracts and hundreds of millions of dollars awarded each year.

Key efforts include the following: (1) safeguard the County from potential contractual risk and liability exposure; (2) functional administration of the County's procurement and contracting software; (3) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (4) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (5) research, analyze, recommend, and implement best business practices; (6) provide ongoing guidance, support, training, and consultation to departments and employees; (7) track, monitor, analyze and annually report on contract data and performance measures; (8) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB), Service Disabled Veterans, and Qualified Rehabilitation Facilities (QRF); (9) participate in community events, meetings and conduct outreach to the MWESB supplier community and; (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing supports the County's sustainability goals by ensuring sustainable practices of prospective suppliers, contractors and service providers are included as evaluation criteria in all contract awards over \$10,000. All Purchasing staff share in the education, training, and support of County staff to promote and support sustainable purchasing practices.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	5%	8%	6%	7%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	50	50	49	50
Output	Number of contracts and amendments processed	1022	965	984	1000

Performance Measures Descriptions

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because they represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all County departments.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,233,796	\$102,073	\$2,446,450	\$55,441
Contractual Services	\$38,219	\$0	\$17,646	\$0
Materials & Supplies	\$132,009	\$5,000	\$127,213	\$3,800
Total GF/non-GF	\$2,404,024	\$107,073	\$2,591,309	\$59,241
Program Total:	\$2,511,097		\$2,650,550	
Program FTE	18.50	1.00	18.50	0.50

Program Revenues				
Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
Total Revenue	\$2,000	\$0	\$2,000	\$0

Explanation of Revenues

This program is primarily supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests, and when County surplus is sold through the surplus program. The estimate from these sources is \$2,000.

Significant Program Changes

Last Year this program was: FY 2019: 72005-19 FRM Purchasing

Program took on functional administration of the County's procurement and contracting software as part of the ERP program. This includes the existing Multco Marketplace, which was transferred from DCA, as well as three new modules to support suppliers, procurements, and contracts.

The 0.50 FTE reduction in staff from FY 19 is due to the end of funding at the completion of the Health Department Headquarter's Project. We are requesting funding for this 0.50 FTE to develop and operate the Labor Compliance Program #72005B in FY 20.

Legal / Contractual Obligation

ORS 279C.800 to 279C.870 list the requirements for payment of prevailing wages paid on public works projects.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$55,441	\$0
Materials & Supplies	\$0	\$0	\$144,436	\$0
Total GF/non-GF	\$0	\$0	\$199,877	\$0
Program Total:	\$0		\$199,877	
Program FTE	0.00	0.00	0.50	0.00

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

Explanation of Revenues

This program would be funded through General Fund revenues.

Significant Program Changes

Last Year this program was:

The 0.50 FTE Program Specialist in this offer was assigned in FY19 to the Health Department Headquarter's Project and included in Program #72005A (FRM Purchasing). With conclusion of that project, the position is now available to develop and operate the Labor Compliance Program.

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Property & Liability Risk Program (P&LRP) manages the County's property and liability risks in accordance with all legal requirements and County policies/procedures. It focuses on countywide risk exposures, liability/subrogation claims, property claims, purchasing insurance, loss control/prevention, and assists departments in managing identified risks.

Program Summary

Each year, the Property & Liability Risk Program (P&LRP) seeks to determine the County's "Cost of Risk", benchmark against other entities and continually improve the program by implementing best practices. The (P&LRP) purchases property insurance, marine coverage, crime coverage, excess liability, excess medical malpractice coverage, bonds, and other specialized insurance coverage for the County. Where the cost of insurance prohibits purchase or coverage is not available, we self fund losses. The P&LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance and develops countywide policies and procedures related to loss prevention and control. The P&LRP designs and implements risk management strategies for the prevention of risk exposure and property and liability loss countywide. The program adjusts property loss claims, and oversees the Third Party Administrator contracted to process general liability insurance claims for the County. Litigation and large general liability insurance claims are settled with expertise from the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss) and purchases property and excess liability coverage for large property and liability related claims. This decision controls the loss adjustment process, minimizes our "total cost of risk" (uninsured claims costs + insurance costs + administrative costs), and motivates internal loss control behavior. A department's internal property and liability allocated charges are based on their past losses using actuarial data and historical loss data to determine cost percentage rates based on anticipated future losses.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	17	17
Outcome	Total Cost of Risk**	0.46	0.59	0.67	0.59

Performance Measures Descriptions

*Appropriate types of insurance coverage indicate strong safeguarding of the county's assets.

**Total Cost of Risk is measured and compared annually to other public entities. It provides information on the financial impact of the county's risk assumption (value approaching zero is preferable, 1=average of public entities)

Legal / Contractual Obligation

The Property & Liability Risk Program is mandated by County Code 7.100-7.104. The County is required by the State to have specific insurance and bond coverage. The County is self-insured for third-party liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270 and purchases Excess General Liability insurance above the self-insured retention of \$1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The P&LRP manages the County's compliance with numerous Oregon Occupational Safety and Health Administration (OR-OSHA) and Life Safety requirements to promote employee and public safety, including driver's license validation program and inspections by regulatory and insurance carrier representatives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$339,884	\$0	\$368,422
Contractual Services	\$0	\$266,758	\$0	\$273,761
Materials & Supplies	\$0	\$3,300,157	\$0	\$3,730,601
Total GF/non-GF	\$0	\$3,906,799	\$0	\$4,372,784
Program Total:	\$3,906,799		\$4,372,784	
Program FTE	0.00	2.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,906,799	\$0	\$4,372,784
Total Revenue	\$0	\$3,906,799	\$0	\$4,372,784

Explanation of Revenues

Departments are charged a risk property & liability rate based on claims experience and an actuarial valuation performed every three years. The P&LRP also receives subrogation money and reimbursement related to liability claims.

Significant Program Changes

Last Year this program was: FY 2019: 72006-19 FRM Property & Liability Risk Management

Department: County Management **Program Contact:** Vanessa Witka
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

Program Summary

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for accurately withholding, reporting and remitting employment taxes to Federal, State and Local taxing authorities. Payroll reports and remits pension contributions to the Public Employees Retirement System and administers the County's IRC §457 deferred compensation program. Payroll ensures that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts and County Administrative guidelines. Payroll reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies and union dues. Payroll reconciles and produces year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance. The program supports the County's sustainability goals by providing electronic disbursements of wages to employees' financial institutions and providing paperless notification of their deposits. Currently 98% of employees participate in direct deposit, all employees receive notification of their payslip through Employee Self Service.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of payments issued per period*	7,123	7,200	7,127	7,200
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	52%	62%	55%	58%

Performance Measures Descriptions

*Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits. Payroll has consistently maintained a high level of system accuracy (99%).

**The percent of employees participating in the deferred compensation plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 45%.

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 12 union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service and the Oregon Dept of Revenue. Pension contributions are mandated by union contracts, Multnomah County Personnel Rules and Oregon Revised Statutes. Failure to comply with these laws and regulations result in fines and penalties being assessed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,003,912	\$0	\$971,921	\$0
Contractual Services	\$19,500	\$0	\$39,874	\$0
Materials & Supplies	\$21,759	\$0	\$18,468	\$0
Total GF/non-GF	\$1,045,171	\$0	\$1,030,263	\$0
Program Total:	\$1,045,171		\$1,030,263	
Program FTE	8.45	0.00	7.40	0.00

Program Revenues				
Other / Miscellaneous	\$155,718	\$0	\$162,030	\$0
Beginning Working Capital	\$0	\$0	\$19,116	\$0
Total Revenue	\$155,718	\$0	\$181,146	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenues for the deferred compensation program are contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing enables the County to offer the program to employees at no cost to the County. The estimated reimbursement for FY 2020 is \$145,030 and is adjusted each following year by the CPI-W west coast A amount. In addition \$19,116 of BWC from FY 2018 FY 2019 is budgeted. The remaining \$17,000 is miscellaneous revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72007-19 FRM Payroll/Retirement Services

The implementation of Workday, our new ERP system, resulted in the elimination of certain Payroll functions performed by a single individual. That elimination of functions resulted in the reduction of 1.00 FTE which was classified in the budget as a Finance Tech but under-filled with an Office Assistant 2 classification (position #716130)

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

Program Summary

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the Chief Financial Officer in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the County. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 16% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 6%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury maintains effective banking relationships to keep pace with technology and adapt to the needs of County Departments to provide better service to County residents.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	778	640	838	854
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	89,132	90,000	98,824	100,800

Performance Measures Descriptions

*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures compliance to applicable ORS)

**The number of tax returns filed is a measure of compliance with applicable code requirements.

***Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures County meets its debt obligations)

****The number of business accounts is used as a workload measure and serves as an indicator of economic activity within the County.

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11 (MVRT and TLT). The Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires at the end of FY 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$505,280	\$0	\$584,739	\$0
Contractual Services	\$1,558,415	\$0	\$1,624,146	\$0
Materials & Supplies	\$13,450	\$0	\$13,450	\$0
Total GF/non-GF	\$2,077,145	\$0	\$2,222,335	\$0
Program Total:	\$2,077,145		\$2,222,335	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$154,000	\$0	\$154,000	\$0
Total Revenue	\$274,000	\$0	\$274,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitors Development Fund Board. Under terms of the IGA that created the Visitors Development Fund the County receives an administrative fee equal to 0.7% of MVRT and TLT revenues recorded in the fund.

Investment earnings from the investment portfolio are allocated to this program to cover administrative fees for non-discretionary investment advisory services.

Significant Program Changes

Last Year this program was: FY 2019: 72008-19 FRM Treasury and Tax Administration

Department: County Management

Program Contact: Eric Arellano

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

FRM Motor Vehicle Tax Program focuses on the administration and enforcement of the Motor Vehicle Rental Tax (MVRT) charged on the rental of cars and light trucks within the County. The program also addresses possible code changes being considered to generate additional revenue for the General Fund.

Program Summary

The Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. The Treasury staff currently collects and records tax collections. This program will provide additional audit capacity and will focus on identifying taxpayers who potentially should be paying the tax. A limited duration Senior Finance Specialist dedicated to the Motor Vehicle Rental Tax would work to recover its costs in new, ongoing revenue.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Delinquent accounts discovered and collected through audit	NA	NA	NA	3
Outcome	Recover costs of program with new, ongoing revenue	NA	NA	NA	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$140,498	\$0
Materials & Supplies	\$0	\$0	\$9,760	\$0
Total GF/non-GF	\$0	\$0	\$150,258	\$0
Program Total:	\$0		\$150,258	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$0	\$150,258	\$0
Total Revenue	\$0	\$0	\$150,258	\$0

Explanation of Revenues

This program is supported by additional Motor Vehicle Tax Revenues.

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 1060, requires each self-insured employer to have a written loss prevention plan for each location and to provide safety and health loss prevention services for each work site.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$852,233	\$0	\$913,910
Contractual Services	\$0	\$361,800	\$0	\$365,335
Materials & Supplies	\$0	\$2,231,066	\$0	\$2,202,573
Total GF/non-GF	\$0	\$3,445,099	\$0	\$3,481,818
Program Total:	\$3,445,099		\$3,481,818	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,445,099	\$0	\$3,481,818
Total Revenue	\$0	\$3,445,099	\$0	\$3,481,818

Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria are met. Claim processing over payment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Medic First Aid for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

Significant Program Changes

Last Year this program was: FY 2019: 72009-19 FRM Worker's Compensation/Safety & Health

Department: County Management **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an intergovernmental agreement (IGA) the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

Program Summary

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA the County entered into in 1994.

These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Belle View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome					

Performance Measures Descriptions

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the County. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO. 1 - Yes; 0 - No

Legal / Contractual Obligation

Pass-through payment under terms of the IGA that transferred parks from the County to METRO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$50,000	\$0	\$50,000
Internal Services	\$0	\$1,400	\$0	\$1,400
Total GF/non-GF	\$0	\$51,400	\$0	\$51,400
Program Total:	\$51,400		\$51,400	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$51,400	\$0	\$51,400
Total Revenue	\$0	\$51,400	\$0	\$51,400

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2019: 72010-19 FRM Recreation Fund Payment to Metro

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Fiscal Compliance unit performs pre-award risk assessments, site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. The unit manages the County's annual Single Audit (audit of the County's federal expenditures) and provides countywide grant management policy development, guidance, and support to County departments.

Program Summary

Fiscal Compliance is responsible for administering Countywide grant compliance oversight and performing subrecipient monitoring for all County human services contracts to ensure compliance with Federal and State requirements. In fiscal year 2017, the County received \$62 million in Federal grant funding of which \$18 million was passed-thru to subrecipients.

Fiscal Compliance performs annual risk assessments (which includes a financial statement review) on all contracts receiving Federal funds to ensure compliance with external standards/regulations and assesses the entities financial health. In the most recent year, Fiscal Compliance performed 47 risk assessments. Fiscal Compliance performed 18 site audits covering \$7.2 million in federal expenditures. The performed oversight helps department programmatic staff carry out service delivery by ensuring subrecipients are compliant with grant requirements and are financially stable.

Fiscal Compliance manages and coordinates the annual Single Audit for the County. The program also administers the County's fiscal grants management user group which supports County grants administration, grants policy, and grant compliance efforts.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	49	50	49	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	83%	85%	85%	85%

Performance Measures Descriptions

The Fiscal Compliance unit performs financial monitoring of County-funded human service providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage/count monitored indicates greater coverage and decreased County financial risk as it relates to human services providers.

Legal / Contractual Obligation

The Office of Management and Budget (OMB) Federal Register requires entities expending Federal funds over \$750,000 in a fiscal year to have a single audit of Federal awards. Also, according to the Federal Register, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. The Federal Register requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$382,893	\$0	\$423,085	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
Total GF/non-GF	\$386,273	\$0	\$426,465	\$0
Program Total:	\$386,273		\$426,465	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72012-19 FRM Fiscal Compliance

Department: County Management

Program Contact: Anna Plumb

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Evaluation and Research Unit (ERU) performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health, including workforce equity; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice; and works with system partners to evaluate cross-departmental county programs.

Program Summary

The Evaluation and Research Unit performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU currently monitors and analyzes key metrics of countywide organizational health, including workforce equity and employee experience; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice, and works with system partners to evaluate cross-departmental county programs, including a partnership with the Joint Office of Homeless Services (JOHS) to design and implement evaluation(s) of the A Home for Everyone project to end homelessness in the region.

In FY 2019, the ERU partnered with the Office of Diversity and Equity on a project to better understand the experiences and needs of employees with disabilities, served as a partner on department-level and countywide equity work, performed a countywide analysis of pay equity in accordance with state law, and, in partnership with JOHS, presented an analysis of homeless services spending across the region from FY 2014 to FY 2017. In FY 2020, the ERU will: finalize the pay equity analysis; assist in the design and implementation of metrics to measure workforce equity and employee belonging; issue and analyze the FY 2020 Countywide Employee Survey; continue to partner with the JOHS on evaluation(s) of efforts to reduce homelessness in the region; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization. Examples of recent consulting projects include assisting public safety partners in identifying and tracking project goals via a dashboard, responding to leaders' request for employee demographics, facilitating and analyzing department listening sessions, and assisting County leadership in procuring and managing evaluation consultants for high-priority projects.

The ERU will also continue to sponsor and manage a countywide Community of Practice for county research and evaluation staff that the ERU founded in FY 2017.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	95	55	95	95
Outcome	Response rate to the Countywide Employee Survey	59%	58%	58%	58%
Outcome	Percent of information and consulting requests responded to within a week.	100%	100%	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	5	5	5	5

Performance Measures Descriptions

The Countywide Employee Survey happens every two years, therefore the response rate in FY 2019 will also be the result for FY 2020. Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation. Number of consults and products increased due to increased staffing; we anticipate this higher level will continue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$433,696	\$0	\$472,193	\$0
Materials & Supplies	\$20,390	\$0	\$20,390	\$0
Total GF/non-GF	\$454,086	\$0	\$492,583	\$0
Program Total:	\$454,086		\$492,583	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 72014-19 Evaluation and Research Unit

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Management (DCM) Business Services Program provides business services to the Department through exercising sound, accurate and transparent financial management. The Program coordinates development of the Department Budget, performs financial functions of accounts receivable, accounts payable, grant accounting, procurement and contracting and provides administrative and general accounting support to the Department.

Program Summary

The Department of County Management (DCM) Business Services Program is responsible for coordination and development of a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration with department programs; for monitoring, analysis, tracking, and financial reporting throughout the fiscal year; for administration of the budget, including position control, adjustments, amendments and modifications; and for tracking and monitoring various revenue streams. Business Services continually monitors departmental spending throughout the budget cycles to ensure spending within designated spending limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training arranging and reconciliations, mileage reimbursements, procurement card management, timekeeping, general accounting and administrative support. The program is responsible for consultation, oversight and delivery of the procurement and purchasing of goods and services in support of DCM operations, as well as a variety of County-wide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement development, contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.

Business Services ensures compliance with applicable financial policies, accounting standards and practices, and further ensures contracts meet County Attorney standards and provide legal authority to procure goods and services. Business Services collaborates with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices; and participates in cross-county teams such as the Finance Managers Forum, Purchasing Advisory Council, Purchasing Leaders Councils, Strategic Sourcing Council, and Finance Users Group.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of Accounts Receivable Transactions processed	2950	3,600	3,000	3,000
Outcome	Percentage of Contracts processed following established policies and processes	100%	100%	100%	100%
Outcome	% of travel and training events reconciled within 30 days of travel return date	98%	90%	100%	100%
Outcome	% of Accounts Payable invoices paid in 30 days or less	99%	98%	98%	99%

Performance Measures Descriptions

Outcomes tracking the percentages of contracts issued under established processes, of accounts payable invoices paid within 30 days, and travel & training reconciled within 30 days, demonstrates adequate controls and processes are in place to ensure compliance with county policies and best practices. Actual results for Travel & Training dependent upon various factors impacting ability to complete reconciliations within prescribed timelines. Volume of Accounts Receivable transactions may increase due to workload transitioning from DCM programs to Business Services.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures. Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 define procurement and contracting processes within the constraints of ORS requirements. DCM Contracts utilizing cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,029,964	\$0	\$1,094,233	\$0
Contractual Services	\$0	\$0	\$1,318	\$0
Materials & Supplies	\$33,555	\$0	\$28,597	\$0
Internal Services	\$116,335	\$0	\$123,612	\$0
Total GF/non-GF	\$1,179,854	\$0	\$1,247,760	\$0
Program Total:	\$1,179,854		\$1,247,760	
Program FTE	8.50	0.00	8.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 72015-19 DCM Business Services

Department: County Management

Program Contact: Travis Graves

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient, and cost effective HR practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Talent Development; Employee Benefits and Wellness; and the Unemployment Insurance Program.

Program Summary

Central HR Administration sets direction, determines policy, develops process structures, and builds relationships to develop and sustain a diverse, talented workforce necessary to achieve results across the organization. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input and engaging in collaborative problem resolution to achieve results. The Chief Human Resources Officer is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness.

Central HR administration oversees countywide program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of countywide job applications received.	25,750	22,000	22,000	22,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	89%	90%	89%	90%

Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment. This number declined, as expected, as a result of recruitment optimization projects. Outcome: Percent of respondents that "agree" or "strongly agree" to the question "I am fully engaged in my job" on the bi-annual Countywide Employee Survey. Measure will update in FY 2020.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$755,240	\$0	\$444,525	\$0
Contractual Services	\$54,482	\$0	\$55,806	\$0
Materials & Supplies	\$64,830	\$0	\$54,130	\$0
Internal Services	\$652,575	\$0	\$652,903	\$0
Total GF/non-GF	\$1,527,127	\$0	\$1,207,364	\$0
Program Total:	\$1,527,127		\$1,207,364	
Program FTE	4.63	0.00	2.63	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72016-19 Central HR Administration

Positions 713714 and 717266 (2.00 FTE) moved to Program Offer 72017A to better align positions with actual organization structure.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (CHR) services focus on the full lifecycle of employment, developing county-wide resources for attraction, recruitment, selection and ongoing training and development. CHR services implement strategies to address key components of the countywide Human Resources Strategic Plan. Resources include talent acquisition, talent development and classification and compensation, providing systems and tools to attract, train, and retain a diverse, highly qualified workforce.

Program Summary

Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Classification and Compensation provides the pay and job classification frameworks that facilitate external competitiveness, ensure internal equity, promote employee retention and support career growth. The team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed. It also researches labor market pay range data for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Talent Development's key priorities and resources will be aligned with the trends and recommendations highlighted in the Workforce Equity Strategic Plan (WESP), Jemmott Rollins Report, and Employee Survey. This includes development of a Leadership Development and Accountability Model, Onboarding and Orientation resources for newly hired managers, and the implementation of the Core Competency Framework that will support performance development and integrate with the Performance Planning Review (PPR) process.

Talent Development coordinates countywide training for employees, provides management/supervisory coaching and training, partners with the Office of Diversity and Equity on implementing the Equity and Empowerment Lens and offers a variety of diversity awareness and skills building courses. Talent Development develops training options by using data from employees' needs surveys, consulting with senior leadership, aligning with key trends and best practices in training and organizational development and responding to urgent emerging needs.

Talent Acquisition centralized resources will lead the development of programs and tools that support and respond to the recommendations of the WESP. This includes developing county-wide shared language for recruitment and selection processes that build upon the Competency Model and diversity-focused best practices. This also includes leveraging the Workday system and other resources to support a more structured onboarding process for managers. These resources will be deeply informed by talent acquisition trends and research.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of managers with 8 hours of training about intercultural communication and racially just practice.	n/a	n/a	n/a	70%
Outcome	Percent of total positions reclassified, revised, updated.	21.5%	15.7%	22.9%	16.8%
Output	Number of county-wide training class attendees	4294	5000	5000	5000
Outcome	Course participants self-report their requested access needs (related to disability or special needs) were met.	n/a	n/a	n/a	95%

Performance Measures Descriptions

Output/Outcome measures are aligned with key performance goals and minimum standards outlined in the Workforce Equity Strategic Plan. Additional measures highlight employee experience as it relates to the accommodation process for trainings. Classification measures align to job market factors and the inability to fill vacancies and/or impact on essential public services.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,544,272	\$0	\$2,259,248	\$0
Contractual Services	\$135,000	\$0	\$137,000	\$0
Materials & Supplies	\$58,700	\$0	\$56,700	\$0
Internal Services	\$102,377	\$0	\$103,503	\$0
Total GF/non-GF	\$1,840,349	\$0	\$2,556,451	\$0
Program Total:	\$1,840,349		\$2,556,451	
Program FTE	10.00	0.00	12.80	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
Total Revenue	\$25,000	\$0	\$25,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues. For training events that require administration of certain tools or tests or provide professional certifications outside the usual scope of countywide training, a portion of the cost of attendance will be charged back to the cost center of the employee attendee, for an aggregate total of \$25,000 for FY 2020.

Significant Program Changes

Last Year this program was: FY 2019: 72017-19 Central HR Services

Position 718882 (1.00 FTE) moved from Program Offer 72018 and reclassified from HR Manager 2 to HR Manager Senior. This allowed us to create a Deputy Chief Human Resources Officer position that will oversee the Talent Development Unit as well as the Workday Support - Central HR, and Project Management Teams.

Positions 713714 HR Manager 1 and 717266 HR Analyst Senior (2.00 FTE) moved from Program Offer 72016 to better align positions with actual organization structure. Upon realignment, Position 717266 HR Analyst Senior (1.00 FTE) was reclassified to an HR Manager 1 (0.8) to create a new Leadership Development Manager position, charged with researching, designing, and delivering courses and services through several key leadership development programs. The net effect of this otherwise cost neutral reclassification is a reduction in 0.20 FTE.

Department: County Management **Program Contact:** Holly Calhoun
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72017A and 72017C
Program Characteristics: One-Time-Only Request

Executive Summary

Central Human Resources requests one-time-only resources to fulfill recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. This proposal represents an intensive reinvestment in managers and supervisors, building critical leadership skills and equipping them to leverage the authority of their positions to create a workplace culture of safety, trust, and belonging. This model will serve as a template for onboarding all new supervisors after FY 20.

Program Summary

The recommendations emphasize leadership development, a “One County” approach ensuring all managers and supervisors have a common framework for leading effectively. These three components will help to achieve that goal: 1. a conference for all managers and supervisors; 2. a Leadership Development and Accountability Program; and 3. a campaign to roll out the Competency Model.

The conference aims to align countywide expectations with the ideal of workforce equity and inclusion, to inaugurate a “One County” approach to building consistent leadership excellence, and to inspire change. The conference is intended to provide county-specific tools, learning and resources to equip managers to best respond and support the workforce equity standards outlined in the WESP and JRG recommendations.

In FY’18, managers attended an average of less than 4 hours of management training offered by the county. Designing a leadership development and accountability model was a key recommendation outlined in the JRG recommendation, reinforced by the COO as a top priority, and again echoed as a critical next step in the county-wide surveys the Office of Diversity and Equity conducted in January ’19. The design of a Leadership Development and Accountability model will focus on current managers as well as newly hired managers.

The Leadership Development and Accountability Program is for current and newly hired managers, will ensure managers and supervisors leverage their authority to promote safety, trust, and belonging, and lead with a racial justice focus. It will build high-performing leaders with an understanding of county processes and policies and the interpersonal skills to implement them.

The new county Competency Model describes the behaviors and values expected of all employees. The next step will be to formally roll-out this model in a two-fold approach: a) Develop tools, resources and trainings that help Managers and workforce understand how to leverage the competency model and align it with other performance and professional development tools and b) Launch a branding campaign to further promote the value of the Core Competency Model.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of managers attending manager conference	n/a	n/a	n/a	1000
Outcome	Percent of participants who indicate trainings provided concrete skills for improving safety, trust, and belonging	n/a	n/a	n/a	95%
Output	Number of managers/supervisors attending the Leadership Development and Accountability Program	n/a	n/a	n/a	600

Performance Measures Descriptions

Conference attendees will be 85% management/supervisors, and 15% HR/Labor Relations. Leadership program will serve both new and current managers.

Talent Development evaluation model would be complementary to other WESP evaluation programs.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$302,006	\$0
Contractual Services	\$0	\$0	\$135,000	\$0
Materials & Supplies	\$0	\$0	\$90,000	\$0
Total GF/non-GF	\$0	\$0	\$527,006	\$0
Program Total:	\$0		\$527,006	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$200,000	\$0
Total Revenue	\$0	\$0	\$200,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues, including BWC carryover of \$200,000 Gen Fund from FY19.

Significant Program Changes

Last Year this program was:

This proposal reflects an expansion of services described in 72017A (Central HR Services) necessary to fulfill the recommendations of the WESP and JRG Reports.

Department: County Management **Program Contact:** Holly Calhoun
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72017A and 72017B
Program Characteristics: One-Time-Only Request

Executive Summary

Central Human Resources requests one-time-only resources to fulfill recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. This proposal represents expanded capacity for diversity and equity training, facilitation and team-building, and mediation.

Program Summary

The Budget Office estimated that to fulfill recommendations for training outlined in the WESP and JRG Reports would entail 6800 hours of classroom training, an 85% increase over what was delivered countywide in FY 18. These recommendations also include classes on disabilities and accommodations.

Talent Development anticipates that with the formation of an investigations unit, the number of service requests for mediation, facilitation, and team-building for units experiencing conflict will increase, especially following an investigation. Talent Development also anticipates decreased availability of its current team members to meet these new service requests as they champion the roll-out of Workday Functionalities, with related change management needs. This proposal increases capacity for mediation, team-building, training and facilitation for teams experiencing conflict and struggle by creating a limited duration position. This position will also increase Talent Development's ability to provide culturally specific facilitation's and training's across County Departments.

The increased capacity for mediation and other services is based on language in the AFSCME local 88 contract that states the county will make an individual trained in mediation available to employees under a variety of circumstances. Additionally, a focus from the JRG recommendations include a separate investigatory unit and an enhanced complaints resolution process, which does include mediation, facilitation, team-building, etc. The decision to make this OTO is to allow time to evaluate overall structure and scope of work within Talent Development.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of hours of Diversity/Equity training received by managers/supervisors.	n/a	n/a	n/a	6800
Outcome	Percent of participants who indicate trainings provided concrete skills for improving safety, trust, and belonging.	n/a	n/a	n/a	95%
Outcome	Percent of participants who indicate trainings increased their knowledge and concrete skills to lead with race.	n/a	n/a	n/a	95%

Performance Measures Descriptions

Measuring the number of managers and supervisors who participate in Diversity/Equity training; the percent who indicate the training provided concrete skills for improving safety, trust, and belonging; and the percent of participants who indicate trainings increased their knowledge and concrete skills to lead with race.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$168,471	\$0
Total GF/non-GF	\$0	\$0	\$168,471	\$0
Program Total:	\$0		\$168,471	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

This proposal reflects an expansion of services described in 72017A (Talent Development) necessary to fulfill the recommendations of the WESP and JRG Reports.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the County. This program manages 12 labor contracts, representing 85% of the County workforce, and the Personnel Rules (work rules) that apply to all 100%.

Program Summary

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during previous negotiations to achieve staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload, it does better support Labor Relations and department management staff to focus and prepare for each labor agreement.

Forums such as Employee Relations Committee and Employee Benefits Advisory Team along with tools such as negotiated memorandum create the foundation of open communication, clear and accessible decision making and collaborative problem solving needed to achieve uniform labor/management practices throughout the County.

Labor Relations:

- Leads collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
- Guides development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
- Ensures consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies.
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem-solving.
- Maintains and develops personnel rules and administers the County's drug and alcohol testing process.
- Coordinates countywide layoff activities and the merit council appeals process.
- Manages the Unemployment Claims process; and
- Ensures compliance with federal, state, local laws, rules, regulations and labor agreements, and communicates, trains and coaches supervisors, managers and department human resources units on these requirements

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Labor disputes.	110	102	86	102
Outcome	Percentage of labor disputes settled collaboratively.	95%	96%	98%	96%

Performance Measures Descriptions

Output and Outcome: Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. Resolving labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. Arbitration can be costly and result in a binding decision that is not in the County's best interest.

Legal / Contractual Obligation

Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,067,970	\$51,718	\$900,896	\$54,357
Contractual Services	\$7,000	\$0	\$9,750	\$0
Materials & Supplies	\$15,850	\$0	\$13,100	\$0
Internal Services	\$5,047	\$10,865	\$10,883	\$11,525
Total GF/non-GF	\$1,095,867	\$62,583	\$934,629	\$65,882
Program Total:	\$1,158,450		\$1,000,511	
Program FTE	5.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$54,863	\$0	\$65,882
Total Revenue	\$0	\$54,863	\$0	\$65,882

Explanation of Revenues

This program is supported primarily by General Fund with 0.25 FTE Labor Relations Manager supported by the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2019: 72018-19 Central HR Labor Relations

Position 718882 1.00 FTE moved to Program Offer 72017A.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

Program Summary

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of employee claims for unemployment.	219	286	250	250
Outcome	Percentage of unemployment claim appeals found in the County's favor.	56%	60%	35%	50%
Output	Number of unemployment appeals.	9	5	6	7

Performance Measures Descriptions

Outputs and Outcomes: It is the County's goal to support maximum unemployment benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appealed and subsequently found in the County's favor means a lower expense and lower risk to the County.

Legal / Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010, Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$36,120	\$0	\$38,517
Contractual Services	\$0	\$0	\$0	\$150
Materials & Supplies	\$0	\$971,071	\$0	\$970,921
Total GF/non-GF	\$0	\$1,007,191	\$0	\$1,009,588
Program Total:	\$1,007,191		\$1,009,588	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,004,841	\$0	\$1,009,588
Total Revenue	\$0	\$1,004,841	\$0	\$1,009,588

Explanation of Revenues

This program is supported by the Risk Fund. Unemployment claims are funded by assessing a rate based on 0.25% of monthly payroll for each department.

Significant Program Changes

Last Year this program was: FY 2019: 72019-19 Central HR Unemployment

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Employee Benefits Program provides comprehensive health coverage, basic and supplemental life insurance options, Flexible spending accounts for health, dependent/elder care, leave management and short/long term disability benefits for approximately 12,500 eligible individuals, including employees, spouses or domestic partners, dependent children and retirees. The program includes a Wellness component, which promotes and supports a healthier workforce, serving employees and families by providing a wide variety of activities, education and services to promote health and well-being.

Program Summary

Internal administration of the Benefit Programs supports the County's unique business, labor and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws and mandates.

The Benefits Program consults and coordinates with County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produce user friendly benefit communication/educational materials, and act as an effective liaison between employees and benefit providers to facilitate problem resolution. The program works closely with County labor bargaining units and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can help reduce employee health plan costs and absenteeism, while enhancing employee retention, morale, and productivity. The Employee Wellness Program serves the specific health needs of our employees as documented by health plan claims, population health data, and employee input. The Wellness Program focuses on chronic disease prevention and management through programs and policies that support healthy eating, physical activity, weight control, stress management, resiliency and overall health and well-being. Health plan partnerships and resources supplement program efforts.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Medical plan annual member count	12,000	12,500	12,400	12,500
Outcome	Participation in County Wellness Programs	9,656	10,150	10,340	11,000
Efficiency	County's annual benefits cost change per employee	7.0%	6.0%	5.0%	6.0%

Performance Measures Descriptions

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all. **Outcome:** This totals the participation across all Wellness offerings in which some report unique participants and others report number of engagements by participants (not unique). **Efficiency:** Actual and projected changes in annual County benefit costs per employee.

Legal / Contractual Obligation

County labor contracts contain benefit mandates for active and retired members. Benefits are governed by a variety of federal/state/local laws and agencies, including Internal Revenue Service (IRS), Dept of Labor (DOL), Dept of Health and Human Services (HHS), COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, Genetic Information Nondiscrimination Act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), CHIP, civil rights and EEO laws. Labor contracts require a transit pass be provided by the employer. OAR Chapter 340, Div 242 requires employers provide commute options to achieve and maintain a reduced auto trip rate. To meet this requirement, County assists DEQ with their bi-annual survey determining current commute methods, then follows DEQ approved plan to meet target reductions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,060,711	\$0	\$3,106,972
Contractual Services	\$0	\$1,389,052	\$0	\$1,371,000
Materials & Supplies	\$0	\$107,248,636	\$0	\$112,516,148
Internal Services	\$0	\$448,005	\$0	\$484,910
Total GF/non-GF	\$0	\$112,146,404	\$0	\$117,479,030
Program Total:	\$112,146,404		\$117,479,030	
Program FTE	0.00	14.12	0.00	13.12

Program Revenues				
Other / Miscellaneous	\$0	\$112,190,140	\$0	\$112,884,430
Service Charges	\$0	\$20,400	\$0	\$20,400
Total Revenue	\$0	\$112,210,540	\$0	\$112,904,830

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$87,735,881 actives/\$8,214,861 Retirees), Short and Long Term Disability and Life Insurance (\$3,080,573); benefit administration charge, (\$4,518,174), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,900,000), premium payments from retirees and COBRA participants (\$5,108,139), and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$400,000).

Significant Program Changes

Last Year this program was: FY 2019: 72020-19 Central HR Employee Benefits

Due to operational efficiencies in Workday, the Office Assistant Sr. (703958 1.0 FTE, vacant) is being eliminated.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72046 - Workday Support - Finance
Program Characteristics:

Executive Summary

Workday is the enterprise resource planning system (ERP) implemented countywide in January 2019. Unlike older ERP systems, Workday is designed to be managed and supported by the business operational staff in human resources. The Workday Management Support Team provides strategic and operational leadership and manages the roll out of future product functionality.

Program Summary

The Workday Management Team supports Human Capital Management (HCM) operational and strategic functions in Workday including project management, business analysis, configuration, reporting and daily maintenance across the multiple HR disciplines. For HCM and payroll the team supports Workday functions including maintenance of jobs architecture, payroll, compensation, talent, recruiting, core HR, time, absence, benefits and learning. The Workday Management Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system build.
2. Manage system business processes, determine the methodologies for implementing and maintaining HCM and payroll systems, business processes and procedures to achieve a consistent and predictable employee and manager experience across the county.
3. Conduct audits, analyze data, and perform testing to protect data integrity.
4. Meet regularly with stakeholder groups to share new functionality in upcoming Workday releases and determine how to better meet business needs.
5. Write reports and maintain existing reports that may require modifications following scheduled Workday upgrades.
6. Use audit reports to inform how to improve HR and users, managers, employees, and other stakeholders' experience.
7. Assist with training on new functionality following upgrades. Coordinating with Talent Development to create a change and training plan to enhance skill development and adoption for system end users.
8. Manage business relationship with Workday.
9. Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
10. Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan.
11. Develop and present reports that show progress towards workforce goals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent of business processes that have been cancelled, corrected, and rescinded.	n/a	n/a	n/a	50%
Outcome	Correction checks per pay period, on average, will equal 10% or less of the workforce.	n/a	n/a	n/a	550
Efficiency	Business processes initiated through employee and manager self service	n/a	n/a	n/a	4,250

Performance Measures Descriptions

Output: the effectiveness of the Workday Management Team's Tier III support to Functional teams. We expect this number to decrease over time. Outcome: measures increasing accuracy of payroll. Efficiency: the effectiveness of change management and organizational adaptation to the new system. We expect this number to increase over time. Performance not measured for FY19 due to go-live delay.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$667,470	\$1,424,838	\$0
Contractual Services	\$0	\$20,000	\$65,921	\$0
Materials & Supplies	\$0	\$39,120	\$84,640	\$0
Internal Services	\$0	\$500	\$51,076	\$0
Total GF/non-GF	\$0	\$727,090	\$1,626,475	\$0
Program Total:	\$727,090		\$1,626,475	
Program FTE	0.00	4.00	8.00	0.00

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

Explanation of Revenues

Program Supported by \$625,000 Ongoing General Fund Revenue and \$1,001,475 of One Time Only Revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72022-19 DCM Workday Management Team

Joint DCM Workday Management Team program offer was separated into two program offers. This one for Workday Support - Central Human Resources and a separate one for Workday Support - Finance (72046).

Positions were allocated to the appropriate job profiles after review by Classification Compensation.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

DART Administration plans, directs, and coordinates operations and activities of the County's Division of Assessment, Recording and Taxation; performs state mandated functions of the Assessor, Tax Collector, and certain County Clerk functions; monitors activities for statutory compliance; establishes effective implementation of policies, strategic direction, program evaluation, and process/technology improvements; provides financial and tactical resource planning and employee development and performance management.

Program Summary

DART performs the duties of the County Assessor including property valuation and assessment, property tax rate/levy calculation, certifying the property tax roll for collection, ownership and records management, and mapping. It is responsible for maintaining Real Market Value on over 345,000 real and personal property accounts, and capturing and calculating Measure 50 "exception value" defined as new construction, renovation or remodeling, which increases total Assessed Value of taxing districts. DART performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.8 billion in property taxes; and the County Clerk functions of document recording, marriage licenses and domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The administration program plans, directs and coordinates the operations and activities of Multnomah County's Division of Assessment, Recording and Taxation. Administration is responsible for strategic direction and tactical planning; policy development and implementation; financial planning and budget development; employee development, training, succession planning and performance management; continuity of operations planning; technology and information systems which includes a new Assessment and Taxation System; quality control, program measurement and evaluation and process improvements; administrative support, communications, including the news media, and oversight of over 500,000 customer service interactions annually.

The program supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules, monitors division activities and processes for statutory compliance, and submits required compliance reports to the Oregon Dept of Revenue. This program ensures the collection of property taxes in a timely manner that is fair and equitable to all taxpayers and maintains accurate, accessible property ownership records and property descriptions that are used in the production of county property tax maps. The program provides quality customer service to taxpayers. DART has taken steps toward achieving Climate Action Plan Item #18-8 Local Government Operations, by increasing use of e-files and e-business, and participation in waste recycling efforts, leading to an overall reduction in paper use and paper waste and contributing to a reduced facilities footprint.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total Number of Property Tax Accounts Administered	344,065	346,500	335,500	336,500
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6%	6%	6%	6%
Efficiency	Cost of Collection per Account (in Dollars)	\$4.00	\$4.00	\$4.00	\$4.00

Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Dept of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 6-7% of total DART operating program expenditures. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines guidelines for acceptable levels of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$542,621	\$0	\$477,628	\$0
Contractual Services	\$5,000	\$0	\$9,100	\$0
Materials & Supplies	\$180,590	\$0	\$47,973	\$0
Internal Services	\$87,198	\$0	\$169,710	\$0
Total GF/non-GF	\$815,409	\$0	\$704,411	\$0
Program Total:	\$815,409		\$704,411	
Program FTE	3.80	0.00	2.40	0.00

Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$65,000	\$0
Intergovernmental	\$119,956	\$0	\$70,366	\$0
Service Charges	\$20,000	\$0	\$0	\$0
Total Revenue	\$219,956	\$0	\$135,366	\$0

Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of program expenditures. Grant amounts can vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total share of CAFFA is estimated at \$3,627,108, with \$70,366 allocated to DART Administration. General Fund Revenue of \$65,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is for the maintenance of county property tax systems. The document recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents recorded. (Note: The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72023-19 Div of Assessment, Recording & Taxation Administration

Reduced Program 72023 Division of Assessment, Recording & Taxation Administration from 3.80 FTE to 2.40 FTE. A vacant position was moved from Administration to Assessment Performance Analysis 72029 and reclassified to Sr Data Analyst; a vacant position was moved to Residential Appraisal Program 72034 and reclassified to Appraiser 1. Deputy Director position allocation changed from .30 FTE to .90 FTE; Admin support position allocated .50 FTE to Tax Title Program 72038. Net change (1.40) FTE.

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program is the first primary point of contact for DART customers at the public counter, through the organization's incoming phone system, by email and via online chat.

Program Summary

The Customer Service program responds to approximately 140,000 inquiries annually, including 60,000 walk-in customers and approximately 28,000 reported in the County Clerk Function Program Offer. Staff process tax payments, sell copies of records, process passport applications, and provide general information on behalf of the organization. Property owners, taxpayers, and citizens, in general, have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spends several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50+ million dollars annually. Passport photo and County photo ID processes were transferred under the supervision of DART Customer Service and relocated to the DART offices in 2014. The operational costs are split between DART and Facilities & Property Management for photo services. Other recent efficiency and service improvements included point of sale debit/credit cards and website enhancements. In FY19 DART completed installation of new enterprise software (Orion), which is used in all of DART business processes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of counter transactions	60,661	57,500	56,423	57,500
Outcome	Average number of transactions per cashier	6,558	5,750	6,100	6,216
Output	Number of phone calls, emails and chats received and answered	72,856	70,000	76,339	76,339
Outcome	Average number of phone calls per operator ⁸²⁵³	7,876	7,000	8,253	8,252

Performance Measures Descriptions

"Number of counter transactions" includes both computer-generated statistics from the operating systems used in Customer Service and statistics from staff production reports. The system tracks revenue generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and copies of various records. Staff production reports track routine, non-payment transactions.

Legal / Contractual Obligation

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$774,606	\$0	\$891,910	\$0
Contractual Services	\$0	\$0	\$2,650	\$0
Materials & Supplies	\$17,124	\$0	\$20,110	\$0
Internal Services	\$431,560	\$0	\$374,256	\$0
Total GF/non-GF	\$1,223,290	\$0	\$1,288,926	\$0
Program Total:	\$1,223,290		\$1,288,926	
Program FTE	9.10	0.00	9.50	0.00

Program Revenues				
Intergovernmental	\$287,516	\$0	\$278,562	\$0
Total Revenue	\$287,516	\$0	\$278,562	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$278,562 allocated to DART Customer Service. Remaining Customer Service Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72024-19 DART Customer Service

Increased DART Customer Service staffing from 9.10 FTE to 9.50 FTE. Moved .10 FTE allocation of Deputy County Assessor position to DART Admin Program 72023; A Program Supervisor position (705139) formerly in DART Special Programs 72030 was reclassified to Program Mgr 1 and .50 FTE was allocated to Customer Service Program. Net Increase 0.40 FTE.

Department: County Management
Program Offer Type: Existing Operating Program

Program Contact: Tim Mercer
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

Program Summary

Recording is the process of registering legal documents, thus making them a matter of public record. These documents are primarily related to real property transactions. The recording process requires staff to review every document for statutory compliance. The processes for Recording, Marriage Licenses, Domestic Partnership Registrations, and Passport Applications include the collection of statutory fees. With the exception of Passport Applications, the creation and maintenance of general indexes and the production of microfilm preserved for permanent retention is a statutory requirement.

For FY 2018, 146,889 documents were recorded, 6,905 Marriage Licenses were processed, 173 Domestic Partnership Registrations were issued and 12,545 Passport Applications were accepted. Last year 590 BoPTA appeals were processed. 7,974 passport photos were taken. All areas within the County Clerk Functions program provide direct customer service by responding to telephone, chat and email inquiries and walk-in customers. The Recording staff assist approximately 15,000 customers at the counter annually and respond to an estimated 15,000 inquiries. The Marriage License and Domestic Partnership staff assist approximately 28,000 customers at the counter annually and respond to a high volume of inquiries that are reported within the Customer Service total of approximately 140,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 and additional service providers were added in subsequent years, improving efficiency and customer service. Currently, approximately 60% of recording transactions are completed electronically. Over the past three years, records were digitized and a new search engine for PC's used by customers was installed. Future plans, pending County Executive approval, include providing digitized records over the internet for public use.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Marriage Licenses Issued	6,905	7,800	7,340	7,500
Outcome	Number of Accurately Processed Licenses	7,600	7,720	7,720	7,720
Output	Number of Documents Recorded	146,889	170,000	160,000	160,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	10	3	4	4

Performance Measures Descriptions

The "Number of Accurately Processed Licenses" is the number of licenses which the State of Oregon (Office of Vital Statistics) reviewed and found to be 100% accurate. The remaining licenses were returned to the county by the state for minor corrections. The "Average Number of Business Days to Return Original Recorded Documents" is a measure of compliance with the statutory requirement that documents be returned within 10 business days.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntarily register as domestic partners. Additional statutes pertaining to this program are found in ORS 106, 107, 409, 432 (marriage/state domestic partnerships); ORS 86, 87, 93, 100 (requirements for recording); and ORS 306 and 309 (Board of Property Tax Appeals). Guidelines for the acceptance of Passports are set by the US Department of State. Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the Dept of Revenue determines the acceptable level of assessment and taxation staffing; DART is already at the minimally acceptable level to perform their functions. Any reduction to the BoPTA portion of this Program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,196,655	\$0	\$1,261,319	\$0
Contractual Services	\$75,946	\$0	\$45,574	\$0
Materials & Supplies	\$105,862	\$0	\$95,300	\$0
Internal Services	\$274,388	\$0	\$308,348	\$0
Total GF/non-GF	\$1,652,851	\$0	\$1,710,541	\$0
Program Total:	\$1,652,851		\$1,710,541	
Program FTE	13.50	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$5,401,200	\$0	\$4,261,014	\$0
Intergovernmental	\$38,082	\$0	\$35,183	\$0
Other / Miscellaneous	\$237,400	\$0	\$195,000	\$0
Total Revenue	\$5,676,682	\$0	\$4,491,197	\$0

Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence fund (for licenses and State DP), \$25 to County Community and Family Services for domestic violence victims (for County DP), and \$10 to Court Conciliation Services. Estimated fees for marriage licenses, domestic partnerships, marriage record copies, amendments to marriage and DP records, and waivers of a 3-day waiting period for a marriage license are \$319,700. Passport application acceptance fees are \$338,205 and Passport photo fees are \$64,500; Document Recording page fees retained by the County General Fund are \$3,402,014. Recording record copy fees are \$195,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account is credited to the County Clerk Fund pursuant to ORS 205.320(2) are projected at \$108,545. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$28,050. BoPTA is allocated \$35,183 of the \$3,627,108 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2019: 72025A-19 DART County Clerk Functions

Decreased Program staff allocation from 13.50 FTE to 13.40 FTE. Moved .20 FTE allocation of Deputy County Assessor to DART Administration Program 72023; A position formerly in DART Special Programs Program 72030 was reclassified from Program Supervisor to Program Mgr and .10 FTE was allocated to DART County Clerk Program. Net Change (0.10) FTE.

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The County Clerk scaled offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund. A portion of fees on recorded documents is dedicated for the County Clerks pursuant to Oregon Revised Statute 205.320(2), to acquire storage and retrieval systems and maintain and restore records as authorized by the County Clerk. Carryover funds will be used for services to continue conversion of historical recorded documents and other County Clerk records to digital format for a Digital Research Room, and to maintain County Clerk records and systems.

Program Summary

The County Clerk Functions Program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property values or waive personal property late filing fees based on evidence provided by the taxpayer.

The County Clerk Carryover Program for FY 2020 will continue the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format, as well as some hard copy records, in addition to providing for maintenance of existing county clerk records and systems. In the past, these records have been available to the public in DART's public research room via microfilm and microfiche. Records from 1965 forward are available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2020 continues an ongoing records digitization project. By converting records to digital/electronic format, the County is positioned to no longer rely upon antiquated microfilm and microfiche equipment, and to provide for optimal space utilization.

The Program aligns with DART's strategic business plan to provide public access to County Clerk records through the consolidated Customer Service Office, providing public records in an accessible electronic format via a new Digital Research Room implemented during FY 2014. This comprehensive approach provides improved and efficient service delivery for access to public records. The scaled Program Offer utilizes unspent restricted revenues dedicated for the County Clerk that reside within the County General Fund, to continue digitization of County Clerk records, services related to the new Digital Research Room and maintenance of County Clerk records and systems.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of digital records converted and uploaded to Digital Research Room	0	150,000	75,000	150,000
Outcome					

Performance Measures Descriptions

The number of digital records converted and uploaded to the Digital Research Room was a new measure in FY15. Digital images include record index and recorded document images. Since FY2013 we converted and uploaded 3.2 million index and document images for years 1965 through 1993. Staff turnover in 2016 resulted in the project being delayed. We anticipate at budgeted FTE we will be able to convert going forward, 150,000 records annually.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(2) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems and maintaining and restoring records as authorized by the County Clerk.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$80,040	\$0	\$84,534	\$0
Contractual Services	\$69,960	\$0	\$27,466	\$0
Total GF/non-GF	\$150,000	\$0	\$112,000	\$0
Program Total:	\$150,000		\$112,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$150,000	\$0	\$112,000	\$0
Total Revenue	\$150,000	\$0	\$112,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$112,000, represents unspent "restricted revenues", and is a portion of recording fees dedicated to the County Clerk that reside in the General Fund. Under GASB #54, these funds are restricted for purposes described in Oregon Revised Statute 205.320(2).

Significant Program Changes

Last Year this program was: FY 2019: 72025B-19 DART County Clerk Carryover

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The DART Ownership Program is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfers to take place. The Ownership Program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff, both on the phones and at the public counter.

Program Summary

The Ownership Program, within the Division of Assessment Recording and Taxation (DART), updates and maintains the ownership records for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live June 2018 is expected to further increase efficiencies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Ownership Changes Processed	27,288	31,000	30,000	30,000
Outcome	Average Number of Days to Complete Ownership Changes	10	2	3	3

Performance Measures Descriptions

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation). The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff by logging both the date the work is begun and the date of completion. Those numbers are then combined and divided by the actual number of working days in the fiscal year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205,222,308,457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$374,407	\$0	\$399,537	\$0
Contractual Services	\$1,474	\$0	\$300	\$0
Materials & Supplies	\$1,450	\$0	\$750	\$0
Internal Services	\$74,487	\$0	\$85,956	\$0
Total GF/non-GF	\$451,818	\$0	\$486,543	\$0
Program Total:	\$451,818		\$486,543	
Program FTE	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$132,524	\$0	\$123,322	\$0
Total Revenue	\$132,524	\$0	\$123,322	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108. Allocated \$123,322 to DART Ownership program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72026-19 DART Ownership

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting, and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from interest on past due taxes is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

Program Summary

The Tax Revenue Management Program sends property tax statements, collects current and delinquent real and personal property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts, and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. 350,000 tax statements are sent annually and \$1.865 billion in property taxes is levied for collection. Almost 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program continuously monitors service delivery options available for possible enhancements. Payment processing hardware and software have been upgraded resulting in cost savings and efficiencies. Customer use of electronic payment options continues to increase. A shopping cart feature was added to improving customer service. Credit cards are now accepted at the counter. The warrant release process has been streamlined reducing costs for DART and customers. Warrants are now recorded electronically resulting in efficiency. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Delinquencies are monitored closely and addressed effectively.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Property Tax Statements Issued	344,594	350,000	346,000	350,000
Outcome	Percentage of Current Year Property Taxes Collected	98.47%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	130.5	160.0	155.0	155.0

Performance Measures Descriptions

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A&T) staffing. The DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue. The County as an agent of the State carries out the functions under ORS 446.566 to ORS 446.646 related to mobile home ownership document transactions and trip permits.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,238,263	\$0	\$1,348,884	\$0
Contractual Services	\$168,775	\$0	\$196,600	\$0
Materials & Supplies	\$68,155	\$0	\$25,776	\$0
Internal Services	\$465,914	\$0	\$525,795	\$0
Total GF/non-GF	\$1,941,107	\$0	\$2,097,055	\$0
Program Total:	\$1,941,107		\$2,097,055	
Program FTE	12.00	0.00	12.40	0.00

Program Revenues				
Fees, Permits & Charges	\$410,000	\$0	\$393,000	\$0
Intergovernmental	\$378,911	\$0	\$363,436	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$794,411	\$0	\$761,936	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 21% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated at \$3,627,108, with \$363,436 allocated to DART Tax Revenue Management Program. Program revenues of \$398,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, are based on historical averages, and include foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, convenience fees, manufactured structure ownership transfer fees and miscellaneous tax collection and copy fees. Remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72027-19 DART Tax Revenue Management

Increased Program 72027 DART Tax Revenue Management Program from 12.00 FTE to 12.40 FTE. Position 705139 reclassified to Program Mgr 1 and transferred from Property Assessment Special Programs 72027 to several programs. Allocated 0.40 FTE to Tax Revenue Management. Net Change + 0.40 FTE

Department: County Management **Program Contact:** Larry Steele
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Division of Assessment, Recording and Taxation's (DART) GIS/Cartography and Parcel Management Program creates and maintains official county maps for property taxation purposes; processes voucher actions; maintains the base map for the County's Geographic Information System (GIS); maintains property information and property tax roll descriptions; and provides direct customer service.

Program Summary

The GIS/Cartography and Parcel Management Program is responsible for maintaining accurate tax maps used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings within GIS and assessment database (Orion). Program staff develops databases and GIS applications that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a statewide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of New Tax Roll Accounts Created	1,842	950	1,725	1,725
Outcome	Average Number of Changes per FTE	2,412	2,910	2,607	2,600
Output	Number of Mapping & Tax Roll Changes	14,474	17,465	15,639	15,630

Performance Measures Descriptions

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. The number of Mapping & Tax Roll Changes includes audits and data clean-up activities that have taken place this year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227, 271, 274, 275, 306-308, 312, 368, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including GIS/Cartography. We believe these guidelines are an indication of future problems without reallocation. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$924,319	\$0	\$958,479	\$0
Contractual Services	\$0	\$0	\$300	\$0
Materials & Supplies	\$43,527	\$0	\$15,534	\$0
Internal Services	\$165,976	\$0	\$217,574	\$0
Total GF/non-GF	\$1,133,822	\$0	\$1,191,887	\$0
Program Total:	\$1,133,822		\$1,191,887	
Program FTE	8.30	0.00	8.40	0.00

Program Revenues				
Intergovernmental	\$262,000	\$0	\$247,280	\$0
Total Revenue	\$262,000	\$0	\$247,280	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$3,627,108, with \$246,280 allocated to DART GIS Cartography Program. \$1,000 in revenue pursuant to IGA with State of Oregon for transfer of GIS data to State. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72028-19 DART GIS/Cartography & Parcel Management

Increased Program 72028 DART GIS/Cartography & Parcel Management from 8.30 FTE to 8.40 FTE. Moved 0.30 FTE allocation of Deputy County Assessor position to 72023 Div of Assessment, Recording & Taxation Administration; Added 0.40 FTE allocation of Program Manager Position 706223, from Application Support Program 72037. Net Change 0.10 FTE

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas. We believe these guidelines are an indication of future problems without reallocation. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$318,789	\$0	\$452,697	\$0
Contractual Services	\$0	\$0	\$600	\$0
Materials & Supplies	\$14,461	\$0	\$14,358	\$0
Internal Services	\$32,819	\$0	\$43,836	\$0
Total GF/non-GF	\$366,069	\$0	\$511,491	\$0
Program Total:	\$366,069		\$511,491	
Program FTE	2.30	0.00	3.20	0.00

Program Revenues				
Intergovernmental	\$72,736	\$0	\$93,942	\$0
Total Revenue	\$72,736	\$0	\$93,942	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,627,108, with \$93,942 allocated to DART Assessment Performance Mgmt Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72029-19 DART Assessment Performance Analysis

Increased Program 72029 DART Assessment Performance Analysis from 2.30 FTE to 3.20 FTE.

Vacant 1.00 FTE position 706112 was moved from 72023 Administration to 72029 Assessment Performance Analysis and reclassified to Sr Data Analyst Sr; Program Manager position 706223 allocation changed from 0.30 FTE to 0.20 FTE. Net Change 0.90 FTE.

Department: County Management **Program Contact:** Denise Terry
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Special Programs Group (SPG), within the Division of Assessment Recording & Taxation (DART), is responsible for processing applications relating to property tax exemptions or special assessments. Exempt properties are monitored by the program for continued qualification. Additional tax roll responsibilities include creating new tax accounts, processing corrections and verifying correct assessed values. Special Programs maintains property information while providing direct customer service to interested parties.

Program Summary

SPG ensures that exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund County programs. Property taxes account for approximately 60% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on timely processing property descriptions, maintaining ownership and creating new accounts and compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation.

The Special Programs Group (SPG) maintains and processes over 8,500 accounts with special assessments and/or exemptions. Specially assessed properties like historic while exempt accounts include property owned and/or occupied by organizations such as charitable, fraternal, and religious. Leasehold records are monitored to maintain accurate, taxable values on over 800 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,000 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. All of these special assessment and exemption programs are mandated by law. In addition, approximately 500 field inspections are performed as part of the program's compliance activities. Staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. This program ensures that exempt and specially assessed property is accurately assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate market values on all property relates to the bonding capacity and general obligation bond tax rates for taxing districts in the County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	8,376	10,100	8,500	8,500
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$1,114	\$650	\$750	\$750
Input	Total Exempt Accounts Monitored	33,009	34,500	34,500	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,857	2,000	2,500	2,000

Performance Measures Descriptions

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$915,099	\$0	\$899,137	\$0
Contractual Services	\$1,000	\$0	\$1,720	\$0
Materials & Supplies	\$19,498	\$0	\$15,285	\$0
Internal Services	\$161,498	\$0	\$145,329	\$0
Total GF/non-GF	\$1,097,095	\$0	\$1,061,471	\$0
Program Total:	\$1,097,095		\$1,061,471	
Program FTE	8.25	0.00	7.90	0.00

Program Revenues				
Intergovernmental	\$260,478	\$0	\$231,772	\$0
Total Revenue	\$260,478	\$0	\$231,772	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108 with \$231,772 allocated to DART Property Assessment Special Programs. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72030-19 DART Property Assessment Special Programs

Reduced staffing in DART Special Programs 72030 from 8.25 FTE to 7.90 FTE. Added 0.10 FTE allocation of Residential Chief Appraiser position 711531; Program Supervisor position 705139 was reclassified and moved to several programs, including Customer Service 72024, County Clerk Function 72025A and Tax Revenue Management 72027; Allocated 0.80 FTE Program Supervisor position 703115; Moved 0.25 FTE allocation of Commercial Chief Appraiser position 712355 to Commercial Appraisal program 72033. Net Change (0.35 FTE).

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for processing all taxable Business Personal Property returns received. Personal Property represents 4% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable business Personal Property accounts. Oregon Revised Statutes require annual filings from businesses in the county, comprising more than 34,000 accounts. 40% of those accounts are equipment leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Assessment technicians review returns for accuracy/completeness and select/apply appropriate depreciation factors. Technicians also conduct research and discovery of businesses and property omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 60% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Accounts Processed, Coded and Valued	29,000	22,200	27,000	27,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,552	\$2,700	\$2,600	\$2,600
Efficiency	Percentage of Accounts Filing Electronically	6.3%	10%	8%	8%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. Oregon Revised Statutes require all property appraisals be at 100% of Market Value. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Program measures focus on improving efficiency and technology utilization. We capture annual asset lists from businesses in a database and return them to the business each year for updating. We encourage businesses to file their lists electronically, reducing our costs and improving accuracy.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,272,909	\$0	\$899,952	\$0
Contractual Services	\$0	\$0	\$14,050	\$0
Materials & Supplies	\$32,210	\$0	\$3,798	\$0
Internal Services	\$268,896	\$0	\$289,149	\$0
Total GF/non-GF	\$1,574,015	\$0	\$1,206,949	\$0
Program Total:	\$1,574,015		\$1,206,949	
Program FTE	11.25	0.00	7.25	0.00

Program Revenues				
Intergovernmental	\$355,301	\$0	\$212,549	\$0
Total Revenue	\$355,301	\$0	\$212,549	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$212,549 allocated to DART Personal Property Assessment Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72031-19 DART Personal Property Assessment

Reduced Program 72031 DART Personal Property Assessment from 11.25 FTE to 7.25 FTE. Moved vacant position 705241 Property Appraiser 2 to 72032 Industrial program; Move vacant position 704432 Property Appraiser 2 from Industrial program to Personal Property program. Moved 4.00 FTE positions 703844, 704861, 705846 and 703844 A&T Tech 1 to Residential program. Net Reduction (4.00 FTE)

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Property Assessment-Industrial Program, within the Division of Assessment, Recording and Taxation (DART) is responsible for valuing, appraising and/or maintaining all local and state industrial manufacturing plants, warehouses, billboards, bulk petroleum storage facilities and Port of Portland properties. Industrial property represents approximately 8% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on for the following types of accounts: 1,231 county and state appraised manufacturing accounts, 3,055 storage and distribution warehouse accounts, and 462 billboards. Manufacturers are required to file industrial property returns annually. Through the return process industrial appraisers value approximately 47,244 machinery, equipment and personal property assets and 958 bulk petroleum storage tanks. Performance is measured through the number of permits completed per year, and annual audits of machinery, equipment and personal property assets and billboard account review. Additional performance efficiency is achieved by converting industrial valuation methodologies to income models, land tables and other automated calculation methods. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 61% of the County's General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Industrial Assets Valued	48,609	49,000	49,000	49,500
Outcome	Number of Industrial Personal Property, Machinery & Equipment and Tank Assets Physically Reviewed	2,000	3,500	3,672	4,950
Efficiency	The percentage of accounts revalued using a mass appraisal model	8%	10%	10%	20%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. Site reviews include physical inspections, owner interviews and inventory of machinery and equipment to ensure we have accurate data on which to base our values. Oregon Revised Statutes require property appraisals be at 100% of Market Value each year. Failure to meet standards can result in loss of CAFFA grant revenue and program control.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$960,031	\$0	\$1,044,099	\$0
Contractual Services	\$0	\$0	\$500	\$0
Materials & Supplies	\$39,361	\$0	\$45,786	\$0
Internal Services	\$117,294	\$0	\$139,343	\$0
Total GF/non-GF	\$1,116,686	\$0	\$1,229,728	\$0
Program Total:	\$1,116,686		\$1,229,728	
Program FTE	8.25	0.00	8.25	0.00

Program Revenues				
Intergovernmental	\$260,478	\$0	\$241,928	\$0
Total Revenue	\$260,478	\$0	\$241,928	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$241,928 allocated to DART Property Assessment Industrial program. Remaining Program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72032-19 DART Property Assessment Industrial

No FTE total change to program 72032 DART Property Assessment Industrial program 8.25 FTE.
 Added 1.00 FTE position 705241 Property Appraiser 2 from 72031 Personal Property; Vacant 1.00 FTE position 704432 Property Appraiser 2 moved to 72031 Personal Property program, resulting in no overall FTE change.

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, small and large multi-family property. Commercial property represents 19% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on about 20,600 commercial and multifamily properties. Staff physically inspects and appraises 1,500 properties annually due to permits having been issued for new construction, remodeling and renovation, but can vary depending on yearly special project assignments.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Audited (Property Inspections Completed In ORION)	2922	1500	1800	1500
Outcome	New Exception Value in Millions	\$2,879	\$2,000	\$2,000	\$2,000
Efficiency	% Accounts on Automated Recalculation (Accounts Pointed To An Automated Valuation Model)	4.64%	11.5%	11.5%	15%
Outcome	% Market Groupings with COD Compliance	78%	85%	85%	85%

Performance Measures Descriptions

A new DART database program required an update of the performance measures. Oregon law requires property to be at 100% of Market Value as of January 1. A primary standard is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet DOR standards can result in loss of the CAFFA grant and program control. The DOR annually reviews compliance through three required reports: The Ratio Study, the Appraisal Plan and the CAFFA Grant application.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,850,364	\$0	\$1,869,121	\$0
Contractual Services	\$500	\$0	\$1,175	\$0
Materials & Supplies	\$100,732	\$0	\$72,051	\$0
Internal Services	\$215,407	\$0	\$254,735	\$0
Total GF/non-GF	\$2,167,003	\$0	\$2,197,082	\$0
Program Total:	\$2,167,003		\$2,197,082	
Program FTE	15.25	0.00	14.50	0.00

Program Revenues				
Intergovernmental	\$481,731	\$0	\$425,097	\$0
Total Revenue	\$481,731	\$0	\$425,097	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$425,097 allocated to DART Commercial Property Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72033-19 DART Commercial Property Appraisal

Reduced Program 72033 DART Commercial Property Appraisal from 15.25 FTE to 14.50 FTE.
 Moved 1.0 FTE position 712352 Property Appraiser 2 to 72034 Residential program; Changed allocation of Chief Appraiser position 712355 from 0.25 FTE to 0.50 FTE. Net Change (0.75 FTE).

Department: County Management **Program Contact:** Denise Terry
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property, residential converted to commercial use, generic commercial use, personal property floating property, and personal property manufactured homes and all land specially assessed for use as farm, forest and open space. Residential Property represents 62% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 211,200 single family and two-four family properties; 37,250 condominiums; 4,900 manufactured homes; 1,890 floating properties; 2,720 farm/forest deferral properties; and 1,200 business accounts. Staff physically inspects and appraises 8,000 to 9,000 properties annually due to permits issued for new construction, remodeling or renovation. Sale ratio is used to identify those accounts with potential changes that could add exception value to accounts where no permits had been issued. Close to 20,000 trade permits are screened using an automated program to identify other permits that could also add new exception value.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Accounts Appraised	18,246	17,500	17,500	18,000
Outcome	New Taxable Exception Value (in millions of dollars)	\$858	\$705	\$750	\$750
Efficiency	Accounts Appraised per Appraiser	760	765	770	790
Outcome	% Neighborhood with COD Compliance	99%	98%	98%	98%

Performance Measures Descriptions

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. DOR staffing guidelines, however, indicate a deficiency in FTE appraisal staff which precipitated a reallocation of 4 positions to Appraiser 1s. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,673,931	\$0	\$4,693,354	\$0
Contractual Services	\$500	\$0	\$6,900	\$0
Materials & Supplies	\$140,492	\$0	\$132,650	\$0
Internal Services	\$671,128	\$0	\$690,063	\$0
Total GF/non-GF	\$4,486,051	\$0	\$5,522,967	\$0
Program Total:	\$4,486,051		\$5,522,967	
Program FTE	31.00	0.00	39.10	0.00

Program Revenues				
Intergovernmental	\$978,696	\$0	\$1,146,529	\$0
Total Revenue	\$978,696	\$0	\$1,146,529	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$1,146,529 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72034-19 DART Residential Property Appraisal

DART is currently reallocating several positions to increase the staffing level to meet the guidelines as recommended by DOR. A total of 4 appraiser positions are added to Program 72034 Residential Appraisal: One vacant Administration position is being reclassified as an Appraiser 1 and moved from Program 72023 DART Admin to Program 72034 Residential Appraisal and three new Appraiser 1 positions are being created for FY 2020 utilizing existing general fund resources within the Division. Four current Data Entry positions were transferred from Program 72031 Personal Property Assessment to Program 72034 Residential Appraisal. The Chief Appraiser Position and Appraisal supervisor position were both reallocated partially to Program 72030 Special Programs.

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In FY 2014, the Board of County Commissioners approved a Sole Source Exemption for vendor Tyler Technologies under Sole Source Rule 47-0288(1). In June 2014, Multnomah County executed a multi-year contract to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system.

Program Summary

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART functions including GIS, Recording, real and business personal property assessment, tax collection and distribution. The program mission is to improve assessment and taxation services to the customers of Multnomah County by replacing legacy software with current technology, enhancing integration with other applications. The new application will reduce systemic gaps and duplication of data existing in our current environment. It will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, employing an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replace the current Assessment and Taxation computer application, achieve greater efficiency while maintaining or improving accuracy and compliance for A&T business functions; 2) Reduce costs of operations so resources can be more productively used; 3) Improve public accessibility and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

Deliverables expected to pay in FY 2019: Initial Tax, Billing & Collections Setup (TB&C), Phased Delivery Upgrade Support, Appraisal End to End Application Testing, User Acceptance Testing Support, Data Conversion Coding & Testing, Conversion Program Testing, Final TB&C Setup, Configuration Testing & Validation, Simple Conversion Balancing, Production Conversion, Production Balancing, Final 50% of Tax Programming, Collections End-to-End Application Testing, Appraisal & Collections Go-Live Support, Acceptance Support, and Retainage Payment.

Deliverables expected to pay in FY 19-20: Final 50% Testing, 50% Acceptance Support, Final Acceptance

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of A&T System Project Milestones Met	17	13	18	2
Outcome	% of A&T Project Milestones Completed on Time	52%	100%	100%	100%
Outcome	% of A&T Project Milestones Completed within Budget	100%	100%	100%	100%

Performance Measures Descriptions

The multi-year project to select and implement a new A&T System has defined milestones for deliverables by fiscal year. Accomplished FY15: Project Plan, Install Base System, Fit Analysis Report. FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages, Initial 50% Development Specifications, Initial Assessment Administration/Exemption Calculations & Setup. Expected accomplishments in FY 2018, FY 2019 and FY 2020 are described in Program Summary.

Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totaling \$5,504,327. Multi-year contract executed in June 2014 to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system. \$1,354,860 paid in FY14 for Software License; \$230,740 paid in FY15; \$569,763 paid in FY16; \$171,865 paid in FY17. Additional Contract payments due upon completion and acceptance of project milestones in FY18 through FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$220,531	\$0	\$0
Contractual Services	\$0	\$1,822,737	\$0	\$1,386,360
Total GF/non-GF	\$0	\$2,043,268	\$0	\$1,386,360
Program Total:	\$2,043,268		\$1,386,360	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$2,043,268	\$0	\$1,386,360
Total Revenue	\$0	\$2,043,268	\$0	\$1,386,360

Explanation of Revenues

Beginning Working Capital for FY 2020 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2020 expenditures.

Significant Program Changes

Last Year this program was: FY 2019: 72035-19 DART Assessment & Taxation System Upgrade

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Applications Support (APP Support) Program manages DART's application software and hardware through configuration, support and communication with external IT vendors. They perform the functions necessary to produce the certified annual tax roll, which includes calculating tax rates and taxes and producing tax statements. As a result of these efforts, this program also maintains vital information necessary for both internal and external data requests, essential in developing statutorily required reports and providing transparency to Multnomah County stakeholders.

Program Summary

DART's Applications Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the Division's business application systems.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Requests & Support Activities Completed	3,500	3,600	3,500	3,600
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%

Performance Measures Descriptions

The Number of Requests & Support Activities measures an Activity representing a single request or contact, even if that request is for 5 data files to be created and sent to the client. The percent of Requests Associated with Program Revenue indicates the portion of the program's work activities associated with a portion of our revenue.

Legal / Contractual Obligation

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including Applications Support. We believe these guidelines are an indication of future problems without reallocation. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$748,704	\$0	\$756,149	\$0
Contractual Services	\$36,075	\$0	\$3,475	\$0
Materials & Supplies	\$465,260	\$0	\$418,686	\$0
Internal Services	\$397,993	\$0	\$262,516	\$0
Total GF/non-GF	\$1,648,032	\$0	\$1,440,826	\$0
Program Total:	\$1,648,032		\$1,440,826	
Program FTE	5.70	0.00	5.40	0.00

Program Revenues				
Intergovernmental	\$179,745	\$0	\$158,142	\$0
Other / Miscellaneous	\$50,000	\$0	\$40,000	\$0
Total Revenue	\$229,745	\$0	\$198,142	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,627,108, with \$158,142 allocated to DART Applications Support program. Program revenue of \$40,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72037-19 DART Applications Support

Reallocated Program Manager 1 position, moved 0.30 FTE to Program # 72028 DART GIS/Parcel Management.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property portfolio. The County's current inventory portfolio consists of approximately 210 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at public sales, private sales, government transfers and donations to non-profits.

Program Summary

The County comes into ownership of real property generally once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded into the Tax Title Program portfolio and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. The program consults with other County departments and community agencies for housing, services and support for occupants of tax foreclosed properties. Maintenance of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

The Tax Title Program researches and inspects properties received to determine their highest and best use. The program will identify property to be sold at public sale in cooperation with the Multnomah County Sheriff's Office, a private sale or to made available for donation to governments or non-profits. Effective January 1, 2016, ORS 275.275 was amended to redirect the distribution of proceeds from sales, net of approved expenses. All net proceeds will be credited to the General Fund, Sub-Fund 10030 Tax Title: Affordable Housing, for the following purposes: (i) Funds for housing placement and retention support services for youth and families with children; (ii) Flexible rental assistance to place youth and families with children into housing; or (iii) Funds to develop new low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Properties remaining in Tax Title Inventory	218	205	209	205
Outcome	Properties placed back on the tax roll & into community use	21	25	22	20
Outcome	Revenue credited to General Fund, Sub-Fund	\$1,215,686	\$423,944	\$850,000	\$1,212,674

Performance Measures Descriptions

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and pass-through payments are accounted for, and the balance of revenue will be disbursed to Multnomah County General Fund, Sub-Fund 10030 Tax Title: Affordable Housing.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage and dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. Multnomah County Code Chapter 7 specifically states how tax foreclosed properties are to be managed and the process to be used for disposition.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$209,293	\$0	\$212,461	\$0
Contractual Services	\$574,144	\$0	\$1,370,074	\$0
Materials & Supplies	\$95,780	\$0	\$14,665	\$0
Internal Services	\$30,823	\$0	\$117,800	\$0
Total GF/non-GF	\$910,040	\$0	\$1,715,000	\$0
Program Total:	\$910,040		\$1,715,000	
Program FTE	1.60	0.00	1.60	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$100	\$0
Taxes	\$8,322	\$0	\$9,300	\$0
Other / Miscellaneous	\$900,000	\$0	\$1,704,000	\$0
Interest	\$1,668	\$0	\$1,600	\$0
Total Revenue	\$910,040	\$0	\$1,715,000	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$9,300 and interest estimated \$1,600 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at \$1,704,000 for FY20. Fees of \$100 are for late fees on contract payments per County Fee Ordinance. When program actual revenues exceed the program's operating costs, the excess is distributed to Multnomah County Fund 10030 Tax Title: Affordable Housing, in accordance with ORS 275.275, and per formula provided in ORS 311.390.

Significant Program Changes

Last Year this program was: FY 2019: 72038-19 DART Tax Title

Department: County Management **Program Contact:** Anna Plumb
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer requests \$90,000 of one-time-only General Fund to facilitate implementation of key recommendations for improving the mental health care system in Multnomah County. The funds in this program offer will pay for a contractor who will work with the Evaluation and Research Unit, Health Department, Commissioner Sharon Meieran's office, local subject matter experts, and community stakeholders to advance this work. This project began in FY 2019, but deliverables will not be complete by the end of FY 2019. This offer continues funding appropriation into FY 2020.

Program Summary

The mental health care system is complex, and it involves many cross-sector partners. It is important that resources are aligned so that people who need to access services can navigate seamlessly through the system and get the help they need in an effective manner.

In FY 2018, the Board approved one-time-only funds for a contractor to produce a comprehensive report describing strengths, gaps, and opportunities for improvement in the mental health care system in Multnomah County. The contractor delivered a final report and public briefing in June 2018; this report is available on Commissioner Meieran's website. This report found that, by many measures, the mental health system in Multnomah County aligns with the principles of a good and modern system, including offering an array of services, incorporating evidence-based practices and services, and incorporating peer support. However, the Report also offered recommendations across several domains to address a significant disconnect between the system's aims and how the system is experienced by many stakeholders.

The goal of this program offer is to continue building on and advancing the work of the study by facilitating implementation of recommendations, including additional detailed analysis of funding and reimbursement for publicly-funded behavioral health services within Multnomah County. This program offer also supports the involvement of community stakeholders in implementing the study's recommendations.

The Department of County Management Evaluation and Research Unit will develop and monitor the contract, in partnership with the Health Department, Commissioner Sharon Meieran's office, and other system partners.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Detailed facilitation plan for implementing recommendations of Mental Health System Analysis.	N/A	1	0	1
Outcome	Percent of contract development and management deadlines that are met timely.	83%	100%	100%	100%
Output	Detailed analysis of mental health related funding in Multnomah County	N/A	N/A	N/A	1

Performance Measures Descriptions

Contract development and management is currently developing; we anticipate meeting all milestones set in the remainder of FY 2019 and through FY 2020.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$100,000	\$0	\$90,000	\$0
Total GF/non-GF	\$100,000	\$0	\$90,000	\$0
Program Total:	\$100,000		\$90,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$90,000	\$0
Total Revenue	\$0	\$0	\$90,000	\$0

Explanation of Revenues

Revenue is Carryover of unspent FY19 one-time-only Gen Fund revenues

Significant Program Changes

Last Year this program was: FY 2019: 72042-19 Mental Health System Analysis Follow-up

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Construction Diversity and Equity Fund program ensures that County construction projects support a diverse local workforce and provides suppliers a fair opportunity to compete for county contracts regardless of owner ethnicity, gender, disability or firm size. The program strengthens the County's commitment to increasing diversity, equity and opportunity in our workforce and business community.

Program Summary

Jobs in the fields of construction, professional services and contracting are stable, family wage jobs, but as a result of a history of discrimination and other barriers, jobs in these fields have not been equally available to all people. Through the Construction Diversity and Equity Fund (CDEF) program, the County sets aside one percent (1%) of the County Construction Cost and one percent (1%) of other funds' Construction Costs (when permitted by other funding entities) into the CDEF. In addition, any liquidated damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program shall be placed in the CDEF.

The CDEF program supports three initiatives, (1) the development of a diverse, local construction workforce through support of Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs, (2) support and retention services for new employees to the workforce, and (3) technical assistance, mentoring and training for suppliers (businesses) in the fields of construction-related professional services or contracting that have been certified by the Oregon Certification Office for Business Inclusion and Diversity, aka COBID-Certified Firms.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	N/A	N/A	15
Outcome	Number of workers able to maintain employment due receiving direct support and retention services.	N/A	N/A	N/A	30
Output	Number of COBID Certified firms receiving technical assistance, mentoring, and training.	N/A	N/A	N/A	30

Performance Measures Descriptions

Legal / Contractual Obligation

Multnomah County Board Resolution No.2018-024 - Resolution Approving Amendments to Public Contract Review Board Rules Division 60 on Equal Opportunity in Public Contracting, Effective July 1, 2018

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$100,000	\$0
Total Revenue	\$0	\$0	\$100,000	\$0

Explanation of Revenues

The CDEF program is funded by two sources. The first is Liquidated Damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program. The second is one percent of the general fund County Construction Cost of each Construction Project, and one percent of other fund's Construction Cost, when permitted by other funding entities participating in funding the Construction Project. The budget in the current fiscal year consists of funds collected from these two sources in the previous fiscal year.

Significant Program Changes

Last Year this program was:

The design and implementation of the CDEF program was completed in FY19 and will be a continuing program moving forward.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$351,718	\$674,940	\$0
Contractual Services	\$0	\$37,500	\$50,000	\$0
Materials & Supplies	\$0	\$35,260	\$87,585	\$0
Internal Services	\$0	\$500	\$61,000	\$0
Total GF/non-GF	\$0	\$424,978	\$873,525	\$0
Program Total:	\$424,978		\$873,525	
Program FTE	0.00	2.00	4.00	0.00

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

Explanation of Revenues

Program Supported by \$625,000 Ongoing General Fund Revenue and \$248,525 of One Time Only Revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72022-19 DCM Workday Management Team

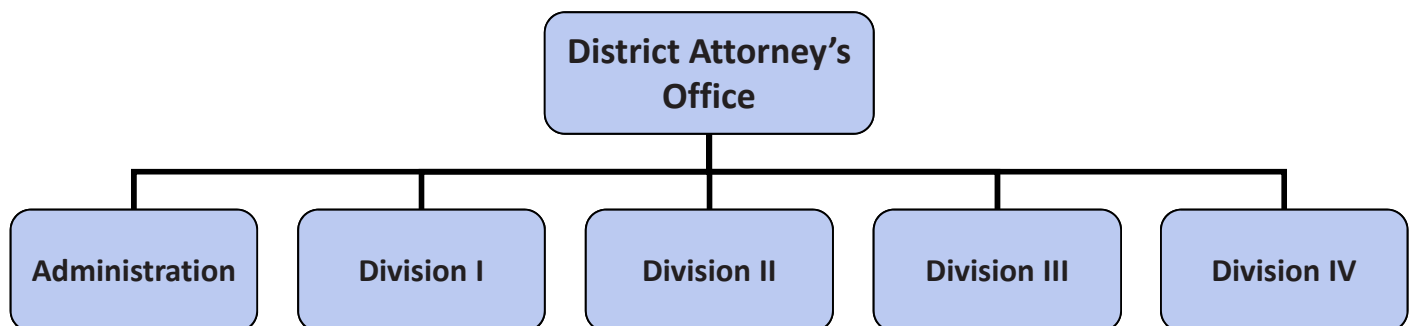
Joint DCM Workday Management Team program offer was separated into two program offers. This one for Workday Support - Finance and a separate one for Workday Support - Central Human Resources (72022)

Department Overview

The Multnomah County District Attorney's Office (MCDA) strives to provide fair, equitable and unbiased services. Prosecution services are the cornerstone of any effective public safety system. MCDA reviews and prosecutes criminal cases referred by police agencies within the county as well as several other important functions such as its work surrounding child support services. The office collaborates with numerous partner agencies in pursuit of resources and services to obtain better outcomes for our citizens.

The Multnomah County District Attorney's Office is committed to the open and balanced administration of justice – one that honors and respects diversity in all of its forms – and works diligently to protect children, victims of crime and maintain timely, fair and just sanctions for offenders who engage in criminal activity. What follows are some of MCDA's guiding principles:

- To enforce the Rule of Law by providing fair, equitable, and unbiased prosecution services.
- To be responsive to the needs of our community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to effect positive change by looking at and developing new and innovative programs, best practices, and leveraging technological advancements.
- To find ways at both the adult and juvenile levels to provide education and access to community services to reduce reentry into the criminal justice system.
- To provide the best and most cost effective child support services.



Budget Overview

The FY 2020 Proposed budget for the District Attorney's Office totals \$35.3 million, an increase of \$0.7 million (2.0%) over FY 2019. The General Fund comprises 80.3% of the FY 2020 budget, and Other Funds comprise 19.7%.

The General Fund increased by \$2.7 million (10.4%) and had a net decrease of 0.85 FTE. The budget increase is largely due to personnel costs increasing by \$2.3 million (10.6%). Some of the factors driving the increased personnel costs are inflation, as well as market adjustments in the Prosecuting Attorneys Association's most recent collective bargaining agreement.

Other Funds decreased by \$2.0 million (-22.2%) and 11.42 FTE. The decrease in Other Funds is primarily due to the elimination of State and Federal funding for Termination of Parental Rights (TPR) and juvenile dependency. The Department of Human Services has decided to redirect State and Federal funding for these functions to the Department of Justice beginning in FY 2020. Due to this change and the related reduction in funding and staffing, the District Attorney's Office will have a more limited role in juvenile dependency cases and no role in TPR cases.

The FY 2020 budget includes \$380,354 for new General Fund ongoing programs:

- Body Worn Cameras - Gresham (15012) \$250,354
- MCDA Research and Planning Unit (15013) \$130,000

The District Attorney's Office does not have any one-time-only funded programs in FY 2020.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	208.00	207.45	207.45	195.18	(12.27)
Personnel Services	\$26,785,191	\$28,394,514	\$28,413,096	\$29,063,285	\$650,189
Contractual Services	1,836,694	1,203,854	1,515,902	1,126,764	(389,138)
Materials & Supplies	1,014,925	895,312	974,936	1,002,150	27,214
Internal Services	3,739,404	3,702,995	3,710,959	4,103,075	392,116
Capital Outlay	<u>15,322</u>	<u>20,000</u>	<u>40,000</u>	<u>45,000</u>	<u>5,000</u>
Total Costs	\$33,391,736	\$34,216,675	\$34,654,893	\$35,340,274	\$685,381

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Successes: As the largest district attorney's office in Oregon, representing Oregon's most populous county, the Multnomah County District Attorney's Office frequently partners with public safety officials locally, statewide and nationally to work on enacting sound public safety policies and laws which reflect the desires of the community and increase confidence, fairness, efficiency and effectiveness system-wide.

Here are some highlights from FY 2018:

- The office led a significant and positive change (first full year) of its public safety and court response to individuals experiencing abuse or addiction related issues related to the use of controlled substances through the "Treatment First" and LEAD programs.
- MCJRP continues to be one of the most innovative programs in the country. We continue to use substantially less prison (reduction of 41% in the first 3 years) than before the program's existence. Further, there was an 8% decrease in recidivism for MCJRP participants (vs comparison group) during a two-year time frame. Also, the rate of women receiving a prison term is trending down, in addition to an overall reduction in the aggregate number.
- MCDA led a multi-jurisdictional effort to test over 3,000 previously untested sexual assault kits in Multnomah, Marion, Lane and several other counties. The project assisted Oregon in becoming only the fourth state in the country to have eliminated their backlog of untested SAFE kits.
- Victim Advocates assisted about 3,500 victims of crimes and further supported victims by joining them in about 2,000 court appearances. MCDA continues to do better in the area of restitution identification and recovery assistance.
- Continuing a history of success, the Child Support Enforcement Division collected over \$33 million in child support, all of which went to helping households in Multnomah County.

Challenges: The criminal justice system continues to face racial and ethnic disparities in the community. MCDA is dedicated to continue its work to eliminate those disparities through thoughtful, data-driven, and coordinated policy adjustments. The FY 2020 budget includes funding for a data research and analysis unit to assist MCDA in understanding what the data shows and use the data to inform changes in practice or policy.

Continuing reductions in staff and co-occurring additional obligations (many of which result in better work and outcomes) have placed an enormous strain on MCDA's capacity to perform all of its duties, obligations, functions and desires. Years of staff reductions reflect that attorney to population rates are at a generational low and well below national staffing standards. Further reductions and/or unaddressed additional responsibilities incurred will likely result in significant negative impacts to public safety and to community and system partners.

Diversity, Equity, and Inclusion

The District Attorney's Office is fully committed to workplace diversity and equity. This office will provide outstanding service to the many different people and populations within Multnomah County in a manner that is culturally and linguistically competent and trauma-informed. It is the policy of the District Attorney that all staff and attorneys work with full awareness of the ways in which the justice system impacts different people and populations.

In 2013, the District Attorney initiated an internal employee workgroup that named itself the "Equity, Dignity and Opportunity Council" (EDOC). This group of 12 office members—six lawyers and six non-lawyers— meets weekly to advance the equity conversation within the office, plan and sponsor equity-related trainings for the office such as "Trauma Informed Practices in the Criminal Justice System," "Equity, Diversity, and Trauma Informed Practice," "The Science of Bias" and "The Privilege Walk." Further, EDOC considers workplace initiatives and presents equity issues for internal review, discussion, and solution. The EDOC is moving into its seventh year of activity.

As of February 2019, the Equal Employment Opportunity (EEO) information shows that 52% of deputy district attorneys (DDAs) are female and 28.6% of the DDAs are minorities. The percentage of minority non-attorney staff is 32.5%. Additionally, employee data show of nine investigators, four (44.4%) identify as minority. Six of twelve (50%) MCDA victim advocates speak a second language with 50% identifying from a minority group. MCDA's Victim Advocates work hard to eliminate the cultural and other barriers that prevent victims from realizing and fully utilizing their legal rights in the criminal justice system. This includes being mindful of cultural sensitivities, producing written materials in several languages, and using interpreters and translation services.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$7,305,242	\$0	\$7,305,242	29.55
Division I	5,807,385	4,022,745	9,830,130	52.60
Division II	7,659,875	0	7,659,875	49.10
Division III	6,414,436	1,096,035	7,510,471	39.93
Division IV	<u>1,206,503</u>	<u>1,828,053</u>	<u>3,034,556</u>	<u>24.00</u>
Total District Attorney's Office	\$28,393,441	\$6,946,833	\$35,340,274	195.18

Administration

The administrative branch sets policy and provides leadership, coordination, resource allocation, and direction for the Office. It also sets policy and provides direction related to work with local law enforcement, social service agencies, local businesses, and the public. Administration includes:

- Management Services - The District Attorney and the senior management team.
- Administrative Services - Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Information Technology - Supports desktop computer systems, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES case management systems; and provides data analysis.
- Finance/Human Resources - Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, contracts, recruitment, payroll, and benefits administration.
- Records/Discovery – Fulfills the Office's statutory responsibility to provide case-specific discovery documents and provides file storage and retrieval for the entire office.

Significant Changes

Both the Gresham Police Department and the Portland Police Bureau are in the process of equipping their patrol officers with body-worn cameras. Analysis from jurisdictions in which body-worn camera programs have been implemented shows that the data received by prosecutors is voluminous. MCDA estimates that during each agency's implementation phase, more than 40 hours of video evidence will be received every business day. Deputy DA's must review the evidence and non-lawyer staff must duplicate the evidence and provide it to defense attorneys. Conservative estimates, culled from surveys of other jurisdictions, reveal an estimated increase in work (and personnel costs) ranging from 3%- 10%. The FY 2020 budget includes \$250,354 and 1.48 FTE for Body Worn Cameras-Gresham (15012).

Division I

Division I works to protect survivors of domestic violence and their families, protect children who are victims of sexual and physical abuse and neglect, prosecute crimes involving these victims, including homicides, and strengthen services for children and families in Multnomah County.

- Domestic Violence Unit – Prosecutes crimes of domestic violence, including misdemeanors, felonies, homicides, and violation of restraining orders, while engaging government and community partners to secure the safety of survivors of domestic violence and their families.
- MDT Child Abuse Team – Prosecutes felony crimes of physical and sexual abuse of children and, when appropriate, protects the same abused and/or neglected children, as well as other seriously endangered children, by advocating for child safety via dependency in Juvenile Court.
- Juvenile – Prosecutes law violations by juveniles ranging from certain misdemeanors through felonies to homicides. This Unit unit assists some families and children via reduced dependency involvement. Finally, this Unit no longer assists in freeing children from critically unsafe parents through adoption.
- Child Support Enforcement – Establishes and enforces child support and medical support orders.

Significant Changes

For decades, the Juvenile Court Trial Unit has performed three primary functions: 1) prosecution of juvenile criminal cases (juvenile delinquency), 2) proving child protection cases (juvenile dependency), and 3) freeing children for adoption when efforts to keep a family unit intact are exhausted (Termination of Parental Rights or TPR). Historically, the juvenile dependency and TPR programs have been partially funded by the State.

Beginning July 1, 2019, the Department of Human Services will redirect state and federal funds from MCDA to pay their own lawyers at the Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Although MCDA will no longer be involved in TPR cases, the Office will continue to be involved in juvenile dependency cases. In the FY 2020 budget, the County partially backfilled some of the overall funding reductions, which will allow the Juvenile Court Trial Unit to continue both the delinquency and dependency functions, albeit in a reduced role. The dependency function will be reduced to limited proactive dependency work focused on child safety.

Due to the reduction in staffing and funding, the MDT Child Abuse Unit will leave the Multnomah County MDT building. The MDT child abuse prevention system will no longer have co-housed DHS, prosecutors, and law enforcement to coordinate child protection efforts. This evolved system, which has been in place since the early 1990s and recognized around the state and internationally, will cease to exist.

Division II

Division II consists of approximately 25 attorneys in Unit C, the Misdemeanor Trial Unit and the Pretrial Unit.

- Unit C is a felony trial unit responsible for prosecuting a variety of very serious and mid-level felony crimes including homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse.
- The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUI), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted into a specialty court program, such as Community Court or Treatment First, or they are set for trial.
- The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

Significant Changes

The Multnomah County District Attorney's Office recently reorganized in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties of the Misdemeanor Intake Unit which no longer exists as a stand-alone program offer. The Neighborhood and Strategic Prosecution Unit supervisory duties have shifted to Division III Chief Deputy District Attorney.

Division III

Division III is comprised of 3 units: Unit A/B and Human Trafficking, Unit D, and Neighborhood/Strategic Prosecution/MCJRP.

- Unit A/B and Human Trafficking - The majority of drug and property offenders receive supervision and treatment for addiction and mental health rather than prison through the Multnomah County Justice Reinvestment Program (MCJRP). The STOP and START programs, LEAD and Treatment First are also administered through this Unit.
- Unit D – Works with victims of violent crimes and survivors of sexual assault. Prosecutes aggravated murder, criminal homicide, rape and other sex crimes, felony assault, kidnapping, sex offenses, and official misconduct. When appropriate, and in consultation with victims, offenders are diverted from prison into court supervised and community based treatment programs.
- Neighborhood/Strategic Prosecution/MCJRP - Collaborates and problem solves neighborhood livability and quality of life issues with partners including citizens, advocates, community groups, neighborhood and business associations.
- Post-Conviction Unit – Reviews of claims of actual innocence and wrongful conviction.

Significant Changes

Unit A (property) and Unit B (drugs) merged in 2019 along with the Human Trafficking Task Force in order to achieve efficiencies and to balance caseloads among the prosecutors. Other than high level dealers distributing heroin and methamphetamine and certain repeat property offenders, the majority of offenders in this combined unit receive treatment based supervision rather than prison sentences.

Division IV

Division IV is comprised of two units: the Victims Assistance Program and Investigations. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime.

The Investigations unit provides support in criminal prosecutions which directly affects the lives and safety of children, teens, families, LGBT, house-less and other vulnerable populations that have been victims in Multnomah County. Investigators perform all of the duties and critical tasks needed to support Deputy District Attorneys and help them protect the community and hold defendants accountable.

Program Summary:

- Victims Assistance Program – Assists victims of crime with crisis response, safety planning, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.
- Investigations – In partnership with the Multnomah County Sheriff's Office, the Portland Police Bureau, and the Gresham Police Department, provides investigation services for felony, misdemeanor, juvenile, and family crimes.

Significant Changes

- Expansion of services to youth and minor victims of sex trafficking through the VOCA HT grant. Increasing ability to provide specialized trainings and assist MCSTC.
- Through additional VOCA funding our program was able to increase advocacy and restitution services provided to victims on cases with juvenile offenders. This includes a designated advocate who is the point person who established a closer working relationship with schools and Title IX coordinators.
- Detailed planning, training and preparation for a mass casualty event. This includes formation of an internal MCDA team for response, joining with MC Emergency Management in their efforts to create a county wide plan for family reunification and our efforts to work with surrounding counties, state and federal partners in creating a comprehensive response plan.
- The Chief Investigator is a member of the Multnomah County Threat Assessment Team, which is a multidisciplinary team, including professionals from local, state and federal law enforcement, mental health organizations and representatives from local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of our community.

District Attorney's Office

fy2020 proposed budget

District Attorney's Office

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$1,153,148	\$0	\$1,153,148	6.00
15001	Administrative Support Services	1,737,858	0	1,737,858	3.00
15002	Information Technology	2,626,122	0	2,626,122	6.00
15003	Finance/Human Resources	627,113	0	627,113	5.00
15004	Records/Discovery	780,647	0	780,647	7.07
15012	Body Worn Cameras - Gresham	250,354	0	250,354	1.48
15013	MCDA Research & Planning Unit	130,000	0	130,000	1.00
Division I					
15100	Division I Administration	482,657	0	482,657	1.00
15101A	Juvenile Court Trial Unit	988,487	0	988,487	6.00
15101B	Juvenile Dependency and Delinquency	648,159	0	648,159	3.00
15102	Domestic Violence Unit	1,689,785	0	1,689,785	10.00
15103	MDT - Child Abuse Unit	1,113,018	951,378	2,064,396	7.00
15104	Child Support Enforcement	885,279	3,071,367	3,956,646	25.60
Division II					
15200	Division II Administration	561,407	0	561,407	1.00
15201	Unit C	2,275,447	0	2,275,447	12.00
15202	Misdemeanor Trial Unit	1,801,198	0	1,801,198	13.00
15204	Pretrial	3,021,823	0	3,021,823	23.10
Division III					
15300	Division III Administration	372,439	0	372,439	1.00
15301	Unit A/B - Property/Drugs/Human Trafficking	3,371,747	81,156	3,452,903	20.50
15304	Unit D - Violent Person Crimes	1,686,664	0	1,686,664	8.00
15308A	Neighborhood DA Program / MCJRP	983,586	1,014,879	1,998,465	10.43
Division IV					
15400	Division IV Administration	230,710	0	230,710	1.00
15401	Victims Assistance Program	563,178	1,363,697	1,926,875	17.00
15402	Investigations	<u>412,615</u>	<u>464,356</u>	<u>876,971</u>	<u>6.00</u>
Total District Attorney's Office		\$28,393,441	\$6,946,833	\$35,340,274	195.18

Department: District Attorney

Program Contact: Rod Underhill

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The District Attorney (DA) and Executive Staff provide the leadership, vision, policies, resource allocation, oversight, and direction of the Multnomah County District Attorney's Office. The DA leads and monitors daily operations and directs related work with local law enforcement agencies, social service agencies, public and private concerns to ensure the organization is operating at its maximum efficiency in service to the community.

Program Summary

The District Attorney (DA) and Executive Staff are responsible for leadership around public relations, policy direction, long and short-range planning, internal human and labor relations and oversight of daily operations. As the largest district attorney's office in the State of Oregon, representing Oregon's most populous county, the DA frequently partners with public safety officials, locally, state wide and nationally to work on enacting sound public safety policies and laws which reflect the desires of the community and increase confidence, fairness, efficiency and effectiveness system-wide. The office oversees administrative functions that support our law related direct service work.

The District Attorney represents the office to public safety peers, consults with legislators and state law enforcement leaders, and provides leadership at statewide district attorney meetings. The DA is the ultimate authority responsible for prosecution of crime. The DA and staff meets with legislators dozens of times each year to discuss pending legislation and help draft legislation around criminal justice. In addition, the DA occupies a leadership role in the Oregon District Attorneys Association, which also brings issues to the legislature. The DA serves as the Executive sponsor for the Equity Dignity Opportunity Council (EDOC), in internal workgroup which meets to advance the equity conversation within the office. In FY 20 the EDOC will expand its work to include the objectives of the Workforce Equity Strategic Plan.

The office initiates and oversees Continuing Legal Education (CLE) sessions attended by law personnel internal and external to the DA's Office.

In addition to the District Attorney this unit includes a First Assistant to the District Attorney, two Administrative Managers, and two Staff Assistants who provide support for the DA and senior management.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of all staff communications	65	52	65	65
Outcome	Total number of cases resolved	11,092	12,666	10,750	10,005

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct.

Oregon Revised Statute (ORS): 8.580. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,063,907	\$20,794	\$1,134,048	\$0
Contractual Services	\$1,200	\$0	\$0	\$0
Materials & Supplies	\$24,300	\$0	\$19,100	\$0
Internal Services	\$2,738	\$3,066	\$0	\$0
Total GF/non-GF	\$1,092,145	\$23,860	\$1,153,148	\$0
Program Total:	\$1,116,005		\$1,153,148	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Intergovernmental	\$0	\$23,860	\$0	\$0
Total Revenue	\$0	\$23,860	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15000-19 Management Services

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Administration Support provides assistance in person and over the phone for victims, witnesses, and the general public in navigating the criminal justice system, as well as defense attorneys, court personnel and law enforcement agencies; coordinate and distribute of all interoffice and US mail for the Multnomah County District Attorney's Office, provide clerical support for multiple deputy district attorneys, maintain records for internal, state, and nationwide data systems

Program Summary

Main Office Reception: Administrative staff are the main reception for Multnomah County District Attorney's Office. Staff guides victims and witnesses on proper signing of subpoenas; they calculate mileage for reimbursement along with witness fee payments. One position provides Spanish translation in person and over the phone for victims and witnesses and is also responsible for a Spanish language only message box. Staff provide a welcoming atmosphere for an average of 22 people who walk into the office each day, in addition to the average 130 daily phone calls. These numbers include the general public, victims and witnesses, law enforcement or other public safety personnel, defendants, defense attorneys, legislators and other elected officials visiting the office. Mail service for the entire office, including handling and routing an average of 166 letters and packages each day. This program retrieves and disburses probation violation administrative sanction reports, enters discovery fees received on each case into CRIMES, profiles e-recog sheets, maintains and distributes phone list for entire office and is facilities liaison for sixth floor. Trained in safety and confidentiality, in accordance with office and county legal and ethical requirements. Staff answer phones from 7:30 AM to 5:30 PM five days a week.

Legal Assistant functions include: Assisting victims seeking restitution for any loss incurred, and extensive communication with victims and witnesses regarding trials, hearings, and meetings. Clerical support for trial units to include data entry, file preparation, and tracking domestic violence, sexual assault, and mental health cases. Assist Deputy District Attorneys with legal documents and running records affecting the issuance of Treatment First, LEAD (Law Enforcement Assisted Diversion), START (Success through Accountability, Restitution, and Treatment) and MCJRP (Multnomah County Justice Reinvestment Program) cases. Processing subpoenas, closing files, and maintaining scrupulous desk notes.

Administrative expenses such as Bar Dues for Deputy District Attorneys, courier services, facilities charges associated with the Central Courthouse are also included in this program offer.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Witness (Subpoena) Fees paid	1,223	1,163	1,140	1,120
Outcome	Amount paid in Witness (Subpoena) Fees	\$8,847	\$10,308	\$8,700	\$8,500

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$521,669	\$0	\$644,182	\$0
Contractual Services	\$73,722	\$0	\$60,000	\$0
Materials & Supplies	\$204,000	\$0	\$170,000	\$0
Internal Services	\$853,931	\$0	\$863,676	\$0
Total GF/non-GF	\$1,653,322	\$0	\$1,737,858	\$0
Program Total:	\$1,653,322		\$1,737,858	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$473,208	\$0	\$591,376	\$0
Total Revenue	\$473,208	\$0	\$591,376	\$0

Explanation of Revenues

Departmental Indirect Revenues come from the following grants:

Child Support Enforcement, \$342,642

VOCA, \$111,213

CAMI, \$42,675,

CFAA, \$64,932,

HB-3194, \$23,587

WEB DuBois, \$6,308

Significant Program Changes

Last Year this program was: FY 2019: 15001-19 Administrative Support Services

Department: District Attorney **Program Contact:** Jodi Erickson
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The District Attorney's Information Technology Unit provides rapid and economical computer desktop support, as well as all computer software, servers, peripherals and network support to DA users. The 7-person unit is responsible for the operation and maintenance of the DA's document management system, Alfresco, and the DA's principal case tracking systems, CRIMES Juvenile and CRIMES Adult; in addition, the unit collects and prepares the Office's statistical data for public consumption. The unit also maintains a Helpdesk for members of the DA's office.

Program Summary

The IT Unit supports all aspects of IT for the District Attorney's Office, including but not limited to acquisition, deployment, maintenance, monitoring, development, upgrade and support of all DA IT systems, including servers (physical and virtual), PC's, laptops and tablets, plus operating systems hardware, software and peripherals. This includes, but is not limited to: case tracking systems for adult and juvenile components; document management and imaging systems; web services for intranet and internet publishing, database administration, data exchanges with external law enforcement and other public safety agencies, report generation, file and print services, email services, mobile access and mobile device services, email spam filtering, document repository services and desktop support services. In addition, the unit oversees data storage, retention, backup and restoration.

The IT Unit supports over 225 DA employee users and works closely with Justice Partner agencies to provide their users access to CRIMES case management system. The unit also maintains the offices external website www.MCDA.us, as well as an office only intranet. The unit also manages video and audio equipment used throughout the courtrooms in the central courthouse, video and audio equipment in three Grand Jury hearing rooms, and the For The Record (FTR) system used for mandated recording of all Grand Jury hearings.

This program allows the District Attorney to fulfill a legal responsibility under Oregon state law to maintain a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the District Attorney in official capacity, and the proceedings, therein.

The program's Help Desk is staffed 7:30 AM to 5:00 PM, Monday through Friday, and 9:00 AM to 5:00 PM on Saturdays and Sundays.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Help Desk Calls	4,195	3,430	3,209	3,300
Outcome	Number of times the DA network failed due to an internal cause	0	0	0	0

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$934,254	\$0	\$995,598	\$0
Contractual Services	\$25,000	\$0	\$52,000	\$0
Materials & Supplies	\$242,900	\$0	\$306,400	\$0
Internal Services	\$958,574	\$0	\$1,227,124	\$0
Capital Outlay	\$40,000	\$0	\$45,000	\$0
Total GF/non-GF	\$2,200,728	\$0	\$2,626,122	\$0
Program Total:	\$2,200,728		\$2,626,122	
Program FTE	6.00	0.00	6.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15002-19 Information Technology

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program provides all support for the District Attorney's office related to finance, including purchasing, travel and training, budget preparation, fiscal reports, and grant reporting and monitoring, and research/evaluation. It also carries out all human resources functions, including payroll, HR maintenance and assistance in Workday, and recruitment/selection.

Program Summary

This program provides office wide support for finance and human resources functions. The finance staff provides all accounts payable, accounts receivable, general ledger, petty cash accounts, travel & training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, and contracts.

The human resources unit provides support to the entire District Attorney's Office in many different areas to include: employee and labor relations, recruitment and selection, internal investigations, personnel file maintenance, classification and compensation, management consultation, discipline and grievance handling, and leave administration. HR provides support to the entire District Attorney's Office regarding Workday questions and assistance. The HR Unit supports managers with contract interpretation, performance management consultation, and facilitates the departments FMLA/OFLA coordination with Central Benefits.

This program contributes to the County's Climate Action Plan by purchasing "green" products and supplies for the entire office and by working to reduce paper usage throughout the office. The Office uses 100% recycled paper products.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of employees supported per day	na/-	na/-	na/-	215
Outcome	Percent of people of color hired for open positions	na/-	na/-	na/-	31%
Output	Number of new hires	65	na/-	30	20

Performance Measures Descriptions

New Performance Measures

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the District Attorney to the successor in office.

ORS 8.850 - Offices, supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies and stenographic assistance as is necessary to perform efficiently the duties of such office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$573,882	\$0	\$618,563	\$0
Contractual Services	\$6,000	\$0	\$0	\$0
Materials & Supplies	\$7,900	\$0	\$8,550	\$0
Internal Services	\$2,410	\$0	\$0	\$0
Total GF/non-GF	\$590,192	\$0	\$627,113	\$0
Program Total:	\$590,192		\$627,113	
Program FTE	5.00	0.00	5.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15003-19 Finance/Human Resources

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The discovery component of this program supports the entire office in processing discovery requests and providing discoverable material to defense counsel and occasionally to attorneys representing victims. The records component maintains accurate records on open and closed cases including electronic document scanning and storage, coordinates scheduling and docketing of court appearances and provides administrative and clerical support to attorneys and staff assigned to the arraignment courts.

Program Summary

The Records/Discovery program fulfills the statutory responsibility to provide case specific discovery of documents, photos, videos and audio material either in paper, flash drive, CD, DVD, and hard drive formats to public and private defense attorneys, pro se defendants, and victims. The unit currently handles and manages discovery of body worn camera footage for one police agency. Two more police agencies are expected to adopt body worn cameras during the 2020 fiscal year. Staff copy, upload, redact, and disclose to defense any restitution information submitted by victims. Staff maintain meticulous records in tracking material and information within the possession or control of the district attorney in order to disclose accurate data to defense on homicide and major crimes cases.

This program also provides file storage and retrieval for the entire office, maintaining over 34,000 closed and open case files at any given time in various storage locations. Staff coordinate shipment and tracking of off-site storage for closed physical files and case materials at county archives and at private secured storage facilities. The unit maintains historical records of all archived cases and their destruction dates in accordance with county and state rules and regulations.

This program processes Victim Rights Notifications to ensure necessary paperwork is completed, logged, and filed so that crime victims and survivors' rights are asserted in accordance with the Oregon Constitution and Oregon Revised Statutes. Staff run records to assist DDAs with diversion completion eligibility for offenders, process assessments for Treatment First Program eligibility, and query and print records from the Law Enforcement Data System (LEDS/NCIC) to provide information required by the deputy district attorney for probation violation hearings.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of Discovery packets	16,287	16,709	16,800	16,900
Outcome	Total Discovery Revenue	\$329,376	\$325,000	\$370,000	\$370,000

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$477,387	\$0	\$548,562	\$0
Contractual Services	\$9,600	\$0	\$6,000	\$0
Materials & Supplies	\$45,100	\$0	\$41,750	\$0
Internal Services	\$211,310	\$0	\$184,335	\$0
Total GF/non-GF	\$743,397	\$0	\$780,647	\$0
Program Total:	\$743,397		\$780,647	
Program FTE	6.50	0.00	7.07	0.00

Program Revenues				
Service Charges	\$325,000	\$0	\$370,000	\$0
Total Revenue	\$325,000	\$0	\$370,000	\$0

Explanation of Revenues

\$370,000 in Discovery Fees

Significant Program Changes

Last Year this program was: FY 2019: 15004-19 Records/Discovery

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct. Oregon Revised Statute (ORS): 135.185: The District Attorney shall disclose to a represented defendant the following material within the possession and control of the district attorney: (b) any written or recorded memoranda of any oral statements made by the defendant, or made by a codefendant if the trial is to be a joint one. (d) Any books, papers, documents, photographs, or tangible objects: (A) which the district attorney intends to offer in evidence at trial.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$204,263	\$0
Materials & Supplies	\$0	\$0	\$46,091	\$0
Total GF/non-GF	\$0	\$0	\$250,354	\$0
Program Total:	\$0		\$250,354	
Program FTE	0.00	0.00	1.48	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$126,593	\$0
Materials & Supplies	\$0	\$0	\$3,407	\$0
Total GF/non-GF	\$0	\$0	\$130,000	\$0
Program Total:	\$0		\$130,000	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Administration **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program funds the Division I Chief Deputy DA to provide leadership, policy direction, long and short range planning and daily operational oversight for Division I, which is responsible for protecting some of the most vulnerable children, adults and families in the County. This division includes the Multi-Disciplinary Child Abuse Team, Domestic Violence Unit, Juvenile Court Trial Court, and Support Enforcement Units. The Chief DDA directs these activities on behalf of children and families in a variety of leadership and liaison positions inside and outside the office to make our community more livable.

Program Summary

The Chief Deputy District Attorney of Division I is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, which directly affects the lives and safety of children, teens, domestic violence survivors and families in Multnomah County. The Chief Deputy has direct and daily oversight responsibility for the Domestic Violence Team, Juvenile Unit, Multidisciplinary Child Abuse Team, and Child Support Enforcement Unit. The Chief Deputy also meets weekly to staff cases to determine appropriate and consistent pretrial resolutions for defendants facing mandatory minimum sentencing on indicted charges. The Division I Chief Deputy also prosecutes aggravated murder and murder cases.

The MDT/Child Abuse Unit prosecutes felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, and sexual assault of children where the perpetrator is considered family and protects vulnerable children through litigating dependency cases in juvenile court while coordinating child protection efforts and developing practices and policies to investigate and prosecute abuse and keep children safe and strengthen families. The Juvenile Unit prosecutes serious felonies and certain misdemeanors committed by those under 18 years of age. That Unit seeks community protection, reformation of the youth and restitution to victims of crime. The Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County. The DV Unit prosecutes crimes involving victims and survivors of domestic violence including physical and sexual assaults, homicides and violations of restraining orders.

The Division 1 Chief Deputy performs a critical, family justice liaison role with outside partners, including Department of Human Services and Child Protective Services, Department of Community Justice, all county police agencies, non-profit partners, the defense bar, and the court by serving on numerous collaborative working groups. These include the Family Violence Coordinating Council, Sexual Assault Response Team (SART), Domestic Violence Court Working Group, Multidisciplinary Child Abuse Team Executive Committee, Department of Community Justice Working Group, Juvenile Justice Council, State and Local Child Fatality Review Team, Child Welfare Council, LPSCC–Racial and Ethnic Disparities Subcommittee, Domestic Violence Fatality Review Team, and the Juvenile Justice Task Force.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Division 1 cases reviewed (DV,MDT,Juv)	4,960	na/-	4,840	4,840
Outcome	Amount of child support collected	33.4M	30M	33.6M	33.8M

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$310,506	\$0	\$329,761	\$0
Contractual Services	\$1,200	\$0	\$0	\$0
Materials & Supplies	\$3,000	\$0	\$5,000	\$0
Internal Services	\$948	\$0	\$147,896	\$0
Total GF/non-GF	\$315,654	\$0	\$482,657	\$0
Program Total:	\$315,654		\$482,657	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15100-19 Division I Administration

Due to funding decisions by the county and state, this Division 1, will be suffer a detrimental impact that has severe consequences for child safety and families within Multnomah County.

Please see the Juvenile and MDT Program Offers. The Juvenile Program will lose TPR and dependency. This will result in significant reduction in safety and proactive measures that protect children and increase parental capacity. The MDT Unit will have to abandon the MDT building at 102nd and Burnside and no longer be cohoused with law enforcement and DHS. That unit will move to the Juvenile Court Building. This will lessen the coordination, communication and collaboration that is essential to stop child abuse.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Juvenile Court Trial Unit's primary function, due to reduced funding, includes some delinquency matters. This unit, working with Multnomah County's Juvenile Services Division, prosecutes serious felonies and certain misdemeanors committed by those under 18 years of age. This program seeks community protection, reformation of the youth and restitution to victims of crime. Refer to program 15101B which partially restores the Unit to two primary functions: 1) delinquency and 2) limited dependency.

Program Summary

The purposes of the Oregon juvenile justice system are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. This Unit prosecutes juveniles who have committed all but the most serious (Ballot Measure 11) crimes. This includes cases ranging from minor misdemeanors to serious felonies. The unit works closely with the Department of Community Justice (DCJ) Juvenile Division in developing appropriate sanctions aimed at accountability, community protection and reformation of the child or youth. Additionally, one of the goals of this program is to reduce the number of youth who are exposed to the adult criminal system.

For over 25 years this program has been involved in the Anne E. Casey Foundations Juvenile Detention Alternatives Initiative (JDAI). The current interagency agreement with the Juvenile Services Division provides for opportunities for youth to have their matters handled informally, either through the CHI Early Intervention Program, or through informal handling by the Juvenile Department. The current agreement calls for MCDA to provide legal sufficiency screening of all referrals, to insure that youth are held accountable only for acts that are legally sufficient. Legal sufficiency screening by non-lawyers often results in youth being held accountable inappropriately. The goal of these programs is to provide the principles of accountable and reformation without pulling a youth further into the Juvenile System.

These DDAs coordinate with the Department of Human Services, DCJ and juvenile court counselors to serve families impacted by the juvenile system. Beginning July 1, 2019, the Department of Human Services will redirect state and federal funds from MCDA to pay their own lawyers at the Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Refer to Program 15101B (Dependency and Delinquency) which partially restores this unit to two primary functions to serve families in Multnomah County. Lost funding, however, eliminates victim's advocates to help those involved in the court process navigate the complicated and often unfamiliar juvenile system and impacts victim safety restitution or restorative justice when appropriate. This program will no longer accomplish community protection, youth reformation and family preservation and skill building to the extent it has in the past.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR	2,043	na/-	1,363	1,363
Outcome	Early intervention program participants ___% less likely to recidivate than non-participants	40%	na/-	40%	40%
Input	Number of attorneys needed to fulfill program description	na/-	11	7	3

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Juvenile Trial Court: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,531,078	\$1,342,289	\$940,187	\$0
Contractual Services	\$12,000	\$25,000	\$12,000	\$0
Materials & Supplies	\$33,800	\$0	\$36,300	\$0
Internal Services	\$146,099	\$0	\$0	\$0
Total GF/non-GF	\$1,722,977	\$1,367,289	\$988,487	\$0
Program Total:	\$3,090,266		\$988,487	
Program FTE	11.75	8.60	6.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,367,289	\$0	\$0
Total Revenue	\$0	\$1,367,289	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15101-19 Juvenile Court Trial Unit

State and Federal funding was eliminated in this program because the Department of Human Services has decided to have the Department of Justice represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. This program offer also reflects a General Fund reduction in order to meet the budget constraint. Because of reductions in both funding and FTE, this program lost two important child protection functions: dependency and TPR. This program no longer advocates for proactive child protection efforts in dependency court proceedings. This program no longer litigates cases where the abuse or neglect of a child necessitates effort be made to free the child for adoption (TPR). Certain crimes will no longer be prosecuted. Refer to Program 15101B which restores the reduction in County funding to allow MCDA to continue delinquency and a limited role in dependency.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

This program allows the Juvenile Court Trial Unit to retain two primary functions: 1) delinquency (prosecuting certain criminal offenses committed by juveniles), 2) limited dependency (litigating some child protection cases in Juvenile Court). In dependency, this program seeks child safety while strengthening the protective capacity of families. Refer to 15101 A which details the delinquency function of the Juvenile Unit.

Program Summary

The Juvenile Unit will no longer accomplish community protection, youth reformation and family preservation and skill building to the extent it has in the past. This Unit will continue to prosecute all but the most serious (Ballot Measure 11) crimes committed by juveniles. This includes cases ranging from certain misdemeanors to serious felonies. In addition to delinquency function described in 15101A, this program partially restores this Unit to have two primary functions, delinquency and limited dependency to serve families in Multnomah County.

Dependency proceedings are noncriminal in Juvenile Court where children are found unsafe and the court needs to intervene to protect the child. Dependency is proactive which can result in safer, healthier children who grow up to be adults who also implement safe parenting practices. These DDAs seek to protect children, strengthen families and work with system partners in dependency.

Beginning July 1, 2019, the Department of Human Services will redirect state and federal funds from MCDA to pay their own lawyers at the Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Because of overall funding loss to the Juvenile Court Unit, DDAs' child safety efforts will be reduced and in many cases DDAs will no longer work with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to expand their protective capacity. Because this Unit has reduced funding, it has reduced coordination with community and system partners and reduced engagement in the cross-over youth practice model.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR. (Estimate and offer includes Delinquency & Dependency)	2,043	na/-	1,887	1,887
Outcome	Early intervention program participants ___% less likely to recidivate than non-participants.	40%	na/-	40%	40%
Input	Number of attorneys needed to fulfill program description in 15101A & 15101B	na/-	11	7 unit total	5 unit total

Performance Measures Descriptions

Continuing MCDA involvement in juvenile dependency cases promote public safety through building parental capacity and safeguarding children.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Juvenile Trial Court: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$613,195	\$578,857	\$0
Contractual Services	\$0	\$6,000	\$0	\$0
Materials & Supplies	\$0	\$0	\$18,226	\$0
Internal Services	\$0	\$0	\$51,076	\$0
Total GF/non-GF	\$0	\$619,195	\$648,159	\$0
Program Total:	\$619,195		\$648,159	
Program FTE	0.00	3.67	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$619,195	\$0	\$0
Total Revenue	\$0	\$619,195	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was:

State and Federal funding was eliminated in this program because the Department of Human Services has decided to have the Department of Justice represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. This program restores the reduction in County funding for the Juvenile Unit and will be used to partially backfill the reduction in State funding. This funding will allow the District Attorney's Office to continue its dependency function in a reduced role. Partial funding limits MCDA's work on Juvenile Justice reform issues and reduces both public safety, youth reformation and victim input regarding system decisions. The MDT Unit Program is also impacted. The Child Abuse Unit will leave the Multnomah County MDT building; ending an internationally recognized coordination model began in the early 90s.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic violence is a social, economic and public health concern. The Domestic Violence Unit prosecutes felonies and misdemeanors involving victims and survivors of domestic violence including physical and sexual assaults, homicides and violations of restraining orders. Additionally, this unit's mental health DDA handles Aid and Assist issues in a case and coordinates the efforts of the Multnomah County Mental Health Court and Civil Commitment proceedings. This team works closely with our victim advocates to ensure trauma-informed support for survivors and their children.

Program Summary

The Domestic Violence Trial Unit prosecutes all types of family or intimate partner violence including physical and sexual assaults (rape, sodomy, for example), strangulation, kidnapping and homicide. The goals of this program are to secure victim and community safety while seeking defendant accountability.

Additionally, these Deputy District Attorneys play a valuable role in advocating for community-oriented interventions to help support survivors and their children in breaking the vicious, generational cycle of family violence. Moreover the Unit works to ensure that each victim is treated respectfully, compassionately and with dignity. Our Victim Assistance program assigns an advocate to each case to provide outreach and assist survivors in obtaining comprehensive wrap around support services to help alleviate survivors' psychological, social, and financial fears.

The unit works in collaboration with state and local law enforcement, the Multnomah County Department of Community Justice and a variety of local nonprofit domestic violence organizations and shelters. Initiatives include working closely with the Portland Police Bureau Domestic Violence Reduction Unit (DVRU) and the Domestic Violence Emergency Response Team (DVERT). The Senior Deputy District Attorney is also an Executive Committee member for the Family Violence Coordination Council and, the Domestic Violence Fatality Review, the DV court workgroup and is the Co-Chair of the local Chapter of Justice Jammers, a work group that meets to identify gaps in the justice system affecting domestic violence victim's safety and offender accountability.

The Domestic Violence Unit participates in the Deferred Sentencing program for eligible offenders. This program allows first time offenders an opportunity to earn a dismissal of the charge upon successful completion of a highly supervised and closely monitored program of batterer's intervention strategies and counseling. The Domestic Violence unit works with the county's Adult Protective Services agency to provide a specialized emphasis on the prosecution of elder abuse cases within Multnomah County. This unit acts as a resource for training of community partners, state and local law enforcement agencies. The unit dedicates a full time attorney to mental health court and civil commitments for the county.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	All DV Cases Reviewed (Felony, Misdo, VRO)	2,664	2,479	2,737	2,737
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	81.4%	na/-	69.3%	75.35%
Input	Number of Attorneys needed to fulfill description duties	na/-	7	10.7	7

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,533,969	\$0	\$1,636,635	\$0
Contractual Services	\$24,000	\$0	\$34,000	\$0
Materials & Supplies	\$17,300	\$0	\$19,150	\$0
Internal Services	\$7,583	\$0	\$0	\$0
Total GF/non-GF	\$1,582,852	\$0	\$1,689,785	\$0
Program Total:	\$1,582,852		\$1,689,785	
Program FTE	10.00	0.00	10.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15102-19 Domestic Violence Unit

Department: District Attorney **Program Contact:** Chuck Sparks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program serves three primary functions: (1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, sexual exploitation and sexual assault (rape sodomy, for example) of children where the perpetrator is considered family, (2) Protect vulnerable children through litigating dependency cases in juvenile court; and (3) Coordinate the Multi-Disciplinary Child Abuse Team's child protection efforts and develop practices and policies to investigate and prosecute abuse while working to help keep children safe and strengthen families.

Program Summary

The Multidisciplinary Child Abuse Team (MDT) is part of a larger team comprised of representatives from law enforcement, public schools, hospitals, courts, health departments, the Oregon Department of Human Services (DHS), and the Oregon Department of Employment Child Care Division. The team provides services to child victims, minimizes the number of victim interviews, prevents abuse of other potential victims, advances public safety and increases the effectiveness of prosecution of both criminal and dependency cases. A case in the MDT unit is often time and emotion intensive.

Last year, this program prosecuted some of the most troubling homicides (Abusive head Trauma) and serious felony sexual and physical assaults against children in the county. These DDAs respond to child death crime scenes all hours of the day. This team reviews all fatalities which involve a child under the age of 18 years. DDAs also work with DHS and other agencies to protect children who are abused and neglected. They work with our Victim Assistance program to ensure all practices are trauma-informed and mitigate the life-long consequences of child abuse.

Last year, attorneys litigated some of the most high risk/high lethality child protection cases in Juvenile Court. With the court, DHS and other agencies and community partners the office fashions plans that provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place, with the goal that the child(ren) and parents to be safe and further parenting skills.

MDT DDAs coordinate discussion and resolution of inter-agency issues, assist in training with agencies involved in child abuse, participate in policy meetings regarding child abuse and neglect, prepare and update the protocols for the larger MDT, and advise community partners on child abuse legal issues. The Senior Deputy District Attorney is on call 24/7 to assist law enforcement, medical personnel and DHS regarding infant deaths and immediate physical and child sexual assaults. The Sr. DDA also supervises the juvenile delinquency DDAs. This program also coordinates the distribution of state Child Abuse Multidisciplinary intervention (CAMI) funds to a variety of local partners on an annual basis for projects/services associated with child abuse intervention.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Dependency/Criminal cases reviewed	264	na/-	291	291
Outcome	Percentage of presumptively prison eligible defendant diverted from prison to community supervision	54.5%	na/-	30.7%	42.6%
Input	Number of Attorneys needed to fulfill program duties	na/-	4	9.27	4

Performance Measures Descriptions

Combining dependency and criminal work, MDT DDA's have between 300-325 children protected on their caseloads each month.

Reducing child abuse reduces health consequences that persist into adulthood.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$767,724	\$194,079	\$1,081,368	\$209,188
Contractual Services	\$38,400	\$753,445	\$17,000	\$670,624
Materials & Supplies	\$12,900	\$49,660	\$14,650	\$33,263
Internal Services	\$61,551	\$31,557	\$0	\$38,303
Total GF/non-GF	\$880,575	\$1,028,741	\$1,113,018	\$951,378
Program Total:	\$1,909,316		\$2,064,396	
Program FTE	3.98	2.00	5.00	2.00

Program Revenues				
Intergovernmental	\$0	\$1,028,741	\$0	\$951,378
Total Revenue	\$0	\$1,028,741	\$0	\$951,378

Explanation of Revenues

\$951,378 Child Abuse Multidisciplinary Intervention (CAMI) Grant Program, Oregon Department of Justice/Crime Victims' Services Division, State

Significant Program Changes

Last Year this program was: FY 2019: 15103-19 MDT - Child Abuse Unit

Due to county funding constraints, the MDT unit will now be moved to the Juvenile Court Building on 68th and Gleason. MDT will abandon the Multnomah County MDT building located at 102nd and Burnside to realize cost savings to meet budget requirements. This means that the Unit will no longer be co-housed with the Department of Human Services (DHS) and a specialized police unit comprised of detectives from the Portland Police Bureau and the Gresham Police Department (Child Abuse Team). This will reduce coordination, collaboration and communication regarding child abuse investigation and planning. Multnomah County's innovative gold-standard of co-housing prosecutors, LE and DHS has been in existence since the early 1990s. It has served as model to other counties around the state and internationally. Additionally, due to funding loss to our Juvenile Court Trial Unit, the MDT Senior DDA will now also supervise delinquency work.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County District Attorney’s Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County as part of The Oregon Child Support Program (OCSP) by working with both parents to provide the financial and emotional support their children need to grow and thrive. OCSP delegates the authority of non-public assistance cases to county district attorney offices.

Program Summary

The Child Support Enforcement (CSE) Program, operated by the Support Enforcement Division (SED), was enacted in 1975 as a federal-state-local partnership. The federal government reimburses each state 66% of all allowable expenditures on CSE activities, including staffing costs. The federal government’s funding is “open-ended” in that it pays its percentage of expenditures by matching the amounts spent by state and local governments with no upper limit or ceiling.

Operating in two locations (Downtown and East County), the SED routinely carries an average caseload of approximately 7500 cases and collects approximately \$31 million annually. Every dollar collected (less a \$25 annual fee after \$500 collected) is sent directly to custodial parents for the benefit of the children in our community, providing a critical safety net for families.

Implemented in 2019, a modernized statewide child support computer conversion provides SED with a more automated system to establish, modify and enforce support orders which result in payments benefiting over 10,000 children in our community. While seeking accountability from parents ordered to pay support, SED also works to reduce barriers for those who are unable to meet their obligations by working with the courts to refer parents for job placement, addiction evaluations and appropriate mental health services.

SED works with all 50 states, local tribes, and US territories, to cooperatively provide child support services. In addition, OCSP and CSE have reciprocity agreements with over 30 foreign nations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average number of families (cases) assisted each month	7,515	7,916	7,600	7,700
Outcome	Amount of child support collected	\$33.4M	\$30.0M	\$33.6M	\$33.8M

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

Per ORS 25.080, the District Attorney's Office provides support services by application to 1) a child support recipient who lives in Multnomah County 2) a child support recipient who lives out of state but the obligating party lives in Multnomah County or 3) both the obligating party and support order are in Multnomah County. Per ORS 416.415, the District Attorney's Office provides assistance to either parent in establishing paternity for a child. Per ORS 416.425, the District Attorney's Office provides assistance to either parent in modifying their support order to ensure a fair and equitable support amount per Oregon Child Support Guidelines OAR 137-050-0700. Per ORS 416.429, the District Attorney's Office provides assistance to establish and enforce arrearages for families whose children may have reached the age of majority however support is an unpaid judgment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$610,372	\$2,089,890	\$686,798	\$2,215,709
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$53,997	\$0	\$54,130
Internal Services	\$201,934	\$667,812	\$198,481	\$791,528
Total GF/non-GF	\$812,306	\$2,821,699	\$885,279	\$3,071,367
Program Total:	\$3,634,005		\$3,956,646	
Program FTE	5.79	19.81	4.51	21.09

Program Revenues				
Intergovernmental	\$0	\$2,791,189	\$0	\$3,041,905
Beginning Working Capital	\$0	\$30,510	\$0	\$29,462
Total Revenue	\$0	\$2,821,699	\$0	\$3,071,367

Explanation of Revenues

\$2,868,311 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), Federal through State
 \$203,056 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), State

Significant Program Changes

Last Year this program was: FY 2019: 15104-19 Child Support Enforcement

For more information about SED performance measures, please see

Department: District Attorney

Program Contact: Kirsten Snowden

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short-range planning, and daily operational oversight for Division II. This division includes Unit C, Pretrial and the Misdemeanor Trial Unit. Collectively these units handle a wide range of crimes including aggravated murder, armed robbery, vehicular homicide, DUII, resisting arrest and criminal trespass. This division also handles a variety of non-trial matters. The Division II Chief DDA also engages system and community partners in a variety of leadership positions outside the office.

Program Summary

The Chief Deputy District Attorney of Division II is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, long and short-range planning and daily operational oversight. The Chief DDA has direct and daily oversight responsibility of the Unit C, the Pretrial Unit and the Misdemeanor trial unit and meets daily with attorneys to discuss case strategy and resolution. The Chief Deputy also presides over weekly case staffing meetings to determine appropriate and consistent pretrial offers for defendants facing mandatory minimum sentencing on their indicted charges. The Division II Chief Deputy also prosecutes aggravated murder and murder cases.

Unit C is a felony trial unit which is responsible for the prosecution homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse.

The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct.

Lastly, the Division II Chief Deputy performs a critical, criminal justice liaison role with outside partners focused on gang violence prevention. To that end, the Division II Chief Deputy is the co-chair of the Local Public Safety Coordinating Council (LPSCC) Youth and Gang Violence Subcommittee and is a member of numerous collaborative working groups such as the Portland Area Gun Initiative, the PPB Bi-weekly Shooting Review and the Community Peace Collaborative.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Division II criminal cases reviewed for prosecution	12,788	na/-	13,094	13,000
Outcome	Number of Division II non-criminal fugitive cases, public record requests, extraditions, and expungements	2,283	na/-	2,315	2,345

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.760 Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$310,506	\$0	\$329,761	\$0
Contractual Services	\$1,200	\$0	\$1,000	\$0
Materials & Supplies	\$2,900	\$0	\$8,000	\$0
Internal Services	\$473	\$0	\$222,646	\$0
Total GF/non-GF	\$315,079	\$0	\$561,407	\$0
Program Total:	\$315,079		\$561,407	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15200-19 Division II Administration

The Multnomah County District Attorney's Office recently reorganized in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties the Misdemeanor Intake Unit which no longer exists as a stand-alone program offer. The Neighborhood and Strategic Prosecution Unit supervisory duties have shifted to Division III.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Unit C is a felony trial unit responsible for prosecuting a variety of very serious and mid-level felony crimes including: homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse. These crimes are predominantly person crimes, and many of the violent cases handled by this unit have long-lasting effects on the victimized community members.

Program Summary

Unit C works cooperatively with state and local law enforcement agencies to target and reduce the instances of violent offenses. In the continuum of prosecution services, this unit prosecutes mostly high-risk and some medium-level offenders. Due to the nature of these crimes, many cases handled in Unit C have high visibility in the community. Unit C works cooperatively with the Portland Police Bureau, Multnomah County Sheriff's Office, Gresham Police Bureau, and other local law enforcement agencies in the county to promote better case investigation and development by consulting with and training officers in the complex legal issues these cases present. Members of the unit are available to officers with questions 24 hours per day, 7 days per week.

Due to the negative impact of gang violence in our community, Unit C attorneys are involved in numerous meetings with law enforcement and regularly attend community engagements and outreach programs. These events are used to address and educate the public, while utilizing evidence-based solutions to gang-related crimes in Multnomah County.

Additionally, Unit C collaborates with the US Attorney's Office the Bureau of Alcohol, Tobacco and Firearms to vigorously prosecute the illegal use, possession and transfer of firearms. Hundreds of felony weapons cases are handled by Unit C annually, resulting in both state and federal prosecutions.

Unit C is responsible for prosecuting all felony cases that result from unintentional vehicular collisions where serious physical injury or fatalities occur. Unit C attorneys are assigned to the vehicular crimes team and each attorney is on-call to respond to vehicular crashes approximately seven weeks a year. Unit C attorneys spend approximately six hours responding to the scene of a crash and assisting law enforcement with the initial investigation.

The program seeks to hold offenders accountable for committing serious person and property crimes and to keep victims protected

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases reviewed for prosecution by Unit C	927	na/-	950	950
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	58.7%	na/-	55.6%	55%
Input	Number of attorneys needed to fulfill program description duties	na/-	6	11.8	9

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 Prosecuting violations: Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,512,708	\$0	\$2,213,947	\$0
Contractual Services	\$40,000	\$0	\$43,000	\$0
Materials & Supplies	\$18,500	\$0	\$18,500	\$0
Internal Services	\$8,989	\$0	\$0	\$0
Total GF/non-GF	\$1,580,197	\$0	\$2,275,447	\$0
Program Total:	\$1,580,197		\$2,275,447	
Program FTE	9.50	0.00	12.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15201A-19 Unit C/Gangs

In FY19, MCDA merged portions of the Neighborhood Prosecution Unit with Unit C to accommodate a Unit C FY19 reduction of 1.00 FTE Deputy District Attorney in order to meet general fund constraints.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program works collaboratively with the State courts and local law enforcement agencies to prosecute all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted into a specialty court program or they are set for trial.

Program Summary

Attorneys assigned to the Misdemeanor Trial Unit (MTU) prepare cases for trial and represent the State of Oregon in misdemeanor jury and bench trials. These attorneys also appear in court on other matters including plea entries, sentencing, probation violation hearings, and restitution hearings. MTU attorneys work collaboratively with the Neighborhood and Strategic Prosecution program by prosecuting many of their issued cases. All cases sent to the MTU are presumed to be trials until otherwise stated. For this reason, all files have to be prepared for actual litigation. This includes: verifying that all discovery obligations are met, extending a pretrial plea offer to the defendant, subpoenaing all necessary witnesses for trial, preparing direct and cross examination, assembling all evidence and conferring with victims when applicable. Misdemeanor Trial attorneys must also review, research and respond to all written motions as part of their trial preparation.

Many misdemeanor cases resolve in one of the specialty courts that are staffed by the MTU. Most non-violent offenders qualify for "Community Court" where they can earn a reduction or dismissal of their charges by giving back to local neighborhoods through community service while accessing social services such as alcohol treatment, drug treatment and mental health services. With thousands of cases processed each year, Community Court offers a cost-effective collaboration between the state courts, prosecution and social service providers. Offenders who decline or are ineligible for Community Court are prosecuted by the attorneys in the MTU. Because of the large volume of cases and the continued expansion of East County, prosecutors present cases to courts located in downtown Portland and also in Gresham.

All misdemeanor Possession of Controlled Substance (PCS) cases are now eligible for the Treatment First Program. This program has drastically reduced the felony-level conviction rate for individuals arrested for drug possession in Multnomah County. As a result of the Treatment First Program, most of the convictions for drug possession in Multnomah County are now occurring at a misdemeanor level.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Misdemeanor cases resolved with a trial	699	na/-	600	650
Outcome	Misdemeanor cases offered specialty court diversion	4,250	na/-	4,400	4,500
Input	Number of attorneys needed to fulfill program description duties	na/-	7	22.8	7

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,533,811	\$0	\$1,784,198	\$0
Contractual Services	\$5,000	\$0	\$3,000	\$0
Materials & Supplies	\$25,300	\$0	\$14,000	\$0
Internal Services	\$111,063	\$0	\$0	\$0
Total GF/non-GF	\$1,675,174	\$0	\$1,801,198	\$0
Program Total:	\$1,675,174		\$1,801,198	
Program FTE	12.00	0.00	13.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15202-19 Misdemeanor Trial Unit

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

Program Summary

The Pretrial Unit recently merged with the Misdemeanor Intake Unit to increase supervision efficiencies and to improve misdemeanor case issuing quality by eliminating case review by legal interns.

Pretrial attorneys and staff receive daily case packets, which include police reports documenting misdemeanor crimes as well as other supporting documents, from law enforcement agencies throughout Multnomah County. These case packets are delivered to Pretrial twice each morning for attorneys to review. Pretrial receives approximately 1000 cases a month for review. All in-custody misdemeanor cases must be reviewed and a charging decision made by 12 p.m. each business day so the court can process the cases for arraignment. The number of custody cases received averages 20 to 40 on week days, with the exception of Monday when the number of cases can reach upwards of 80 cases received due to police activity over the weekend. After a holiday weekend, the custody reports to review can approach 70 to 100 cases.

Other than misdemeanor case issuing, Pretrial provides a variety of important functions within the District Attorney's office including felony arraignments, civil litigation, post-conviction relief and appeals. The Pretrial Unit also works with the Governor's office in fugitive and extradition matters. All public records requests are handled by Pretrial, which includes preparing public records orders that resolve disputes between members of the public and local governmental agencies relating to access to the agency's records. The number of public records appeals has increased by 40% since 2016.

Pretrial also provides administration for all three grand jury panels in Multnomah County by working with the Chief Criminal Presiding Judge to ensure all grand jurors are provided the support necessary for their four-week term.

Pretrial handles all applications for expungement of records. Applicants who qualify to have their arrest and/or conviction set aside may overcome obstacles that have previously prevented them from obtaining employment and/or housing. In addition, the stigma of having a conviction is erased as soon as the court formally orders the conviction or arrest erased.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Misdemeanor cases reviewed for prosecution	11,861	7,707	12,144	12,500
Outcome	Number of applications received to set aside criminal convictions	1,806	na/-	1,830	1,900
Input	Number of attorneys needed to fulfill program description duties	na/-	6	8.28	7.6

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 138.081 - Appeals; ORS Chapter 34 - Writs of Habeas Corpus; ORS Chapters 132 and 135 - Grand Jury and pre-trial and felony arraignments.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,377,742	\$0	\$2,938,823	\$0
Contractual Services	\$27,295	\$0	\$52,000	\$0
Materials & Supplies	\$35,400	\$0	\$31,000	\$0
Internal Services	\$99,969	\$0	\$0	\$0
Total GF/non-GF	\$2,540,406	\$0	\$3,021,823	\$0
Program Total:	\$2,540,406		\$3,021,823	
Program FTE	20.00	0.00	23.10	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15305-19 Pre-Trial Unit

The Pretrial program merged with the Misdemeanor Intake program during FY 2019.

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short range planning and daily operational oversight for Division III.

Program Summary

The Chief Deputy District Attorney of Division III is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility DDA staff working in felony trial units: Unit A/B - Property Crimes, Drugs/Human Trafficking, Unit D - Violent Person Crimes, the Neighborhood DA Program/MCJRP and the Post-Conviction Program.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	4,446	4,275	3,818	3,502
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	3,057	3,250	2,301	2,121
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved	2,652	3,033	2,154	1,969

Performance Measures Descriptions

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$310,506	\$0	\$329,761	\$0
Contractual Services	\$1,200	\$0	\$11,100	\$0
Materials & Supplies	\$4,900	\$0	\$7,300	\$0
Internal Services	\$565	\$0	\$24,278	\$0
Total GF/non-GF	\$317,171	\$0	\$372,439	\$0
Program Total:	\$317,171		\$372,439	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15300-19 Division III Administration

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Unit A/B, the felony trial unit designated to handle property crimes, human trafficking and drugs, protects victims of trafficking, assists victims of property crimes and in most cases diverts those individuals struggling with drug addiction into specialty courts and diversion programs aimed at treatment rather than prison. Crimes prosecuted include compelling and promoting prostitution, fraud and criminal mistreatment targeting the elderly, auto theft, forgery, identity theft, white collar crime and delivery of heroin and methamphetamines and fatal overdoses caused by these drugs.

Program Summary

Unit A/B participates in a number of progressive programs aimed at diverting persons away from prison and into treatment. Most repeat property and drug offenders may avoid presumptive prison sentences by agreeing to intensive supervision and treatment through the Multnomah County Justice Reinvestment Program (MCJRP). Prosecutors in this unit meet with offenders in judicial settlement conferences to assess their needs. Working with community justice partners and the courts, this unit tailors probationary sentence opportunities aimed at reducing recidivism while keeping the community safe. Input regarding case resolution is sought from victims in every property crimes case and assigned prosecutors seek restitution on behalf of victims of these property crimes.

This unit is also responsible for staffing and participating in the Success Through Accountability, Restitution, and Treatment (START) court program which is a post-sentencing drug court providing supervision and drug treatment for property offenders.

Another program specifically for those with drug addiction, is called Treatment First. Participants in this program are treated in lieu of criminal prosecution. The DISP program (DUII Intensive Supervision Program) is also administered in this unit. Repeat drunk drivers are given the opportunity for court supervised alcohol treatment in lieu of prison as long as they commit to the terms of the program which includes zero tolerance for alcohol and strict restrictions on driving privileges.

In addition to treatment for drug users, this unit plays a key role in the local drug control strategy aimed at dealers by reducing the supply of drugs through enforcement and prosecution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases Issued	2,878	2,878	3,000	3,000
Outcome	Percentage of presumptively prison eligible defendants (drug) diverted from prison to community supervision	82.1%	na/-	88%	88%
Outcome	Percentage of presumptively prison eligible defendants (property) diverted from prison to community supervision	71.2%	na/-	75%	75%

Performance Measures Descriptions

Output- The number of cases for which a charging document has been created in this unit.

Outcome- Percentage of presumptively prison eligible defendants diverted from prison to community supervision

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,506,334	\$108,400	\$3,327,497	\$63,661
Contractual Services	\$7,200	\$0	\$1,000	\$0
Materials & Supplies	\$44,800	\$0	\$43,250	\$5,838
Internal Services	\$15,661	\$8,229	\$0	\$11,657
Total GF/non-GF	\$3,573,995	\$116,629	\$3,371,747	\$81,156
Program Total:	\$3,690,624		\$3,452,903	
Program FTE	23.98	0.66	20.08	0.42

Program Revenues				
Intergovernmental	\$0	\$116,629	\$0	\$75,318
Beginning Working Capital	\$0	\$0	\$0	\$5,838
Total Revenue	\$0	\$116,629	\$0	\$81,156

Explanation of Revenues

\$5,838 Federal Equitable Sharing Funds, US Department of Justice/Criminal Division/Asset Forfeiture and Money Laundering Section, Federal
 \$75,318 Child Abuse Multidisciplinary Intervention (CAMI) Grant Program, Oregon Department of Justice/Crime Victims' Services Division, State

Significant Program Changes

Last Year this program was: FY 2019: 15301A-19 Unit A - Property Crimes

In FY 2019 Unit A - Property Crimes and Unit B - Drugs were presented as stand alone program offers. In FY 2020 they are combined to a single program offer.

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Felony Trial Unit D prosecutes cases involving violent person crimes committed against non-related victims and survivors including aggravated murder and other criminal homicides, sexual assaults, kidnapping, weapon assaults and official misconduct. These cases involve some of the most serious or highest level offenders and some medium level offenders.

Program Summary

Because of the sensitive, personal and violent nature of the crimes prosecuted in Unit D attorneys have specialized training to assist survivors and victims cope with the trauma they have experienced and to ensure they have a voice in the criminal justice process. A victim advocate is assigned to each case in Unit D supporting the survivors and victims and working closely with the case prosecutor. Meetings with survivors and victims typically occur before the case is formally indicted and continue through case resolution. Survivors and victims have the opportunity to provide input at the various stages of case prosecution including pre-trial release considerations, settlement negotiations and sentencing hearings. This program works in close cooperation with federal, state and local law enforcement agencies to prosecute some of the most serious crimes that occur in Multnomah County. The program is a key partner in the East County Major Crimes Team which targets and responds to the most serious crimes in the East County communities. The program protects the public and holds offenders accountable through the prosecution of crimes involving aggravated murder, other types of homicide, aggravated assault, kidnap, rape and other sex crimes. In cooperation with a variety of law enforcement and other agencies, this program investigates and, when appropriate, prosecutes cases involving official misconduct of public officials. The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding high and medium level offenders accountable for committing serious person crimes or official misconduct. When appropriate, offenders are offered probation in lieu of presumptive prison sentences and receive mental health and addiction treatment under court supervision as an alternative to incarceration.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	41.4%	na/-	45%	45%
Outcome	Percentage of cases with a crime victim/sexual assault survivor	93.1%	na/-	95%	95%

Performance Measures Descriptions

For additional MCDA Budget Information:
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Legal / Contractual Obligation

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ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,350,849	\$0	\$1,553,564	\$0
Contractual Services	\$12,000	\$384,240	\$107,000	\$0
Materials & Supplies	\$20,200	\$6,836	\$26,100	\$0
Internal Services	\$5,896	\$0	\$0	\$0
Total GF/non-GF	\$1,388,945	\$391,076	\$1,686,664	\$0
Program Total:	\$1,780,021		\$1,686,664	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Intergovernmental	\$0	\$391,076	\$0	\$0
Total Revenue	\$0	\$391,076	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15304-19 Unit D - Violent Person Crimes

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Neighborhood Strategic Prosecution District Attorney Program works directly with citizens, advocates, community groups, neighborhood associations, business owners and associations and law enforcement agencies in communities throughout Multnomah County to identify and develop strategies to combat quality of life crimes and improve neighborhood livability. NDAs also prosecute felony and misdemeanor cases throughout the county.

Program Summary

This nationally recognized model program engages a variety of community, business and law enforcement partners in identifying crime issues and developing strategies within a community to combat quality of life crime in neighborhoods throughout Multnomah County. The Neighborhood prosecutors are strategically located at Central precinct and Gresham police and Tri-Met. Each Neighborhood Strategic Prosecution District Attorney is responsible for working with police, other government agencies, businesses and citizens to improve the quality of life in the areas they serve. This includes keeping police officers up to date on criminal law changes, making the criminal justice system user-friendly for responsible area businesses, marshaling prosecution resources to solve entrenched neighborhood problems, attending community meetings and providing legal tools for citizens and police to use to improve their quality of life, such as collaborating on partnership agreements, business trespass agreements, homeless issues, diversion programs, innovative gang interventions, focused prosecutions and involving citizens to obtain search warrants to close neighborhood drug houses.

Specialized prosecutors are contracted with Lloyd Business District and TriMet to prosecute crimes and solve crime problems specific to those entities. There is also one additional prosecutor in the North/Northeast area assigned to coordinate county-wide misdemeanor gang prosecutions and probation with the Portland Police and Multnomah County Circuit Court in an effort to have these emerging gang members mentored by area pastors and community leaders. In addition the program issues approximately one half of all misdemeanors processed by the office, including quality-of-life misdemeanors such as drinking, camping, graffiti, drugs and prostitution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Cases Issued	6,419	5,968	6,500	6,500
Outcome	Neighborhood DAs problem solving contacts: citizens, law enforcement, businesses, and neighborhood assocs.	23,750	22,081	24,000	24,000

Performance Measures Descriptions

For additional MCDA Budget Information:
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Legal / Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,177,894	\$841,198	\$971,886	\$979,880
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$17,020	\$0	\$11,700	\$0
Internal Services	\$5,195	\$41,146	\$0	\$34,999
Total GF/non-GF	\$1,200,109	\$882,344	\$983,586	\$1,014,879
Program Total:	\$2,082,453		\$1,998,465	
Program FTE	6.53	4.97	5.71	4.72

Program Revenues				
Intergovernmental	\$0	\$570,619	\$0	\$665,349
Other / Miscellaneous	\$70,000	\$311,725	\$25,000	\$334,530
Beginning Working Capital	\$0	\$0	\$0	\$15,000
Total Revenue	\$70,000	\$882,344	\$25,000	\$1,014,879

Explanation of Revenues

\$632,629 Justice Reinvestment Grant Program, Oregon Criminal Justice Commission, State
 \$75,000 Neighborhood District Attorney Program, Agreement with Lloyd Enhance Services District (ESD), Local
 \$259,530 Neighborhood District Attorney Program, Intergovernmental Agreement with Tri-County Metropolitan Transportation District of Oregon (TriMet), Local
 \$25,000 Sex Buyers Accountability and Diversion (SBAD) Program, Intergovernmental Agreement with City of Portland, Local
 \$47,720 W.E.B. DuBois Fellowship Program/Disrupting the Pathways to Gang Violence for Youth of Color Project, US Department of Justice/Office of Justice Programs/National Institute of Justice, Federal

Significant Program Changes

Last Year this program was: FY 2019: 15203-19 Neighborhood DA Program / MCJRP

Additional revenue is made available through a grant (W.E.B. DuBois Fellowship Program) managed by the Department of Community Justice (DCJ) that funds a part-time Data Research Intern.

Department: District Attorney

Program Contact: Paul Weatheroy

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The District Attorney's Chief Investigator provides leadership, policy direction, long and short range planning as well as daily operational oversight for Division IV. This Division is responsible for protecting victims of crime, which includes the most vulnerable persons in Multnomah County. The Chief Investigator is dedicated to public service and community outreach. The Chief Investigator creates and develops partnerships with local, state, federal law enforcement, other government and community organizations throughout the County. This division includes a staff of 8.5 investigators.

Program Summary

The Chief Investigator, Division IV, is a member of senior management with specific division level responsibilities. This position provides direct oversight for DA Investigators and the Victims Assistance Program, comprised 18 paid VAP members, plus approximately 40 Sexual Assault Volunteer Advocates (SAVA).

The Chief Investigator provides leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division which directly affects the lives and safety of children, teens, families, LGBT, homeless and other vulnerable populations that have been victims in Multnomah County. Division IV investigators perform duties which include conducting interviews, processing evidence, locating witnesses, and other critical tasks needed to support Deputy District Attorneys and to help them protect the community and hold defendants accountable.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of cases assigned a victim advocate	3,476	4,529	3,500	3,600
Outcome	Subpoenas Served	4,320	4,516	4,400	4,450
Outcome	Subpoenas Issued	4,482	4401	4,500	4550

Performance Measures Descriptions

85% of victims who completed surveys report that: The information provided by the VAP helped them to better understand the criminal justice process as it relates to their case. The information provided by the VAP helped them better understand their rights as a victim of crime. The services provided by the VAP helped them make informed decisions about their situation.

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$180,011	\$0	\$201,912	\$0
Materials & Supplies	\$4,000	\$0	\$4,000	\$0
Internal Services	\$10,157	\$0	\$24,798	\$0
Total GF/non-GF	\$194,168	\$0	\$230,710	\$0
Program Total:	\$194,168		\$230,710	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 15400-19 Division IV Administration

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The victim advocate is a champion for the victim during various stages of the criminal justice process. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. It is the philosophy of the office that every effort be made to provide victims a meaningful role throughout the process and involvement at every stage of a criminal case, and assure the rights of crime victims by investigating the economic loss to victims and ensuring that losses are accurately presented in court.

Program Summary

Victim Advocates work directly with crime victims to explain the overall criminal justice system as well as how individual stages apply to their situation. Victim advocates act as a liaison between diverse stakeholders including law enforcement, attorneys, government and community agencies, and victims of crime. They translate highly complex and technical information about the criminal justice process in a trauma informed manner to best help victims. This includes the rights afforded to them under the Oregon constitution, safety planning, short-term crisis intervention, court accompaniment; coordinated advocacy and referrals to an array of services and resources and guiding victims through the prosecution process so that they can make informed decisions.

All named victims with defendants being prosecuted by the District Attorney's Office receive information about their rights as victims, an opportunity to submit information about their losses for restitution, and notification letters on the case status and disposition. MCDA provides an average of 30,000 victims' rights notifications each year.

The program also provides 24-hour on-call response to accompany victims and survivors of sexual assault to the hospital during law enforcement interviews and forensic medical examinations. We carry out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service provides critical information and resources to survivors of sexual assault during the early stages of investigation. This allows survivors to make the most informed choices throughout this difficult process. The immediate response is followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

In addition to the above services, our program has been involved in establishing several other programs: U visa certification, Witness Intimidation Support Program, Sexual Assault Response Team, Untested Sexual Assault Kit Project, Multnomah County Justice Reinvestment Project, Human Trafficking Team and prosecution services at the Gateway Center for Domestic Violence Services.

For additional MCDA Budget Information:

<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	The number of cases assigned a victim advocate for the assistance of the crime victim	3,476	4,529	3,500	3,600
Outcome	Number of court appearances attended to support the victim	1,880	2,018	2,000	2,050

Performance Measures Descriptions

85% of victims who completed surveys report that: The information provided by the VAP helped them to better understand the criminal justice process as it relates to their case. The information provided by the VAP helped them better understand their rights as a victim of crime. The services provided by the VAP helped them make informed decisions about their situation.

Legal / Contractual Obligation

Article I Section 42 Oregon Constitution - Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.410, ORS 147.417 - Victim to be notified of constitutional rights. ORS 147.22 - Disbursement of moneys to be used for comprehensive victim's assistance programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$758,710	\$1,030,567	\$535,078	\$1,112,382
Contractual Services	\$1,200	\$2,000	\$2,000	\$45,040
Materials & Supplies	\$21,800	\$10,123	\$26,100	\$4,595
Internal Services	\$7,755	\$152,008	\$0	\$201,680
Total GF/non-GF	\$789,465	\$1,194,698	\$563,178	\$1,363,697
Program Total:	\$1,984,163		\$1,926,875	
Program FTE	7.69	11.27	5.64	11.36

Program Revenues				
Intergovernmental	\$0	\$1,187,575	\$0	\$1,362,412
Beginning Working Capital	\$0	\$7,123	\$0	\$1,285
Total Revenue	\$0	\$1,194,698	\$0	\$1,363,697

Explanation of Revenues

\$491,179 Criminal Fine Account (CFA) Grant, Oregon Department of Justice/Crime Victims' Services Division, State
 \$871,233 Victims of Crime Act (VOCA) Grants, Oregon Department of Justice/Crime Victims' Services Division, Federal through State
 \$1,285 Restitution ordered by the Court

Significant Program Changes

Last Year this program was: FY 2019: 15401-19 Victims Assistance Program

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Investigations unit assists Deputy District Attorneys in the investigation of cases and performs other functions ancillary to court proceedings such as the service of subpoenas, preparation of court exhibits, interviewing witnesses, transporting victims and witnesses to court, and the gathering and protecting of evidence. Investigators are under the general supervision of the Chief Investigator and are directly employed by the District Attorney.

Program Summary

The Investigations unit is staffed by 1 Chief Investigator and 8.5 FTE experienced investigators. Investigators are utilized in the juvenile, support enforcement and trial divisions of the District Attorney's Office. Investigators work closely and in cooperation with federal, state and local law enforcement agencies and Deputy District Attorneys to provide investigation services for felony and misdemeanor cases. The program provides case specific evidence gathering and evaluation, location of witnesses, witness interviews and transport for testimony, court testimony, video redaction of 911 tapes and video evidence, background investigations and personal service of subpoenas that require witness court appearance. Investigations are a crucial and integral part of the prosecution of all criminal investigations.

The Investigations unit provides support in criminal prosecutions which directly affects the lives and safety of children, teens, families, LGBT, houseless and other vulnerable populations that have been victims in Multnomah County. Investigators perform all of the duties listed above and other critical tasks needed to support Deputy District Attorneys and help them protect the community and hold defendants accountable.

Furthermore, communities of color have historically been underserved in Multnomah county. We have assembled a diverse, gifted, caring and committed Investigative team, more reflective of the community we serve. Over 50% of our team includes people of color, and 2 fluent Spanish speakers.

Investigators are sometimes required to provide security for the District Attorney, deputy district attorneys, other court personnel, or witnesses who have been threatened by hostile subjects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Subpoenas Issued	4,482	4,401	4,500	4,550
Outcome	Subpoenas Served	4,320	4,516	4,400	4,450

Performance Measures Descriptions

For additional MCDA Budget Information:
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Legal / Contractual Obligation

8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$319,795	\$423,226	\$337,536	\$433,087
Materials & Supplies	\$20,300	\$0	\$25,750	\$0
Internal Services	\$59,254	\$35,086	\$49,329	\$31,269
Total GF/non-GF	\$399,349	\$458,312	\$412,615	\$464,356
Program Total:	\$857,661		\$876,971	
Program FTE	2.56	3.44	2.59	3.41

Program Revenues				
Intergovernmental	\$0	\$458,312	\$0	\$464,356
Total Revenue	\$0	\$458,312	\$0	\$464,356

Explanation of Revenues

\$408,478 Investigations, Intergovernmental Agreement with City of Portland, Local
\$55,878 Investigations, Intergovernmental Agreement with City of Gresham, Local

Significant Program Changes

Last Year this program was: FY 2019: 15402-19 Investigations

The Chief Investigator is a member of the Multnomah County Threat Assessment Team, which is a multidisciplinary team, including professionals from local, state and federal law enforcement, mental health organizations and representatives from local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of our community.

Department Overview

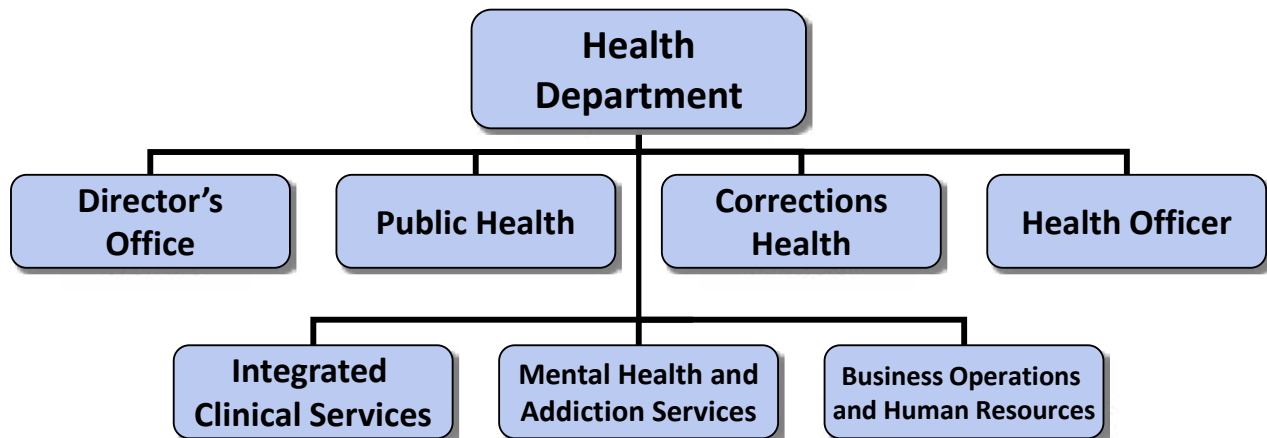
The Health Department’s vision ‘Healthy People in Healthy Communities’ guides our work.

The Department has six broad goals:

- 1) Effectively position Multnomah County Health Department as a trusted partner to state/local officials for assessment, policy development and long-range planning.
- 2) Develop a finance strategy to preserve critical services and support infrastructure for improved health outcomes.
- 3) Fundamentally change the way we do our work to challenge embedded internal and external structures that contribute to inequity.
- 4) Genuinely engage with communities and staff to drive positive changes.
- 5) Recruit, retain and promote a diverse, inclusive and high performing workforce.
- 6) Increase our effectiveness and reduce duplication across service areas.

To achieve these six goals, the Department uses these key strategies:

- Influence federal, state, and local officials to address community health priorities in planning, policy development, financing and legislation;
- Prioritize investments in programs and infrastructure that improve health outcomes and health equity;
- Integrate the preliminary steps of trauma-and equity-informed practices across our organization;
- Partner with our diverse communities to identify, evaluate, and communicate the health equity impacts of public policies;
- Include employee voice in strategy, policy, and decision-making;
- Develop a diversity-focused succession plan that recognizes and invests in the talent and potential of employees at all levels of our organization;
- Strengthen the skill of managers and supervisors to lead with intention, transparency and inclusion;
- Evaluate current processes and services to identify and address duplication;
- Leverage technology to drive innovation, efficiency and cost savings.



Budget Overview

The FY 2020 Health Department proposed budget is \$340.2 million, a 1.5% increase from the FY 2019 Adopted budget. General Fund expenditures, which make up \$150.7 million (44.3%) of the total, decreased by approximately \$1.5 million (1%). Medicaid and Federally Qualified Health Center (FQHC) Alternative Payment Method and Patient Centered Primary Care Home Program funds recorded in the General Fund account for \$50.7 million. The remainder of the Health budget (\$189.4 million) comes from Federal and State revenue, Medicaid, and medical fees.

Facing declining resources and increasing personnel costs, the proposed budget for the Health Department provides additional support to certain critical and mandated programs while reducing others. The proposed budget for Corrections Health Division, which is funded exclusively by the General Fund, increased by just over \$4 million (21%) to address the growing cost of medical care provided by outside facilities and the increasing cost of accreditation. In contrast, the proposed budget for the Public Health Division decreased by just over \$3.0 million reflecting reductions in Nurse Family Partnership program capacity, reductions in health promotion activities, and administrative support. In addition, the proposed budget for Integrated Clinical Services, a program mainly supported by federal Medicaid funds, is reduced by 41.00 FTE year over year in response to flat or declining revenues.

The FY 2020 Health General Fund allocation includes \$1.7 million in new, ongoing funding in the following program offers:

- Ambulance Services – Medical First Response (40004C) \$95,000
- Corrections Health MDCD Outsourced Medical (40050D) \$750,000
- Corrections Health MCIJ Outsourced Medical (40051D) \$750,000
- Office of Consumer Engagement (OCE) (40065B) \$105,839

A list of programs funded one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	1,403.21	1,427.10	1,427.10	1,403.84	(23.26)
Personnel Services	\$163,780,011	\$174,669,120	\$178,833,310	\$187,998,797	\$9,165,487
Contractual Services	73,096,882	80,712,425	89,074,323	80,383,190	(\$8,691,133)
Materials & Supplies	22,531,001	21,733,239	22,162,072	24,803,719	\$2,641,647
Internal Services	40,583,139	43,492,893	44,397,607	46,200,903	\$1,803,296
Capital Outlay	<u>115,144</u>	<u>315,982</u>	<u>570,000</u>	<u>780,000</u>	<u>210,000</u>
Total Costs	\$300,106,177	\$320,923,659	\$335,037,312	\$340,166,609	\$5,129,297

*Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

The Department delivers critical services to a diverse population across our County including:

- Protecting the environmental health of our community including addressing lead in our water, inspecting public facilities, and stopping the spread of disease.
- Monitoring and treating communicable and sexually transmitted diseases.
- Promoting healthy behaviors, safe and healthy environments and social norms in Multnomah County particularly for people experiencing health disparities. Implementing a comprehensive five-year Community Health Improvement Plan to address racial and ethnic health disparities in Multnomah County.
- Providing health care and behavioral health care for all individuals housed in the county's two jails and one juvenile detention facility.
- Mental health crisis services, school based mental health and suicide prevention services available to the whole community.
- Managing specialized mental health services for the seriously mentally ill, with strategies to help mentally ill individuals in the criminal justice system.
- Coordinating the broad range of mental health and addiction services available to people living in Multnomah County insured by the Oregon Health Plan.
- Providing primary care, pharmacy, and dental care services provided for an economically vulnerable, racially and ethnically diverse patient population across seven primary care clinics, one HIV specialty primary care clinic, twelve Student Health Centers, and one dental clinic co-located at Central City Concern's Old Town Clinic

The Department faces significant funding challenges for the foreseeable future. After a period of health care expansion, federal funding is in question and state resources are flat or declining. While demand for mental health services remains high, our funding falls short of that demand.

Our Community Health Center (CHC) has responded to changes in the healthcare landscape. The CHC continues to innovate in order to meet the increasing needs and the changing the demands of vulnerable communities, while also negotiating uncertain funding and ever changing federal and state policies.

Services to people held in our jails are mandated and are a critical part of our community safety net. Working in the jails is demanding and Corrections Health has consistently struggled to staff all positions. This results in mandatory overtime to assure adequate staffing. The cost of emergency room visits, laboratory tests, prescription drugs and hospital services continue to soar, placing additional stress on limited resources.

Funding for public health services is declining at a time when interest in addressing community-wide population health is rising. The Department will continue to focus on core public health services and reach out to community partners to build the community capacity to address public health needs.

Diversity, Equity, and Inclusion

Along with the external-facing work that prioritizes culturally-specific programming, services, and language access, the Health Department continues to deepen our internal diversity, equity and inclusion commitment. We do this by funding and resourcing the work including hiring an Equity Engagement Strategist who supports and reports to the Equity & Inclusion Manager. Our Equity Engagement Strategists educates, consults and supports staff to increase awareness and skills around equity practices.

The Health Department office of Equity and Inclusion (OEI) leads and coordinates a representative 20-person Workforce Equity Strategic Plan (WESP) committee that meets monthly. This diverse WESP committee works in partnership with the Departmental Leadership Team (DLT) to ensure alignment and agreement on priorities and approach. They spent the past six months learning about WESP, building trust, engaging County leadership and making recommendations on the short term WESP implementation plan.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	962,352	0	962,352	3.00
Health Officer	4,286,701	2,218,375	6,505,076	29.80
Public Health	28,368,054	27,862,510	56,230,564	270
Integrated Clinical Services	55,244,731	74,876,391	130,121,122	615.10
Business Operations	15,103,937	250,000	15,353,937	73.00
Human Resources	3,830,603	0	3,830,603	23.75
Corrections Health	23,661,002	0	23,661,002	115.15
Mental Health and Addiction Services	<u>19,284,122</u>	<u>84,217,831</u>	<u>103,501,953</u>	<u>274.41</u>
Total Health Department	\$150,741,502	\$189,425,107	\$340,166,609	1,403.84

Director's Office

The Director's Office is responsible for providing dynamic, thoughtful leadership in line with the Health Department's vision of Healthy People in Healthy Communities. As the Department's mission is to ensure, promote and protect the health of Multnomah County residents, the Director's Office intentionally sets its strategic direction to fulfill this mission. The Director's Office provides leadership to more than 1,400 employees and is responsible for over \$340 million in the state, county and federally funded programs and services.

The Director's Office is the primary liaison to federal, state, and county elected officials, and the County's department leadership. The Director works in partnership with the leaders in Business Operations, Public Health, Tri-County Health Officer, Mental Health and Addiction Services and Integrated Clinical Services, a public Community Health Center/Federally Qualified Health Center, to provide quality best practice services; engage in strategic partnerships; provide leadership and direction for public health issues; manage the stewardship of public resources; ensure continuous improvement of service delivery systems; ensure public health emergency preparedness, and employ a diverse and highly qualified workforce.

Significant Changes

Health care transformation continues to be a major focus for the Director's office, an important component of which is monitoring and responding to changes in the funding environment, continuous quality improvement, and adaptation to meet the needs of the communities we serve.

Mental Health Medicaid funding is not sufficient to cover the costs of care. The department and the two other counties in our region worked together to create a regional behavioral health system for people with Medicaid insurance. We continue to work with Health Share of Oregon to increase rates and funding.

The Health Department continues to closely monitor both revenue and expense drivers, making adjustments in areas where those elements can be controlled. Other policy changes put revenue at risk, such as the federal government's strategy to severely restrict access to enrollment and eligibility to Medicaid coverage. The Department will continue to partner with the local and state health care system to mitigate potential impacts that limit access to services.

Internal priorities for the Director's Office include implementing the Workforce Equity Plan and continuing to build the capacity of leadership and staff to create a workplace culture of safety, trust, and belonging. Focusing on improving workplace culture will, in turn, improve our service to the community.

Health Officer

The Health Officer Division provides round-the-clock physician consultation, technical direction and leadership to support public health activities and clinical services in Multnomah County, fulfilling a requirement of Oregon statutes. The Health Officer supervises the deputy health officer and EMS Medical Director for Multnomah County and, under contract, the Health Officers for Clackamas and Washington counties.

The Health Officer Division also includes Multnomah County EMS administration, the TC911 social worker case management program, the Multnomah County Medical Examiner (MCME), Multnomah County Public Health Emergency Preparedness, and the 6-county Health Preparedness Organization.

The Emergency Medical Services program is funded entirely through a franchise fee with American Medical Response. Public Health Emergency Preparedness Program is funded by the federal Centers for Disease Control and Prevention. The Regional Healthcare Preparedness Organization is funded through the federal Department of Health and Human Services and serves a 6-county region in NW Oregon.

Significant Changes

No major changes. In FY 2021, the six county regional healthcare preparedness organization will transition to the Oregon Health Authority to be in alignment with the other five regions in the state.

Public Health

The Public Health Division is statutorily responsible for promoting and protecting the health and preventing disease for the county's diverse communities. It is guided by public health science, best practice, and community-driven solutions, including the Public Health Advisory Board and Community Health Improvement Plan. Key capacities are health equity, policy and planning, communications, partnership development, and health monitoring and assessment. The Public Health Office of the Director supports the County Board of Health in setting policy to reduce health disparities in the leading cause of death and disability.

The division has three core functions. 1) Communicable Disease Services fulfills the mandate to limit the spread of reportable communicable diseases, including sexually transmitted diseases, through prevention; outbreak investigation; harm reduction; and clinical services for public health threats. 2) Environmental Health protects the safety of residents by inspecting licensed facilities; controlling vectors; and assuring healthy communities through addressing lead poisoning, air, and climate quality, and neighborhood and transportation design. 3) Prevention & Health Promotion works to improve population health through partnership building, providing technical assistance, addressing inequities, and implementing culturally specific strategies. Key initiatives include chronic disease and violence prevention; health equity, including support for internal workforce equity; epidemiology; substance use and overdose prevention; tobacco control and prevention; adolescent health; and maternal, child, and family health.

Significant Changes

The Public Health Division plays a unique and required governmental role to guide policies, systems, and programs that improve community health and resiliency. To fulfill this role, the division prioritizes programming with core functions and capacities that further equity-based, population-level strategies and approaches. Significant changes for FY 2020 include:

- Mobilizing the Public Health Office of the Director to support the County Board of Health in identifying equity-focused policy and systems level changes that better ensure health for all residents. This work integrates community partnerships; epidemiology/assessment; leadership; policy; and health equity.
- Merging communicable disease and STD/HIV/hepatitis C services to combine surveillance and evaluation, prevention, disease investigations/intervention/control, including clinical services. This reorganization maximizes community and health system capacity so the division can concentrate on diseases with the highest threat to population health and equity-focused technical assistance.
- Maintaining prevention and health promotion programs through the second round of Centers for Disease Control & Prevention Racial and Ethnic Approaches to Community Health grant funding and mobilizing with partners to have the Office of Adolescent Health reinstate Teen Pregnancy Prevention grant funding.
- Consolidating harm reduction service sites to more efficiently provide syringe exchange, health services, addictions education/resources, and overdose prevention, including naloxone distribution and community partnerships.
- Redesigning maternal, child and family health to prioritize direct services and population-level strategies and approaches that reach communities with the highest burden of health disparities.

Integrated Clinical Services

Integrated Clinical Services (ICS) provides quality health services for people who experience barriers to accessing health care. Culturally relevant clinical services provided by ICS, link physical and behavioral health and social services for the poor, uninsured and homeless populations. Services include dental and medical care, disease management for chronic illness, specialized care for HIV positive individuals, behavioral health, family planning, prenatal care, enabling services and preventive services such as well-child health care. Integrating these personal health care services provides clients with continuity of care, improves quality, operational efficiencies, and maximizes opportunities with grants and programs for special populations.

Clinical services are provided throughout the County including: 7 full-service health centers where medical, dental, and pharmacy services for children and adults are co-located; 10 Student Health Centers provide primary care services to adolescents in the schools and surrounding community; Billi Odegaard Dental Clinic with a focus on homeless services and La Clinica de Buena Salud are stand-alone sites. The School and Community Oral Health program also provided exams and sealants to over 4,100 school children. In the calendar year 2018, ICS provided services to over 66,000 of Multnomah County's most vulnerable residents.

Significant Changes

Staff continue to address clients' social determinants of health. Community Health Workers (CHW), for example, track their activities in primary care and dental by capturing "CareSteps" in the electronic health record. Primary Care and Public Health are partnering to support Latinx families in East County to increase engagement and improve health outcomes for families and pregnant women. To better leverage resources and address the growing need for medical and behavioral health services in East Multnomah County, Student Health Centers have reallocated services previously located at K-8 and middle schools to high schools.

ICS leadership are implementing activities in support of the County's Workforce Equity Strategic plan. Early work includes management and leadership training in Motivational interviewing, Transformational Communication and Leadership training, and clinical staff continues to engage in smaller, role-specific training to support their engagement with the diverse and vulnerable populations we serve.

Our clients represent many culturally and ethnically diverse communities. In 2017, 45% of visits were best served in a language other than English with over 100 different languages tracked last year. The percentage (6.5% in 2018) of clients over the age of 65 continues to rise as the population ages.

Business Operations Human Resources

The Business Operations division provides leadership, policy and strategic direction to the Health Department. Its responsibilities include accounting, financial reporting, budget development and monitoring, medical account services, contracts and purchasing. The Budget, Accounting, Medical Accounts Receivable and Contracting services manage a budget of over \$340 million.

Business Operations is a bridge to the Department of County Assets (e.g. IT, facilities) and the Department of County Management (HR, Finance, Budget) for the provision of services and assuring compliance with County policies. Operations is responsible for the development and maintenance of the strategic plan, communications, and priority setting for IT and data resources.

Significant Changes

Business Operations teams. Workday has changed nearly all the business practices and operations. In FY 2019, staff assigned to help design and implement Workday strained the divisions ability to support current operations. With implementation complete, the division will be evaluating all systems, work flow and staffing to optimize Workday and take advantage of the new tools it offers.

Changes to funding and how we are reimbursed for services continues to evolve in all areas. In the primary care and dental clinics alternative payment methods (APM) are now a significant percentage of overall revenue. This requires new methods to monitor, collect and maximize payments. The Mental Health and Addiction Services Division is using APMs in a variety of provider agreements which requires changes to our contract, procurements and financial forecasting.

Corrections Health

Corrections Health meets national standards that assure access to care and safeguard the health of those who are in detention in the Multnomah County Detention Center (MCDC), the Multnomah County Inverness Jail (MCIJ) and youth in the Donald E. Long Home. In the adult facilities, staff provides around-the-clock health evaluation, illness identification, and treatment services for over 36,000 adults each year. Over 50% have serious, unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol/drug withdrawal, and major mental/behavioral illnesses. The vast majority of detainees return to their communities, so the improvement of their health in the detention settings also improves the health of their families and the community. Stabilization of substance use and behavioral health conditions allows detainees to more fully participate in their legal cases, which protects their constitutional rights and promotes a more efficient judicial process. Corrections Health continues to promote effective evaluation and treatment of behavioral health issues, including facilitating psychiatrist, mental health nurse practitioner and mental health nursing assessments. At the juvenile facility licensed nursing staff to provide services 16 hours per day, including screening, symptom evaluation, and treatment for over 2,000 youth per year. More than one-third of youth receive mental health treatment.

Significant Changes

Corrections Health has a serious ongoing challenge in attracting and retaining qualified staff. For every one person hired, two are lost to resignation or transfer. High staff turnover is not only costly for the County but is demoralizing for the staff remaining at work in Corrections Health. Staffing challenges require ongoing use of overtime, including mandatory overtime. Several efforts are included in the FY 2020 budget to address those concerns. The Nursing Development Manager position will enhance recruitment, hiring, on-boarding, training, and supervision of nursing staff with a focus on developing a more diverse workforce with improved retention. Recruitment will be further enhanced through a dedicated recruiter pilot program with Human Resources. In all, enhanced hiring and retention should not only be cost-effective in reducing overtime but promote the health of staff.

Another significant challenge is the rising cost of outside medical services, including specialty clinic evaluations, ambulance, laboratory and Emergency Room costs. Additional support for evaluation of eligibility for insurance should promote both the ability to ensure that outside services are reimbursed whenever possible, but also enhance the ability of released individuals to access community services. The transition of care from the jail to the community will be further enhanced with additional transition planning support. Leveraging the stability afforded through healthcare in the jail will improve the health of the community with the added goal of a reduction in recidivism.

Mental Health and Addiction Services

Multnomah County Mental Health and Addiction Services Division (MHASD) aims to enhance and maintain high-quality, accessible, and culturally appropriate systems of care for children, youth and adults experiencing mental health challenges or substance use disorder.

As a subcontractor of Health Share of Oregon, MHASD manages the mental health benefit of more than 160,000 Oregon Health Plan members. Services cover routine, urgent and emergent needs. MHASD operates a 24/7 crisis line available to all county residents. The division also provides prevention and early intervention to youth and young adults, including school-based mental health services in more than 38 schools across the county.

MHASD is committed to addressing gaps in the system of care for the most vulnerable, including the homeless with mental health issues and victims of abuse. MHASD's prioritizes upholding a consumer-driven system and creating access to supportive housing. We will continue to work with peer groups to make policy and programming recommendations. An out-of-target program offer would add a peer leadership level position in the Office of Consumer Engagement. We will continue to strengthen infrastructure to create sustainable systems to meet program needs and requirements.

Significant Changes

In FY 2019, county leadership initiated a review of Adult Protective Services (APS) practices in MHASD. In response to the review findings, staffing was increased by 4.00 FTE along with increased supervision and oversight of the program. Infrastructure including improved data systems, analytical tools, and risk assessment staff has enable the program to quickly review, respond and address complaints, grievances, incidents and reports of alleged abuse.

MHASD's Jail Diversion program expanded STP transitional Housing program by adding second co-ed program for up to 10 individuals.

MHASD's Addictions team worked with OHA to shift FY 2020 funding, which allows for increase service provision. OHA will also be funding the Addictions program area with a new grant, \$600,000 over two years, to focus on enhancing peer-delivered services in emergency departments across the county to address the opioid crisis.

The division is actively involved in changes to Health Share of Oregon, as they respond to the next iteration of health transformation in Oregon. This will bring many opportunities to improve and expand access to care for people insured by Medicaid in our county

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Director's Office					
40000	Health Department Director's Office	\$962,352	\$0	\$962,352	3.00
Business Operations					
40003	Health Department Leadership Team Support	494,503	0	494,503	3.00
40040A	Budget & Finance	3,261,982	250,000	3,511,982	22.80
40040B	Budget & Finance - Restoration	430,376	0	430,376	4.00
40041	Medical Accounts Receivable	2,148,865	0	2,148,865	14.90
40042	Contracts & Procurement	1,764,474	0	1,764,474	12.50
40043	Health Department Operations	4,999,430	0	4,999,430	13.80
40044	Health Clinical Data and Reporting	2,004,307	0	2,004,307	2.00
Corrections Health					
40049	Corrections Health Juvenile Detention	1,298,661	0	1,298,661	5.10
40050A	Corrections Health Multnomah County Detention Center (MCDC)	3,477,277	0	3,477,277	21.10
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	3,094,880	0	3,094,880	10.50
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	3,228,667	0	3,228,667	17.45
40050D	Corrections Health MCDC Outsourced Medical	750,000	0	750,000	0.00
40051A	Corrections Health Inverness Jail (MCIJ) Clinical Services	3,481,442	0	3,481,442	20.60
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	2,066,464	0	2,066,464	7.70
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	1,715,612	0	1,715,612	9.30
40051D	Corrections Health MCIJ Outsourced Medical	750,000	0	750,000	0.00
40059	Corrections Health Mental Health Services	3,797,999	0	3,797,999	23.40
Health Officer					
40004A	Ambulance Services (Emergency Medical Services)	2,104,617	1,011,920	3,116,537	12.80
40004B	Ambulance Services (EMS) - Clinical Services Specialist	17,722	0	17,722	0.00
40004C	Ambulance Services (EMS) - Medical First Response	95,000	0	95,000	0.00
40002	Tri-County Health Officer	429,277	508,619	937,896	2.65
40005	Public Health & Regional Health Systems Emergency Preparedness	35,918	697,836	733,754	3.35
40052	Medical Examiner	1,604,167	0	1,604,167	11.00

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Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Human Resources					
40039	Human Resources and Training	3,830,603	0	3,830,603	23.75
Integrated Clinical Services					
40012A	Services for Persons Living with HIV - Clinic Services	1,328,713	4,399,408	5,728,121	30.03
40016	Medicaid/Medicare Eligibility	829,131	1,389,946	2,219,077	18.00
40017	Dental Services	13,520,784	9,999,318	23,520,102	132.81
40019	North Portland Health Clinic	2,395,405	2,818,666	5,214,071	26.40
40020	Northeast Health Clinic	3,081,400	3,096,117	6,177,517	29.60
40022	Mid County Health Clinic	6,326,991	5,476,486	11,803,477	56.42
40023	East County Health Clinic	4,754,993	5,422,797	10,177,790	49.10
40024A	Student Health Centers	3,504,771	2,274,831	5,779,602	28.87
40024B	Student Health Centers Transition Planning	243,627	148,962	392,589	2.64
40026	La Clinica de Buena Salud	734,995	2,044,168	2,779,163	13.60
40027	Southeast Health Clinic	970,794	2,858,785	3,829,579	17.30
40029	Rockwood Community Health Clinic	2,953,135	2,861,571	5,814,706	29.40
40030	Medical Director	1,292,645	87,588	1,380,233	2.80
40031	Pharmacy	0	26,076,195	26,076,195	54.13
40032	Lab and Medical Records	3,700,446	3,285,629	6,986,075	45.40
40033	Primary Care and Dental Access and Referral	2,749,764	919,709	3,669,473	28.60
40034	ICS Administration, Operations, and Quality Assurance	6,593,689	1,716,215	8,309,904	48.80
40036	Community Health Council and Civic Governance	263,448	0	263,448	1.20
Mental Health & Addiction Services Administration					
40065A	Mental Health & Addiction Services Administration	870,792	1,692,508	2,563,300	9.48
40065B	Office of Consumer Engagement (OCE)	105,839	0	105,839	1.00
40067	Medical Records for MHASD	226,328	753,686	980,014	8.30
40068	Mental Health Quality Management	603,086	5,850,564	6,453,650	31.70
40069	Behavioral Health Crisis Services	1,765,873	10,864,862	12,630,735	25.41
40070	Mental Health Crisis Assessment & Treatment Center (CATC)	691,101	3,045,806	3,736,907	0.00
40071	MHASD Adult Protective Services	838,407	272,257	1,110,664	7.60
40072	Mental Health Commitment Services	1,268,539	2,989,481	4,258,020	24.10
40073	Peer-run Supported Employment Center	102,000	0	102,000	0.00
40074	Mental Health Residential Services	854,766	12,485,115	13,339,881	11.64
40075	Adult Mental Health Initiative (AMHI)	0	3,904,126	3,904,126	11.33

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Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Mental Health & Addiction Services Administration (cont.)					
40076	Mental Health Services for Adults	0	11,886,611	11,886,611	0.00
40077	Mental Health Treatment & Medication for the Uninsured	1,268,689	135,726	1,404,415	0.00
40078	Early Assessment & Support Alliance	82,999	1,657,357	1,740,356	11.21
40080	Community Based MH Services for Children & Families	1,977,666	1,780,004	3,757,670	17.44
40081	Multnomah Wraparound	0	5,641,352	5,641,352	29.52
40082	School Based Mental Health Services	1,661,254	2,223,742	3,884,996	25.38
40083	Mental Health First Aid	189,131	0	189,131	1.00
40084	Culturally Specific Mental Health Services	1,741,341	0	1,741,341	0.00
40085	Adult Addictions Treatment Continuum	2,519,256	8,977,730	11,496,986	8.35
40086	Addiction Services Gambling Treatment & Prevention	0	810,250	810,250	0.15
40087	Addiction Services Alcohol & Drug Prevention	0	324,251	324,251	1.00
40088	Coordinated Diversion for Justice Involved Individuals	873,706	1,533,238	2,406,944	11.70
40089	Addictions Detoxification & Post Detoxification Housing	1,515,276	671,461	2,186,737	0.00
40090	Family & Youth Addictions Treatment Continuum	128,073	459,216	587,289	0.00
40091	Family Involvement Team	0	440,442	440,442	0.00
40094	Medicaid Insurance Plan Administration and Operations	0	5,818,046	5,818,046	38.10
Public Health					
40001	Public Health Administration and Quality Management	2,408,981	525,000	2,933,981	17.51
40006	Tobacco Prevention and Control	673,966	390,689	1,064,655	6.50
40007	Health Inspections and Education	5,696,802	112,715	5,809,517	37.51
40008	Vector-Borne Disease Prevention and Code Enforcement	1,122,814	0	1,122,814	8.65
40009	Vital Records	2,195	894,068	896,263	4.75
40010A	Communicable Disease Prevention and Control	2,500,000	2,031,125	4,531,125	24.63
40010B	STD/HIV/Hep C Community Prevention Program	939,059	5,152,521	6,091,580	23.90
40010C	Communicable Disease Services- Vaccine Hesitancy	80,000	0	80,000	0.00
40012B	Services for Persons Living with HIV - Regional Education & Outreach	44,686	4,574,506	4,619,192	6.67
40018	Women, Infants, and Children (WIC)	2,200,000	2,974,808	5,174,808	38.60
40025	Adolescent Sexual Health Equity Program (ASHEP)	93,026	1,249,999	1,343,025	4.40
40037A	Environmental Health Community Programs	322,853	428,000	750,853	4.68
40048	Community Epidemiology	1,308,032	1,644,469	2,952,501	12.76
40053	Racial and Ethnic Approaches to Community Health	464,103	792,000	1,256,103	5.50
40054	Nurse Family Partnership	1,000,000	1,515,914	2,515,914	10.10

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Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Public Health (cont.)					
40055	Home and Community Based Health Consulting	723,071	524,962	1,248,033	5.90
40056	Healthy Families	529,534	2,282,286	2,811,820	5.87
40058	Healthy Birth Initiative	1,552,663	1,420,740	2,973,403	15.80
40060	Chronic Disease and Violence Prevention	1,220,182	412,287	1,632,469	10.20
40061	Harm Reduction	1,279,544	661,421	1,940,965	6.87
40096	Public Health Office of the Director	2,871,269	150,000	3,021,269	10.70
40097	Maternal Child Family Health Management	1,335,274	125,000	1,460,274	8.13
Total Health Department		\$150,741,502	\$189,425,107	\$340,166,609	1,403.84

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Department: Health Department **Program Contact:** Wendy Lear
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Health Department's Director's Office provides leadership for the broad mission and vision of the department. The Director leads and guides strategic planning, legislative initiatives, integration of department activities and public health function communications, collaboration with other county departments, and is integral to innovation in preventive and population based community health.

Program Summary

The Director and Department Leadership Team are responsible for developing and maintaining strategic partnerships with a wide range of community organizations; integration of health services and operations to provide quality, best practice services; leadership and direction for public health issues and policies; stewardship of finances, facilities and personnel; continuous quality improvement of service delivery; public health emergency preparedness, and support for a diverse and qualified workforce with high job satisfaction.

The Director's Office is responsible for leadership committed to the Health Department's mission, vision, values and strategic objectives. The Office is a primary liaison to federal, state, county and local elected officials. The Director works with other county departments and community partners to further innovation in preventative and population based community health services that produce healthy people in healthy communities. The Director also works with a wide range of local organizations, health systems and other counties to implement public health, behavioral health and safety net health care across the region.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Invite broad employee engagement through soliciting feedback in a variety of venues. through facilitating quart	0	0	0	18
Outcome	Annual Federal and State resources \$ leveraged for services (expressed in millions).	\$223 mil	\$233 mil	\$221 mil	\$238 mil

Performance Measures Descriptions

*New measure for FY2019, discontinued the measure "Increased access to Health Dept. services as measured by # of clients served."

Legal / Contractual Obligation

ORS 431.418 Local public health administrator (1) Each district board of health shall appoint a qualified public health administrator or supervise the activities of the district in accordance with law. (2) Each county governing body in a county that has created a county board of health under ORS 431.412 shall appoint a qualified public health administrator to supervise the activities of the county health department in accordance with law.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$579,529	\$0	\$749,360	\$0
Contractual Services	\$102,000	\$0	\$65,841	\$0
Materials & Supplies	\$71,632	\$0	\$99,179	\$0
Internal Services	\$51,844	\$0	\$47,972	\$0
Total GF/non-GF	\$805,005	\$0	\$962,352	\$0
Program Total:	\$805,005		\$962,352	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40000-19 Health Department Director's Office

Retirement of Joanne Fuller in September 2017 resulted in the County's Chief Operating Officer naming Wendy Lear and Vanetta Abdellatif as Co-Interim Department Directors in October 2017. A national recruitment was launched in October 2018 and a new Health Department Director was named in February 2019.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40096
Program Characteristics:

Executive Summary

Public Health Administration and Quality Management (PHA-QM) provides leadership for the Public Health Division (PHD) as the local public health authority. The PHD promotes and protects health, and prevents disease of all residents within Multnomah County. PHA-QM sets the strategic direction of the PHD and ensures accountability through achieving performance standards related to Public Health Accreditation, Public Health Modernization, and effective financial management.

Program Summary

Through leading administrative, quality, and project management roles, Public Health Administration and Quality Management (PHA-QM) enables the Public Health Division (PHD) to meet the foundational roles and legal requirements to act as Multnomah County's local public health authority. The PHD is responsible for systems that promote and protect the health of, and prevent disease for, all residents and diverse communities within Multnomah County. Strategies of the PHD include direct services, policy interventions, community partnerships, planning, and assessment. The following PHA-QM program areas support these strategies.

Administration: This program area provides core administrative functions for the PHD. Division-wide administration ensures accountability through achieving performance standards related to Public Health Accreditation, Public Health Modernization, effective financial management, and the PHD Strategic Plan.

Quality and Project Management: Oversees quality assurance, quality improvement, performance measurement, and information management activities for public health assessment, service delivery, community engagement, and partnerships. Other key functions include public health workforce development; public health informatics; funding and grant development, project management for emerging public health issues with departmental and community significance (such as the prescription opioid epidemic); and academic partnerships.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of grant proposals written	35	30	25	25
Outcome	Dollar amount (in millions) of grants funded	\$21	\$24	\$20	\$20
Outcome	% of identified quality improvement, strategic projects, and strategic plan objectives successfully completed	90%	80%	90%	90%

Performance Measures Descriptions

Although 35 grant proposals were submitted in FY18, the amount of grant funds awarded was lower than in previous years due to changes in some funding streams from grant-based to formula-based (e.g. OHA Annual Plan, CareOregon Behavioral Health); therefore, these funds were not logged. Thus far, there have been fewer grant opportunities in FY19, but estimated amount is comparable to actual for FY18 due to the reinstatement of OAH Teen Pregnancy Prevention's original project period and a second round of competitive CDC REACH funding.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,948,072	\$302,048	\$2,225,717	\$238,839
Contractual Services	\$125,362	\$28,500	\$5,000	\$35,929
Materials & Supplies	\$96,939	\$16,679	\$566	\$93,586
Internal Services	\$315,697	\$64,575	\$177,698	\$156,646
Total GF/non-GF	\$2,486,070	\$411,802	\$2,408,981	\$525,000
Program Total:	\$2,897,872		\$2,933,981	
Program FTE	14.24	2.11	15.55	1.96

Program Revenues				
Intergovernmental	\$0	\$411,802	\$0	\$325,000
Service Charges	\$0	\$0	\$0	\$200,000
Total Revenue	\$0	\$411,802	\$0	\$525,000

Explanation of Revenues

State Opiate grant for Prescription drug Overdose Prevention and Federal BJA Hal Rogers PDMP to enhance the capacity of regulatory and law enforcement agencies and public health officials to collect and analyze controlled substance prescription data and other scheduled chemical products through a centralized database administered by an authorized state agency.

ST Opiate Grant: \$ 250,000
 Fed BJA Hal Rogers PDMP Grant: \$ 75,000
 Public Health IT Support Agreement: \$ 200,000

Significant Program Changes

Last Year this program was: FY 2019: 40001-19 Public Health Administration and Quality Management

As part of divisional and program offer reorganizations, the Office of the Director portion of this program offer became an independent program offer in FY20 (40096 Public Health Office of the Director).

Department: Health Department

Program Contact: Paul Lewis

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program provides public health physician consultation, medical direction, and leadership to health department administrators, program staff and community partners. This cooperative effort of the metro-county health departments is intended to improve the consistency and quality of public health services; increase learning and collaboration across the counties; and improve the quality, efficiency and effectiveness of Health Officer services, both as a region and for individual counties. Clackamas and Washington Counties contract with Multnomah County for their health officer services.

Program Summary

Four public health physicians serve as the Tri-County Health Officers:

In Multnomah County the Health Officer is also the Tri-County Health Officer and supervises three deputy health officers, one in each county. In Multnomah County, the deputy Health Officer serves as medical consultant to the Communicable Disease, Sexually Transmitted Infection, Tuberculosis, and Environmental Health Food Service programs. The Health Officer oversees the EMS Program, the Public Health Emergency Preparedness Program, and the regional 6 county Hospital Preparedness Program. In addition the Health Officer supervises the EMS Medical Director provides technical consultation to the Maternal Child Health program and health promotion efforts and leads the County and regional efforts to decrease fatal opioid overdoses.

The deputy Health Officers working in Clackamas and Washington Counties have broad roles in supporting their respective administrators with an emphasis on Communicable Disease Control given the limited FTE.

Broadly speaking, the Health Officers, (1) participate in enforcement of public health laws; (2) supervise select public health programs; (3) work with department staff, other county agencies, and community partners to manage critical public health problems; and (4) participate in department administration.

The program supports Multnomah County Health Department's goals by providing effective and accountable local public health practice leadership and medical direction that results in quality clinical and health promotion programs. The health officer program staff provides leadership on chronic disease prevention programs, addresses issues of communicable disease control, leads the regional opiate safety coalition, leads the regional response to Emergency Department and Emergency Medical System overload that occurs nearly every winter, provides technical support for board presentations on Emergency Medical Systems and Opioids. Dr Lewis also participates as the large county representative on the Cleaner Air Oregon advisory Committee to the OHA and DEQ and is on the Governor's Opioid Task Force.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Contract deliverables are met by the end of fiscal year.	90%	90%	90%	90%
Outcome	County stakeholders express satisfaction in program delivery and results.	100%	100%	100%	100%

Performance Measures Descriptions

Measured by renewal of intergovernmental agreement through FY19. TCHO program staff meet regularly with county health administrators to review service delivery, program satisfaction, and progress on individual workplan items. Contract deliverables for FY19 will be negotiated and finalized by June 30, 2018. These will provide guidance for work priorities and program activities. Annual survey completed in January 2018, and both counties indicated they intend to renew the contract.

Legal / Contractual Obligation

ORS 431.418 requires counties to employ or contract with a physician to serve as County Health Officer. Intergovernmental agreements with Clackamas and Washington counties specify Health Officer services that Multnomah County is required to provide as well as expected outcomes and evaluation measures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$349,518	\$412,516	\$395,168	\$447,677
Materials & Supplies	\$534	\$7,837	\$7,687	\$7,837
Internal Services	\$29,296	\$53,650	\$26,422	\$53,105
Total GF/non-GF	\$379,348	\$474,003	\$429,277	\$508,619
Program Total:	\$853,351		\$937,896	
Program FTE	0.80	1.45	1.20	1.45

Program Revenues				
Intergovernmental	\$0	\$474,003	\$0	\$508,619
Total Revenue	\$0	\$474,003	\$0	\$508,619

Explanation of Revenues

Clackamas and Washington counties meet their ORS 431.418 requirements for health officer services through intergovernmental agreements (IGA) with Multnomah County. The Tri-County Health Officer is funded by \$508,619 in revenue from Clackamas and Washington counties.

Significant Program Changes

Last Year this program was: FY 2019: 40002-19 Tri-County Health Officer

Department: Health Department **Program Contact:** Wendy Lear
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40000
Program Characteristics:

Executive Summary

This program pools administrative support for the Department's senior leadership team under one supervisor so that staff and resources can be efficiently shared.

Program Summary

The Department Leadership Team (DLT) support team reduces duplication of effort, and increases effectiveness of administrative support to leaders and program staff by coordinating workloads and cross-training. A single point of supervision and leadership provides consistent performance expectations and evaluations. Team members provide staffing, scheduling, meeting/event preparation, technical support, special projects, and communication support for the Department Director and serve as a link for the Department Director and Leadership Team for communication at multiple internal organizational levels and to external stakeholders. Director Office reception team members provide general office services, such as copying, travel and training, time and attendance records (TARS) entry, supply ordering, mailings, mail distribution, telephone, computer programs, minutes, surveys, operation of the Department's main telephone lines and front office reception on the Director's floor.

This program offer supports the Health Department Leadership Team's ability to achieve accountability, to manage resources and service delivery costs effectively, to equitably evaluate and streamline delivery of services and County operations, to provide reliable information for decision-making, which improves the reporting results.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of projects completed on time with an error rate not to exceed 3%.	92%	93%	92%	93%
Outcome	Survey rating by Department Leadership Team on scale of 1 to 10.	7	9	8	8

Performance Measures Descriptions

Survey of Department Leadership members conducted at end of fiscal year will meet or exceed 8 (on a scale of 1-10).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$420,043	\$0	\$350,479	\$0
Contractual Services	\$0	\$0	\$80	\$0
Materials & Supplies	\$21,325	\$0	\$34,063	\$0
Internal Services	\$65,801	\$0	\$109,881	\$0
Total GF/non-GF	\$507,169	\$0	\$494,503	\$0
Program Total:	\$507,169		\$494,503	
Program FTE	4.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40003-19 Health Department Leadership Team Support

Department: Health Department **Program Contact:** Paul Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Emergency Medical Services (MCEMS) regulates, monitors, and coordinates a local EMS system, including a franchised ambulance contractor, fire departments, and licensed non-emergency ambulance providers. Under Medical Direction, the system receives 9-1-1- calls, dispatches resources, provides care, and transports patients to the appropriate facility.

Program Summary

MCEMS plans, procures, contracts, regulates, monitors, and coordinates EMS system activities to comply with the Multnomah County Ambulance Service Plan, MCC 21.400, and Oregon Administrative Rules. MCEMS regulates all ambulance business in accordance with the above, including licensing and inspection of ambulances, monitoring of ambulance contractor operations, supervising medical care, and levying fines for substandard performance and/or violation of administrative rules.

MCEMS provides medical supervision, oversight and guidance to 9-1-1 dispatchers, fire and ambulance emergency medical personnel, and non-911 ambulance providers. This includes setting medical protocols and standards of emergency, pre-hospital care, as well as the provision of real time medical guidance to first responders through a subcontract with OHSU Medical Resource Hospital. MCEMS provides pre-hospital system regulation and coordination of 911 medical first response and dispatch personnel for Multnomah County. The City of Portland's Bureau of Emergency Communications, a.k.a. 911 Dispatch Center, dispatches emergency personnel. Fire departments of Portland, Gresham, Portland International Airport, and volunteer fire districts throughout the County provide medical first response to all 911 calls, accounting for more than 100,000 calls annually. American Medical Response (AMR) provides 911-ambulance service through an exclusive ambulance contract with the County. MCEMS:

- Assures that 911 medical dispatch protocols are consistent with care provided by EMS providers across multiple agencies;
- Maintains county contracts for first response services and responds to concerns from the public regarding EMS care;
- Monitors and enforces ambulance response and performance metrics;
- Coordinates and supervises joint training annually to assure fire and ambulance paramedics interpret and use medical protocols consistently across EMS agencies;
- Establishes quality standards and metrics for the provision of EMS and uses a Continuous Quality Improvement (CQI) process to monitor and improve service quality across the system; and
- Coordinates major event planning, medical equipment specifications, liaison and communication with local hospitals, as well as EMS disaster planning.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Ambulance response time for urgent, life threatening calls in the Urban zone is < or equal to 8 minutes. 90% of	90.51%	90%	90.2%	90%
Outcome	Ambulance response time for urgent, life threatening calls in rural areas is < or equal to 20 minutes, 90% of th	92.4	90%	91%	90%

Performance Measures Descriptions

The exclusive ambulance service contractor has response time standards, by geographic zones, for all 911 dispatched medical calls. Life threatening calls in Urban zones shall receive a response within 8 minutes, and in Rural areas, 90% within 20 minutes time.

Legal / Contractual Obligation

The County is responsible under ORS 682 to have an Ambulance Service Area Plan. The governing law and contractual obligations include the Multnomah County Ambulance Service Plan; ORS 682; OAR Chapter 333, County ordinances 21.400-21.433; County rules, medical policies, procedures, protocols, the franchise agreement with AMR, contracts with OHSU, and intergovernmental agreements with local fire and rescue jurisdictions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,106,127	\$828,562	\$1,236,380	\$800,059
Contractual Services	\$679,134	\$0	\$609,146	\$92,360
Materials & Supplies	\$194,938	\$3,153	\$43,123	\$10,096
Internal Services	\$234,172	\$167,481	\$215,968	\$109,405
Total GF/non-GF	\$2,214,371	\$999,196	\$2,104,617	\$1,011,920
Program Total:	\$3,213,567		\$3,116,537	
Program FTE	6.55	7.05	7.00	5.80

Program Revenues				
Fees, Permits & Charges	\$1,619,316	\$0	\$1,943,680	\$0
Intergovernmental	\$280,055	\$0	\$72,194	\$0
Other / Miscellaneous	\$120,000	\$999,196	\$0	\$1,011,920
Total Revenue	\$2,019,371	\$999,196	\$2,015,874	\$1,011,920

Explanation of Revenues

License fees, the ambulance franchise fee, contracts, and fines pay MCEMS administration costs. Fees are established and collected through agreements with the exclusive emergency ambulance contractor and other jurisdictions. The County's exclusive ambulance services contract and MCC 21.400 provide authority for MCEMS to levy fines for substandard performance. Any fees collected are to fund system oversight and support functions provided by MCEMS. Any fines collected pay for one-time system improvements.

TC911-Social Work Program: \$ 1,011,920 from a Health Share of Oregon grant to serve Medicaid members
 County general funds: \$ 2,104,617 to serve non-Medicaid clients using EMS frequently.

Significant Program Changes

Last Year this program was: FY 2019: 40004-19 Ambulance Services (Emergency Medical Services)

The County's updated Ambulance Service Plan and Code changes (approved by the Board in Dec. 2016) became effective on Sept. 1, 2018. MCEMS issued a new, five-year, exclusive emergency ambulance contract to AMR on Sept. 1, 2018, after a competitive request for proposal process. The new contract has the ambulance contractor paying patient care medical supply reimbursements directly to fire agencies and includes innovative organizational and patient-centered equity metrics.

Legal / Contractual Obligation

The County is responsible under ORS 682 to have an Ambulance Service Area Plan. The governing law and contractual obligations include the Multnomah County Ambulance Service Plan; ORS 682; OAR Chapter 333, County ordinances 21.400-21.433; County rules, medical policies, procedures, protocols, the franchise agreement with AMR, contracts with OHSU, and intergovernmental agreements with local fire and rescue jurisdictions. The County has an existing contract with Health Share of Oregon to serve their Medicaid members with short term case management and care coordination; service to uninsured and non-Medicaid enrolled persons using County general funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$17,722	\$0
Total GF/non-GF	\$0	\$0	\$17,722	\$0
Program Total:	\$0		\$17,722	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

TC911 has a contract with Health Share of Oregon through June 30, 2020; services for non-Health Share of Oregon members is funded solely through County general funds.

Significant Program Changes

Last Year this program was: FY 2019: 40004-19 Ambulance Services (Emergency Medical Services)

Department: Health Department **Program Contact:** Paul Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40004 Ambulance Services (Emergency Medical Services)
Program Characteristics:

Executive Summary

On-going request for County funding of contracts for emergency medical first response services with rural fire protections districts to areas within the County and outside of the District boundary; no other city or Rural Fire Protection District medical first response services are available.

Program Summary

The Multnomah County Ambulance Service Plan notes the value of emergency medical first response across the span of the entire County as part of the provision of emergency ambulance services. This program provides emergency medical first response services, including extrication and technical rescue, to areas within Multnomah County that have no other City or Fire District resource.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Respond to 100% of calls for contracted service area.	100%	100%	100%	100%
Outcome	A licensed emergency medical provider responds on all medical first response calls.	100%	100%	100%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

The County is responsible under ORS 682 to have an Ambulance Service Area Plan. The governing law and contractual obligations include the Multnomah County Ambulance Service Plan; ORS 682; OAR Chapter 333, County ordinances 21.400-21.433; County rules, medical policies, procedures, protocols, the franchise agreement with AMR, contracts with OHSU, and intergovernmental agreements with local fire and rescue jurisdictions. The County has existing contracts with Rural Fire Protection Districts to pay for emergency medical first response to areas outside of the districts jurisdictional boundaries.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$95,000	\$0
Total GF/non-GF	\$0	\$0	\$95,000	\$0
Program Total:	\$0		\$95,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

The emergency medical first response fees for areas not covered by a City or rural fire protection district boundary are funded through County general funds.

Significant Program Changes

Last Year this program was: FY 2019: 40004-19 Ambulance Services (Emergency Medical Services)

Preparedness

Department: Health Department **Program Contact:** Paul Lewis

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

Related Programs:

Program Characteristics:

Executive Summary

Preparing for and responding to emergencies with widespread or severe health impacts require multi-agency, multi-jurisdictional, and public/private sector collaboration. Two Health Department programs contribute to this: 1) Public Health Preparedness assures that we can carry out the County's unique public health responsibilities in an emergency; 2) Regional Healthcare System Emergency Preparedness assures that hospitals and other health care providers in the 6-county NW Oregon region have a proven capacity to care for victims of large scale emergencies.

Program Summary

Responding to emergencies with severe health impacts (such as natural disasters, severe epidemics/pandemics, terrorist attacks) requires coordinated action to 1) focus the response on priority needs, and 2) effectively leverage resources of government, private healthcare providers, and non-profit organizations. This offer assures public and private health preparedness. Public Health preparedness includes: 1) emergency plans and protocols linked to the County's Emergency Response Plan; 2) trained and exercised Health Department leadership, managers and supervisors and incident management team members; 3) exercises to test and refine plans and capabilities, and 4) plans to increase capacity for key public health functions (e.g., epidemiology capacity to investigate and analyze an emergency's health impacts).

Regional Healthcare System Emergency Preparedness facilitates healthcare delivery system preparedness in Multnomah, Clackamas, Washington, Columbia, Tillamook and Clatsop counties and coordinates planning with SW Washington. It assures that hospitals, clinics, and other providers are prepared to respond in an effective and coordinated manner. The program 1) ensures that hospitals and other providers develop and exercise plans to increase the number of patients they can serve; 2) creates regional plans to coordinate a public/private response; 3) develops regional capacities to address communication and other critical support needs; and 4) develops regional capacities to manage specific health impacts (e.g., pandemic influenza). The programs coordinate and collaborate to develop effective governmental and private sector health response capacities in the county and region.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Trainings participated in by Incident Management Team	6	6	6	6
Outcome	CDCs Operational Readiness Review Score (scaled "Early," "Intermediate," "Established," and "Advanced").	Established	Established	Established	Established
Outcome	Improved regional healthcare system emergency response	93%	98%	98%	99%
Quality	Program satisfaction	93%	96%	96%	97%

Performance Measures Descriptions

- 1) Output: Training provided to Incident Management Team members (reduced in quantity; improved in depth)
- 2) Outcome: Improved response capability through achieving Centers for Disease Control's capabilities.
- 3) Outcome: Stakeholders express program has improved healthcare system emergency response abilities.
- 4) Quality: Regional stakeholders' satisfaction with program activities using a Likert scale.

Legal / Contractual Obligation

ORS 431 and 433 empower the County and Health Department to supervise matters related to preserving the life and health of the people of the County. An intergovernmental agreement with the Oregon Health Authority (Public Health Division) specifies requirements for public health preparedness activities supported with federal CDC funds. A separate IGA with Oregon Health Authority guides regional healthcare system preparedness goals and activities supported with Federal US Dept. of Health and Human Services funds. Both sources of federal funds are dedicated to emergency preparedness, and cannot supplant other funding or be used to build general public health capacities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$51,485	\$526,735	\$0	\$546,779
Materials & Supplies	\$12,432	\$9,687	\$0	\$33,563
Internal Services	\$41,757	\$85,325	\$35,918	\$117,494
Total GF/non-GF	\$105,674	\$621,747	\$35,918	\$697,836
Program Total:	\$727,421		\$733,754	
Program FTE	0.00	3.15	0.00	3.35

Program Revenues				
Intergovernmental	\$0	\$621,747	\$0	\$697,836
Total Revenue	\$0	\$621,747	\$0	\$697,836

Explanation of Revenues

State Public Health Emergency Preparedness is supported by Federal Centers for Disease Control (CDC) funds received through an intergovernmental agreement with Oregon Department of Human Services. Regional Health System Emergency Preparedness is funded by the US Dept. of Health and Human Services via the Oregon Health Authority (OHA), and by an Urban Area Security Initiative (UASI) grant.

State Public Health Emergency Preparedness: \$ 259,028

Cities Readiness Initiative: \$ 30,212

OHA, Health Security, Preparedness, and Response Program: \$ 338,596

Urban Area Security Initiative (UASI): \$ 70,000

Significant Program Changes

Last Year this program was: FY 2019: 40005-19 Public Health & Regional Health Systems Emergency Preparedness

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40037, 40053, 40060
Program Characteristics:

Executive Summary

The Tobacco Control and Prevention Program uses a variety of policy, systems, and environmental change strategies to prevent and reduce tobacco and nicotine use and exposure in Multnomah County with particular attention to reducing tobacco-related racial and ethnic disparities.

Program Summary

Tobacco use is the single most preventable cause of disease, disability, and death in Multnomah County and across the nation. Although cigarette smoking has declined in Multnomah County, disparities in tobacco use remain across groups defined by race, ethnicity, educational level, and socioeconomic status. Nearly 1,274 residents die prematurely from tobacco use each year, and more than 23,395 suffer from a disease caused by smoking. Despite these risks, approximately 114,750 Multnomah County adults currently smoke cigarettes while the youth of Multnomah County currently report e-cigarette use at higher rates than cigarettes. And the harmful effects of smoking do not end with the smoker. Secondhand smoke exposure causes serious disease and death, and even brief exposure can be harmful to health. Coupled with this enormous health toll is the significant economic burden. Currently an estimated \$233.9 million is spent on tobacco-related medical costs and \$187.5 million is lost in productivity due to premature tobacco-related deaths.

Components of the program include: implementation of equitable strategies to reduce youth access to, and use of, tobacco and nicotine products, establishment of policy/regulation, counter-marketing, promotion of smokefree environments, providing support and resources to smokers who want to quit, surveillance and evaluation, and engaging diverse communities in tobacco prevention efforts in order to reduce tobacco-related disparities. Tobacco retail licensing components include: annual compliance inspections, minimum legal sales age inspections, enforcement inspections, surveillance and monitoring, trainings, outreach and consultation in order to increase retailer compliance with all laws related to the sale of tobacco and nicotine products in order to decrease access and availability of these products within Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of tobacco retail licenses issued	930	975	878	800
Outcome	Number of policies established to reduce tobacco use and exposure	2	2	1	2
Output	Number of retailer inspections	1,134	1,053	918	2,070
Output	Number of community partnerships	NA	26	40	45

Performance Measures Descriptions

1) Number of tobacco retail licenses issued under the county ordinance. 2) Number of policies enables program to track and monitor whether partnership activities result in concrete changes to policy. 3) Retailers inspected on-site (includes annual compliance inspection, minimum legal sales age inspections, suspension inspections, education, and outreach visits as needed). 4) Tracked by the number of established and strengthened partnerships through specific project and program activities.

Legal / Contractual Obligation

Tobacco Prevention and Education Grant, funded by the Oregon Public Health Division, OHA must comply with required work plans and assurances.

Multnomah County Ordinance 2015-1225.

ICAA OARS plus MSA, SYNAR, RICO, FDA, and Family Smoking Prevention and Tobacco Act.

Senate Bill 754 (Oregon Laws 2017, Chapter 701)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$409,996	\$330,632	\$489,515	\$319,532
Contractual Services	\$1,123	\$16,000	\$27,475	\$0
Materials & Supplies	\$25,202	\$3,484	\$26,106	\$4,543
Internal Services	\$73,755	\$131,607	\$130,870	\$66,614
Total GF/non-GF	\$510,076	\$481,723	\$673,966	\$390,689
Program Total:	\$991,799		\$1,064,655	
Program FTE	3.64	2.80	3.90	2.60

Program Revenues				
Fees, Permits & Charges	\$510,076	\$0	\$613,764	\$0
Intergovernmental	\$0	\$481,723	\$0	\$390,689
Total Revenue	\$510,076	\$481,723	\$613,764	\$390,689

Explanation of Revenues

Program revenues include OHA, Oregon Public Health Division Tobacco Prevention and Education grant (\$390,689)

Significant Program Changes

Last Year this program was: FY 2019: 40006-19 Tobacco Prevention and Control

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40008, 40010A
Program Characteristics:

Executive Summary

Health Inspections and Education is a fee-supported program that helps protect the public from disease and injury by investigating food and waterborne disease; educating about food safety practices; and performing inspections of licensed facilities. Participation in the Food and Drug Administration's Program Standards aligns Multnomah County with national standards. The inspection program received an outstanding rating in the 2018 Oregon Health Authority triennial review.

Program Summary

Health Inspections and Education is a legally mandated program that protects the health and safety of the entire community by providing education, assuring safe food and water, controlling disease, improving safety in the work place, and reducing unintentional injuries as well as supporting other public health activities by incorporating prevention activities into the inspection process. The citizenry understands and expects the following program functions.

Inspected Facilities: The Health Inspections program has responsibility for assuring health and safety in 4,755 facilities including restaurants, mobile restaurants, hotel/motels, RV parks, organizational camps, warehouses, commissaries, vending machines, and jails. Most facilities receive two inspections per year. **Swimming Pools and Spas:** The program inspects and licenses 523 pools/spas to ensure pools are safe from hazards and disease. Field and classroom technical training is provided to approximately 60 pool operators each year. **Schools, Child and Adult Foster Care Facilities:** The program inspects 1,168 schools, childcare centers, and other service providers to ensure they handle food properly, are clean, and are free of health and safety hazards. **Small Drinking Water Systems:** There are 41 small water systems that are inspected every 3 to 5 years (dependent on the type of system) to ensure they are properly maintained and meet EPA water quality standards. There are also 12 additional systems that are monitored; the program responds to alerts as needed.

Foodborne Illness Outbreaks: Registered Environmental Health Specialists investigate local foodborne illness complaints in collaboration with the Communicable Disease Program and are key participants in emergency response. Multnomah County Environmental Health conducted 10 foodborne illness investigations and 27 vibrio investigations in restaurants in the previous calendar year. **Food Handler Training and Certification:** Multi-lingual training about safe food preparation in 7 languages is provided online and in person to food workers at all literacy levels to support health equity and entry into the workforce. Emergency contact information has been gathered for over 5,000 facilities, which can be used in a robo-calling system. A monthly newsletter/blog has over 3,000 subscribers consisting of food operators, regulators, and community members.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of licenses issued	6,568	7,271	6,880	7,445
Outcome	Number of Priority & Priority Foundation violations	15,858	12,770	14,130	13,738
Output	Number of facility inspections	14,829	16,408	14,428	14,331
Output	Number of Food Worker Cards issued	11,915	13,952	11,055	11,214

Performance Measures Descriptions

1) Licenses issued excludes facilities inspected but not licensed (ie. schools, day cares, etc.). 2) Priority and Priority Foundation Violations are items noted during inspections that can directly affect the health of the consumer, leading to elevated food safety risk and requiring immediate correction. 3) Facilities inspected on-site (e.g. restaurants, mobile units, etc.). 4) Reflects number of people who completed certification in the given year. The certificate is a 3-year certificate and makes food workers employable in the food industry.

Legal / Contractual Obligation

Legal mandates are 2009 FDA Food Code, 2012 OR Food Sanitation Rules; ORS Chapt. 30.890 (gleaning); ORS Chapt. 624; ORS Chapt. 448; MCC 21.612 (license fees); MCC Chapt. 5; MCC Chapt. 21 (Civil Penalty Ordinance); OR Dept. of Education Division 51 (Schools); OARS 581-051-0305; OARS Chapt. 333 (Licensed Programs); ORS 183 (Civil Penalty), ORS 164 (Food); ORS 700 (EHS License); ORS 414 (Childcare). OARS 333-018 Communicable Disease and Reporting 333-019 Communicable Disease Control.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,938,253	\$66,096	\$4,488,503	\$86,098
Contractual Services	\$274,040	\$15,000	\$268,844	\$15,000
Materials & Supplies	\$175,587	\$3,285	\$151,445	\$1,638
Internal Services	\$675,863	\$8,334	\$788,010	\$9,979
Total GF/non-GF	\$5,063,743	\$92,715	\$5,696,802	\$112,715
Program Total:	\$5,156,458		\$5,809,517	
Program FTE	34.02	0.65	36.75	0.76

Program Revenues				
Fees, Permits & Charges	\$5,063,743	\$0	\$5,696,802	\$0
Intergovernmental	\$0	\$92,715	\$0	\$112,715
Total Revenue	\$5,063,743	\$92,715	\$5,696,802	\$112,715

Explanation of Revenues

Fees are set by ordinance. Refer to Chapter 21 MC Ordinance 08-140.

In FY19, the Inspections Program received a 3-year, \$90,000 per year, FDA Grant to assist culturally diverse food establishments to understand the food code, reduce violations, and improve inspection scores.

Multnomah County Environmental Health receives \$22,715 of support each year from the State of Oregon-Drinking Water Section. This level of support continues to stay consistent. Money received from the state is used to pay for staff who work in the drinking water program performing sanitary surveys and responding to alerts.

Health inspection and education licenses general fund fees: \$5,696,802

Significant Program Changes

Last Year this program was: FY 2019: 40007-19 Health Inspections and Education

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40007, 40010A
Program Characteristics:

Executive Summary

The Vector program protects the public from emerging and imminent vector-borne (animal to human) diseases and reduces the social/economic impact of uncontained outbreaks. Major vector-borne diseases include Hantavirus, West Nile Virus and Zika virus. Climate changes in the Northwest (warming winter temperatures, increase in rainfall, and urban landscape management) will increase the risk of vector-borne diseases. Interventions include surveillance, analysis, proactive control/abatement of rodents and mosquitoes, and public education. The program includes enforcement of nuisance codes.

Program Summary

Vector control and code enforcement are core public health services. Multnomah County's climate supports ideal mosquito and rat habitats. International airport and shipping along with migratory bird flyways provide avenues for new diseases to enter the community. Mosquito control began in the county in the 1930's, when malaria was endemic. In 2018, five counties in Oregon reported 58 mosquito-cases of West Nile Virus. There were no cases detected in Multnomah County. It is necessary to maintain current levels of surveillance and control to ensure early prevention and suppression of this and other vector-borne diseases using World Health Organization and Center for Disease Control best practices. Rodent control is critical to public health. Rodents can spread Hantavirus, plague and other diseases and can affect livability. A survey in the county rat population showed Toxoplasmosis (Cat Box Fever) in 6% of the rat population. Vector Control protects the community by serving all populations, while focusing on the vulnerable (i.e. elderly, children, homeless). The citizenry understands and expects these program functions.

The Vector program's major components include mosquito control; rodent control; and nuisance code enforcement. Mosquito control comprises the majority of the program's funds/staffing. The program is the primary provider of rodent control in the county. Nuisance code enforcement addresses public health code violations, including restaurant enforcement and dumping.

The program's main activities include collecting and identifying mosquitoes, birds, and rats; monitoring for and responding to emerging vector-borne disease such as Zika virus and now-endemic West Nile Virus; performing laboratory analysis on rats and mosquitoes to determine what species carry disease, their preferred habitats, and population size; abating/suppressing mosquitoes that carry West Nile Virus with pesticides with the least impact; reducing the mosquito breeding habitat through water control and vegetation management; and educating the average citizen and vulnerable populations about preventing vectors and their habitat through community meetings, pamphlets and the media.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of acres treated for mosquitoes	1,814	1,500	1,279	1,300
Outcome	Mosquitoes prevented (in billions)	0.91	1.00	0.64	0.65
Efficiency	Number of acres treated for mosquitoes per FTE	403	150	320	325
Output	Number of rodent inspections conducted	1,086	1,025	1,050	1,050

Performance Measures Descriptions

1) Total acreage where mosquito suppression activities occurred is subject to variance in weather patterns, seasonal flooding, characteristics, and presence/absence of disease. 2) Based on industry standard estimate methodology: 500,000 mosquitoes per surface acre of water multiplied by number of acres treated, estimates mosquitoes prevented (to nearest whole number). 3) Total acreage treated per FTE. Five FTE were used to treat for mosquitoes in all reported years' calculations. 4) On-site inspections stemming from rodent complaints received.

Legal / Contractual Obligation

Legal mandates are ORS 167, 452, 498, 506, and 634; OAR 635 and 603; 1968 Agreement City of Portland and Multnomah County – Title 13 and Title 8; MC 2011-129; NPDES General Aquatic Permit for Mosquito Control 2300A; 7 contractual mandates include grants, contracts, federal, regional, and local mandates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$901,861	\$0	\$1,031,574	\$0
Contractual Services	\$26,500	\$0	\$26,500	\$0
Materials & Supplies	\$101,770	\$0	\$64,740	\$0
Internal Services	\$275,552	\$0	\$0	\$0
Total GF/non-GF	\$1,305,683	\$0	\$1,122,814	\$0
Program Total:	\$1,305,683		\$1,122,814	
Program FTE	8.05	0.00	8.65	0.00

Program Revenues				
Fees, Permits & Charges	\$500	\$0	\$500	\$0
Other / Miscellaneous	\$1,000	\$0	\$1,000	\$0
Service Charges	\$290,935	\$0	\$302,612	\$0
Total Revenue	\$292,435	\$0	\$304,112	\$0

Explanation of Revenues

Local municipalities' revenue contracts equal \$304,112. This include \$1,000 penalties, \$10,000 City of Portland - Sustainability, \$500 Special Animal Permits, \$20,000 Zika/West Nile Virus Funding, \$5,000 Oregon Zoo, \$1,500 Maywood Park and \$266,112 City of Portland - BES.

Significant Program Changes

Last Year this program was: FY 2019: 40008-19 Vector-Borne Disease Prevention and Code Enforcement

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Vital Records program is a legislatively mandated, fee supported program that issues birth and death certificates in accordance with Federal and State statutes to maintain the integrity and accuracy of birth and death information. The information is analyzed and used for public health prevention and intervention activities for positive health outcomes.

Program Summary

The Vital Records program is responsible for issuing birth and death certificates within the first six months after the birth or death, and within 24-hours of receipt of a request for certificate. Death certificates can be issued to family members, legal representatives, governmental agencies, or to the person or agency with personal or property rights. Birth records can be released to immediate family including grandparents, parents, brothers/sisters, legal representatives, or governmental agencies. Employees working in this program must be registered with the state to assure competency. An electronic birth and death data certification model was implemented requiring a significant increase in individual education with community partners.

The Vital Records program provides reliable information for decision-making in public health so that populations at risk for poor health outcomes are identified to receive proactive interventions. For example, pregnant women were identified as being at greater risk for death from H1N1 influenza by reviewing hospitalization data and death certificates. As a result, physicians and clinical services providing care to pregnant women were prioritized for receipt of vaccine, averting deaths in this high risk population. Also, the program assures accurate, timely and confidential registration of birth and death events minimizing the opportunity for identity theft and assuring accurate record of cause of death and the identification of parents of the born child.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of birth and death certificates issued	37,523	38,015	36,132	35,763
Outcome	Average number of days to issue error free certificate	1	1	1	1

Performance Measures Descriptions

- 1) Certificates issued: Measures program volume.
- 2) Days to issue: Measures rapidity of issuance process. The 24-hour timeframe from receipt to issuance is mandatory.

Legal / Contractual Obligation

Legal mandates are ORS 97, 146, 432; OAR 830 and 333.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$722,783	\$0	\$465,829
Contractual Services	\$0	\$19,537	\$0	\$19,537
Materials & Supplies	\$0	\$17,221	\$2,195	\$14,495
Internal Services	\$0	\$190,839	\$0	\$394,207
Total GF/non-GF	\$0	\$950,380	\$2,195	\$894,068
Program Total:	\$950,380		\$896,263	
Program FTE	0.00	7.12	0.00	4.75

Program Revenues				
Fees, Permits & Charges	\$0	\$950,380	\$0	\$894,068
Total Revenue	\$0	\$950,380	\$0	\$894,068

Explanation of Revenues

This is a fee driven, self-sustaining program. The fee schedule is established by the State of Oregon.
Vital Stats Certs (Licenses): \$894,068 and Vital State Certs (Licenses) general fund fees: \$2,195

Significant Program Changes

Last Year this program was: FY 2019: 40009-19 Vital Records

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010B, 40007, 40008
Program Characteristics:

Executive Summary

Communicable disease (CD) programming protects community health by responding to reportable communicable diseases with prompt disease investigation and limiting the spread of these diseases through disease control interventions. CD is a foundational public health program that upholds the State of Oregon communicable disease statutes through surveillance, disease investigations, disease intervention and control, and response evaluation. CDS responds 24/7 to events of public health importance.

Program Summary

As part of foundational public health CD programming, CD Prevention and Control (CDPC) is a trusted community resource that protects the people of Multnomah County from preventable infectious diseases. The program limits the spread of life-threatening infectious diseases using core public health principles and tools. Staff conduct investigations that find people who have been exposed to serious diseases to make sure they get the information and care they need to stay healthy. To prevent these diseases before they start, CDPC works with communities to provide health education. For people who already have diseases, the program assures access to medicine and care. For healthcare providers, the program assures availability of appropriate diagnostic testing by providing a link to state and national laboratories that test for rare pathogens. CDPC is also the frontline of an international system that tracks communicable disease threats, collecting and sharing essential information with the State of Oregon and the Centers for Disease Control and Prevention.

CDPC employs a culturally diverse staff who include highly-trained public health nurses, epidemiologists, community health specialists, analysts, and administrative staff with knowledge of infectious disease transmission and State reporting rules. Staff work with other Health Department programs, including Environmental Health, Health Officers, and Emergency Preparedness; provide technical assistance to public health professionals; and support newly arriving refugees, who are disproportionately affected by communicable diseases common in their countries of origin.

CDPC services include limited specialty care services for communicable diseases of public health significance; epidemiologic investigation and assured preventive health measures in response to reportable disease exposures and outbreaks; response planning and implementation for emerging infectious diseases; and public health disease surveillance and analysis to track communicable disease threats. CDPC is also expanding partnerships with government and community partners to build capacity to address emerging issues, including the need for increased provider support and case investigation.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of disease report responses	5,787	5,560	5,434	5,500
Outcome	Location of contacts (pertussis, meningococcal meningitis, Hepatitis A and B) within one day	74%	70%	83%	70%
Quality	Percent of tuberculosis (TB) patients completing treatment within 12 months	94%	90%	90%	90%
Outcome	Percent of assisted facilities successful in meeting immunization law requirements	91%	90%	90%	90%

Performance Measures Descriptions

1) Disease & laboratory reports received/reviewed/responded to. 2) Timeliness of response. Potentially exposed persons. Excludes chronic Hepatitis B cases. 3) National goal for completing TB treatment (90% per OHA & CDC).

Legal / Contractual Obligation

ORS Chapters 433, multiple sections. OAR 333-012-0065: Epidemiology and Accident Investigation and Reporting
 OAR 333, Division 17, 18 and 19: Disease Control, Disease Reporting, and Investigation and Control of Diseases. OAR
 333-026-0030: Civil Penalties for Violations of OAR Chapter 333, Divisions 18 and 19. OHA ACDP Investigative Guidelines,
 per OAR 333, Div. 19. Local Health Department Program Elements PE 01, PE 03, PE 25, PE 43. OHA and CLHO BT/CD &
 TB Assurances
 OAR 437: OR-OSHA: Bloodborne Pathogens 1910.1030. CDC recs: Immunization of Health-Care Workers, Vol. 46/RR-18;
 Guidelines for Preventing the Transmission of TB in Health-Care Facilities, Vol. 43/RR-13.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,447,214	\$1,603,312	\$1,600,667	\$1,721,393
Contractual Services	\$63,449	\$50,337	\$66,829	\$33,128
Materials & Supplies	\$184,679	\$17,106	\$119,368	\$31,894
Internal Services	\$744,364	\$201,612	\$713,136	\$244,710
Total GF/non-GF	\$3,439,706	\$1,872,367	\$2,500,000	\$2,031,125
Program Total:	\$5,312,073		\$4,531,125	
Program FTE	17.79	12.61	10.91	13.72

Program Revenues				
Intergovernmental	\$0	\$1,557,711	\$0	\$1,725,035
Other / Miscellaneous	\$0	\$180,288	\$0	\$188,025
Service Charges	\$0	\$134,368	\$0	\$118,065
Total Revenue	\$0	\$1,872,367	\$0	\$2,031,125

Explanation of Revenues

CDPC is funded by federal and state grants and client fees. Federal and state grants support best practices (e.g., TB evaluations and LTBI treatment support for newly arriving refugees) and expanded public health surveillance activities (e.g., Metropolitan Area Pertussis Surveillance and Emerging Infectious Disease program) that build upon statutory responsibilities. Internal service reimbursements are for occupational health services provided to county employees and volunteers.

State of Oregon LPHA (Direct State and Federal through State): \$ 1,124,453
 Refugee Health Promotion (Direct Federal): \$ 98,400
 Emerging Infections Program: \$ 523,240
 Medical Fees: \$ 285,025

Significant Program Changes

Last Year this program was: FY 2019: 40010A-19 Communicable Disease Prevention and Control

In FY20, Program Offer 40014-19 Immunization, which includes capacity for school exclusion immunization work, was consolidated into this offer as part of divisional and program offer reorganizations. In FY20, this offer has decreases in FTE, scope/level of services, and revenue for tuberculosis and immunization services. CD programming will continue to assure this scope of services is supported by local health system capacity. In FY20, this offer was scaled with 40011-19 STD/HIV/Hep C Community Prevention Program, which is now 40010B-20, as part of divisional and program offer reorganizations that merge surveillance, disease investigations, disease intervention and control, including speciality clinical operations, and response evaluation. 40010B-20 provides immunization capacity. CD programming will continue to redesign during FY20 to improve efficiency and move forward foundational public health CD services.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010A, 40012B, 40061
Program Characteristics:

Executive Summary

Communicable Disease (CD) programming protects community health by responding to reportable communicable diseases with prompt disease investigation and limiting the spread of these diseases through disease control interventions. CD is a foundational public health program that upholds the State of Oregon communicable disease statutes through surveillance, disease investigations, disease intervention and control, and response evaluation. The STD/HIV/Hep C Community Prevention Program prioritizes reducing STD inequities among racial and sexual minority adolescents/young adults.

Program Summary

As part of foundational public health CD programming, the STD/HIV/Hep C Community Prevention Program uses population-focused approaches to prevent disease transmission. Locally, sexual health disparities persist by race/ethnicity, sexual orientation, and gender. For example, the syphilis rate for gay and bisexual men is as much as 200 times higher than for heterosexual men; and African Americans have higher rates of chlamydia, gonorrhea, and syphilis. A cornerstone of the program is designing services to reduce long-standing inequities among racial, ethnic, and sexual minority communities.

Program activities include: Partner Services - staff contact infected and exposed people and their sex/needle-sharing partners, link them to testing and treatment, and counsel for behavior change). STD Clinical Services - Medical staff provide low barrier, timely evaluation, treatment, and prevention counseling in a judgment-free, culturally-relevant manner. Staff provide HIV prevention medication (PrEP) to at-risk individuals (265 people accessed PrEP during 2018). Additionally, staff provide consultations and continuing medical education to medical providers in the community. The STD clinic is a designated training site for medical providers. Partnerships - Targeted community-based testing, health promotion, and condom distribution is provided through direct services and subcontracts with community partners. Collaboration with community organizations and health care systems enhance programmatic capacity. Epidemiology - Case investigation identifies population-level patterns of STD/HIV infection to inform health care and other systems to appropriately target resources and efforts. The program has a strong record of meeting national benchmark performance measures, and is nationally recognized for innovation and program coordination, as well as high client satisfaction across all demographics.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of STD and HIV test clinical encounters	5,475	5,000	4,500	5,000
Outcome	Percent of all County gonorrhea/syphilis/HIV cases diagnosed through this program	15%	15%	15%	15%
Quality	Percent of syphilis/HIV cases investigated	75%	85%	85%	85%
Output	Number of patients initiated on HIV prevention medication (PrEP)	265	150	230	250

Performance Measures Descriptions

1) The STD clinic will move to a new location in April 2019. This may have an impact on the number of clients accessing the service. 2) Shows impact of program's ability to find, diagnose, and treat reportable STDs and capacity to target services to those at highest risk. 3) Priority diseases recommended by CDC (high priority gonorrhea also investigated although not included here). 4) HIV PrEP prevents infection in HIV negative individuals.

Legal / Contractual Obligation

ORS 433 mandates disease prevention & control. Ryan White CARE Act Part A requires local maintenance of effort for HIV prevention services. Oregon State DHS HIV Prevention contractual program elements. Oregon State DHS STD disease investigation assurances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$323,806	\$2,455,702	\$246,341	\$2,615,009
Contractual Services	\$134,863	\$1,674,969	\$120,387	\$1,995,679
Materials & Supplies	\$81,003	\$43,109	\$92,726	\$54,970
Internal Services	\$242,365	\$495,208	\$479,605	\$406,863
Capital Outlay	\$0	\$0	\$0	\$80,000
Total GF/non-GF	\$782,037	\$4,668,988	\$939,059	\$5,152,521
Program Total:	\$5,451,025		\$6,091,580	
Program FTE	2.77	22.50	1.13	22.77

Program Revenues				
Intergovernmental	\$0	\$4,318,688	\$0	\$4,802,221
Service Charges	\$0	\$350,300	\$0	\$350,300
Total Revenue	\$0	\$4,668,988	\$0	\$5,152,521

Explanation of Revenues

STD/HIV/Hep C is funded by an intergovernmental agreement between Multnomah County as the local public health authority (LPHA) and the Oregon Health Authority for HIV prevention and State Support for Public Health disease investigation. Federal CDC and HRSA grants also contribute to program revenues.

State Local Public Health Authority IGA: \$ 436,146
 Federal STD Surveillance Network Grant (SSuN): \$ 75,000
 HIV EIO: \$ 4,291,075
 Medical Fees: \$ 350,300

Significant Program Changes

Last Year this program was: FY 2019: 40011-19 STD/HIV/Hep C Community Prevention Program

In FY20, this offer was scaled with 40010A-20 Communicable Disease Prevention and Control as part of divisional and program offer reorganizations that merge CD surveillance, disease investigations, disease intervention and control, including speciality clinical operations, and response evaluation. CD programming will continue to redesign during FY20 to improve efficiency and move forward foundational public health CD services, including assuring an appropriate scope of services is supported by local health system capacity.

Program #40010C - Communicable Disease Services- Vaccine Hesitancy 4/18/2019

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010A, 40010B
Program Characteristics: One-Time-Only Request

Executive Summary

Communicable disease (CD) programming protects community health by responding to reportable communicable diseases with prompt disease investigation and limiting the spread of these diseases through disease control interventions, including prevention focused interventions. CD is a foundational public health program that upholds State of Oregon statutes through disease tracking, investigation, intervention, control, and response evaluation. Vaccine hesitancy remains a local issue that lowers immunization rates and increases the spread of preventable communicable diseases.

Program Summary

As part of foundational public health CD programming, CD Prevention and Control (CDPC) is a trusted community resource that protects the people of Multnomah County from preventable infectious diseases. The program limits the spread of life-threatening infectious diseases using core public health principles and tools. Staff conduct investigations that find people who have been exposed to serious diseases to make sure they get the information and care they need to stay healthy. To prevent these diseases before they start, CDPC’s culturally and linguistically diverse staff works with communities and stakeholders to provide health education, training, and technical assistance tailored to meet their specific needs. Vaccine hesitancy within local communities has played a major role in communicable disease outbreaks such as measles.

Vaccine hesitancy programming leverages CDCP’s culturally-specific, health equity focused partnership building approach, as well as existing relationships with childcare providers and schools, to address immunization rates and barriers to vaccinations. Activities include: working with regional public health partners to analyze Health Share of Oregon data; engaging culturally specific communities, health system partners, and other local stakeholders; developing and implementing a communications campaign and health education materials; supporting community health workers to disseminate communications and educational materials and provide technical assistance to ensure partners are able to provide health education and linkage to appropriate immunization services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of partners, including health care providers, engaged	NA	NA	NA	10
Outcome	Number of communication activities	NA	NA	NA	6

Performance Measures Descriptions

Legal / Contractual Obligation

ORS Chapters 433, multiple sections. OAR 333-012-0065: Epidemiology and Accident Investigation and Reporting
 OAR 333, Division 17, 18 and 19: Disease Control, Disease Reporting, and Investigation and Control of Diseases. OAR
 333-026-0030: Civil Penalties for Violations of OAR Chapter 333, Divisions 18 and 19. OHA ACDP Investigative Guidelines,
 per OAR 333, Div. 19. Local Health Department Program Elements PE 01, PE 03, PE 25, PE 43. OHA and CLHO BT/CD &
 TB Assurances
 OAR 437: OR-OSHA: Bloodborne Pathogens 1910.1030. CDC recs: Immunization of Health-Care Workers, Vol. 46/RR-18;
 Guidelines for Preventing the Transmission of TB in Health-Care Facilities, Vol. 43/RR-13.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$71,571	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$0	\$0	\$3,429	\$0
Total GF/non-GF	\$0	\$0	\$80,000	\$0
Program Total:	\$0		\$80,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40011, 40025
Program Characteristics:

Executive Summary

The HIV Health Services Center (HHSC) provide community-based primary care and support services to 1485 highly vulnerable people living with HIV. Services target low income, uninsured, and people experiencing homelessness, mental illness and substance abuse, as well as other special needs populations. These services contribute to lower mortality from HIV, fewer disease complications and the associated costs, and reduced transmission of HIV in the community.

Program Summary

The HIV Health Services Center (HHSC), the only Ryan White clinic in Oregon, serves over 1,485 clients each year and is part of the County's Federally Qualified Health Center (FQHC). HHSC's services include culturally specific LGBTQI HIV/HCV outpatient medical care, mental health services, case management, health education, HIV prevention, art therapy, IPV universal education and screening with referral to community resources, risk reduction support, medication assisted therapy and treatment adherence counseling. Access to and use of HIV medications is optimized by clinical pharmacy services. Patient navigation services assist clients with access to housing and other needs for support. In addition, collaboration with a community partner also makes substance abuse peer support available at the clinic. HHSC integrates prevention into all services to reduce client risk of HIV transmission. The clinic is supported by an active Client Advisory Council and a well-established network of HIV social services providers, and is an AIDS Education and Training Center site, training over 40 doctors, nurses, clinic administrators, quality directors and pharmacists each year. The clinic serves as a Practice Transformation Training site to mentor providers in rural FQHCs caring for clients living with HIV. Clients continue to be severely affected by poverty, lack of stable housing, and lack of adequate services to treat mental illness and substance abuse. The clinic also provides Hepatitis C assessment and treatment to the County's non-HIV Primary Care Patients. HHSC provides intensive onsite medical case management and housing case management to ensure clients who are homeless to secure access to housing resources (short and long term), identify barriers and develop strategies to empower clients to remain engaged in medical care and adherent to medications. Implementation of rapid antiretroviral therapy for newly diagnosed persons living with HIV diagnoses and intake coordination have been implemented in the HIV clinic to enhance engagement and retention in disenfranchised populations who struggle with social and health disparities. Engagement in health insurance of this vulnerable patient population who travel the state to be seen at this clinic is a critical component of the medical case management/eligibility specialist function embedded in the care delivery model of HIV clinic.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of unduplicated HIV Clinic clients.	1488	1,425	1,450	1,425
Outcome	Percent of HIV Clinic clients whose last viral load test is below 200 copies.	89%	95%	90%	90%

Performance Measures Descriptions

- 1) This measure shows how many unique clients were seen at the HIV Health Services Center during the fiscal year
- 2) This test measures how much virus is in the blood. Below 200 is a strong sign of individual health and also very low chance of transmitting HIV to others.

Legal / Contractual Obligation

Federal HIV grant and contract funds are restricted. Part A grant requires: 1) Serving Clackamas, Columbia, Multnomah, Washington, Yamhill & Clark Counties; 2) 10% cap on planning & administration, requiring the County to cover some administrative costs; and 3) The County must spend local funds for HIV services at least at the level spent in the previous year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,058,165	\$2,857,912	\$976,304	\$3,162,174
Contractual Services	\$160,724	\$16,778	\$124,092	\$16,619
Materials & Supplies	\$56,565	\$265,627	\$115,163	\$140,749
Internal Services	\$176,769	\$1,004,139	\$113,154	\$1,079,866
Total GF/non-GF	\$1,452,223	\$4,144,456	\$1,328,713	\$4,399,408
Program Total:	\$5,596,679		\$5,728,121	
Program FTE	7.04	24.12	4.94	25.09

Program Revenues				
Intergovernmental	\$0	\$2,997,636	\$0	\$2,827,202
Other / Miscellaneous	\$0	\$0	\$0	\$293,010
Service Charges	\$1,452,223	\$1,146,820	\$1,328,713	\$1,279,196
Total Revenue	\$1,452,223	\$4,144,456	\$1,328,713	\$4,399,408

Explanation of Revenues

Ryan White Part A funds for 19-20: \$1,293,679 (Medical, Case management, Non medical case management and Housing)
 Ryan White Part D funds for 19-20: \$368,760 (Women, Children, Youth and IPV program)
 Ryan White Part F funds for 19-20: \$13,121 (OHSU dental referrals case management) and \$81,400. (AETC)
 Primary Care Grant (330) for FY 20: \$45,000.
 Primary Care HIV-Early Intervention: \$811,624
 Oregon Health Authority HIV Care: \$98,606. (OA/Case Management support)
 Oregon Health Authority Ryan White: \$115,000
 Medical Fees: \$2,607,909
 FOCUS Hepatitis C Foundation Grant 19-20: Hep C Primary Care Screening and Treatment: \$293,010

Significant Program Changes

Last Year this program was: FY 2019: 40012-19 Services for Persons Living with HIV

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

HIV Health Services Staffing was reduced by 1.13 FTE.

Department:	Health Department	Program Contact:	Kim Toevs
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	40010B		
Program Characteristics:			

Executive Summary

The HIV Care Services Program provides community-based services to 2,600 highly vulnerable people living with HIV through administering and coordinating federal and state grants. Services are focused on people who are low income, uninsured, and people experiencing homelessness, and/or mental illness/substance abuse, as well as other special needs populations. These services contribute to lower mortality from HIV, fewer disease complications and the associated costs, and reduced transmission of HIV in the community.

Program Summary

HIV Care Services Program (HCS) coordinates a regional 6-county care system that promotes access to high quality HIV services through contracts with the health department and community organizations. In the past year HCS served over 2,600 clients. HIV infection affects different subpopulations at different rates in the US. HCS's overarching goal is to support individuals already infected to achieve successful HIV treatment. Called viral suppression, successful treatment means higher quality of life, greater health, longer life, and virtually no transmission to other people. HCS work diligently with partners to assure equitable rates of viral suppression, regardless of race, income, sexual orientation, or gender. The three groups with least viral suppression locally currently are Blacks/African Americans, injection drug users, and youth/young adults ages 13-29. People who are unstably housed/experiencing homelessness have significant barriers to treatment which also impacts viral suppression.

With these disparities in mind, HCS contracts services to meet basic needs and improve linkage to care and adherence to medication, including through culturally specific case management, with the end goal of higher viral suppression rates and improved health outcomes for people living with HIV. Data is shared regularly with service providers to appropriately focus resources for clients with highest need.

HCS funded services include: Early Intervention (Outreach ensures early identification of people living with HIV and linkage to medical care). Healthcare – (A coordinated primary care system provides medical, dental, and mental health and substance abuse treatment). Service Coordination (Case management connects clients with health insurance, housing, and other services critical to staying in care). Housing (Rental assistance and building life skills provide housing and support to clients who are among the most vulnerable in the county to ensure ability to remain engaged in medical care and adherent to medications). Health Promotion (Behavioral education provides clients with self-management skills). Food (Congregate meals, home delivered meals, and access to food pantries eliminates food insecurity and provides nutrition for managing chronic illness). Planning (A community-based council identifies service needs and allocates funding to address these gaps).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of unduplicated HCS clients served (all service types/whole 6-county system)	2,634	2,700	2,650	2,675
Outcome	Percent of HCS clients (all 6 counties) who are virally suppressed	83%	NA	85%	90%
Outcome	Increase viral suppression rate of Black/African Americans to reduce the disparity compared with Whites	81%	NA	82%	83%

Performance Measures Descriptions

2) This test measures how much virus is in the blood. Below 200 is a strong sign of individual health and per new scientific evidence an undetectable viral load will not transmit the HIV virus. 3) Viral suppression rates for Black/African-Americans are significantly lower compared to whites and other people of color. Numbers are too small to see statistical significance for some other demographic groups.

Legal / Contractual Obligation

Federal HIV grant and contract funds are restricted. Part A grant requires: 1) Serving Clackamas, Columbia, Multnomah, Washington, Yamhill & Clark Counties; 2) Community-based Planning Council; 3) 10% cap on planning & administration, requiring the County to cover some administrative costs; and 4) The County must spend local funds for HIV services at least at the level spent in the previous year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$652,884	\$0	\$823,697
Contractual Services	\$3,500	\$3,446,892	\$5,500	\$3,571,199
Materials & Supplies	\$0	\$36,071	\$1,196	\$21,730
Internal Services	\$32,445	\$151,197	\$37,990	\$157,880
Total GF/non-GF	\$35,945	\$4,287,044	\$44,686	\$4,574,506
Program Total:	\$4,322,989		\$4,619,192	
Program FTE	0.00	5.10	0.00	6.67

Program Revenues				
Intergovernmental	\$0	\$4,287,044	\$0	\$4,574,506
Total Revenue	\$0	\$4,287,044	\$0	\$4,574,506

Explanation of Revenues

Ryan White Part A funds for 19-20: \$ 2,495,899 (Medical, Case management, Non medical case management and Housing)

Oregon Health Authority Ryan White: \$ 2,078,607

Significant Program Changes

Last Year this program was: FY 2019: 40012-19 Services for Persons Living with HIV

The HIV Health Services Center and HIV Care Services are now split into two separate program offers, 40012A and 40012B respectively.

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Medicaid Enrollment assists uninsured and under-insured Oregonians to gain access to health services by providing application and enrollment assistance and advocacy to families and children applying for state and federally provided Medical and Dental coverage as well as other forms of assistance. Additionally patients are screened for eligibility to sliding scale (discounted fees) for services received, if they are unable to obtain other coverage. Last year, more than 16,000 clients were screened and 11,028 enrolled in OHP.

Program Summary

The Medicaid Enrollment program provides outreach and education efforts which increase the number of clients who complete the Oregon Health Plan (OHP) enrollment process; access to health care services (particularly for pregnant women and children); and ensures continuity of coverage at re-certification. The program aims to provide dignified access to health care for County residents in collaboration with existing Multnomah County services, by securing insurance coverage for eligible individuals.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Annual number of clients screened	13,643	14,000	15,000	16,000
Outcome	% of Self-Pay patients in Medical	14%	15%	13.9%	14%
Outcome	% of Self-Pay patients in Dental	10%	14%	8%	11.5%

Performance Measures Descriptions

Output: Annual number of clients completing financial screening to determine eligibility for available programs
Outcome: % of self-pay patients in medical and dental to ensure that patients are screened for services available.

Legal / Contractual Obligation

The Medicaid Enrollment Program is on contract with the State Division of Medical Assistance Programs (DMAP) to provide application and enrollment assistance to all OHP/Medicaid eligibles including education regarding managed health care. Information shall include establishing a Date of Request (DOR) or effective date of coverage, managed medical, dental, and mental health care, covered services (including preventive and emergent), client rights and responsibilities, and the grievance and appeal process.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$430,228	\$1,272,492	\$546,132	\$1,245,081
Contractual Services	\$18,000	\$0	\$18,000	\$0
Materials & Supplies	\$10,599	\$2	\$13,303	\$449
Internal Services	\$230,215	\$160,461	\$251,696	\$144,416
Total GF/non-GF	\$689,042	\$1,432,955	\$829,131	\$1,389,946
Program Total:	\$2,121,997		\$2,219,077	
Program FTE	4.00	14.00	5.74	12.26

Program Revenues				
Intergovernmental	\$0	\$295,693	\$0	\$294,466
Service Charges	\$0	\$1,137,262	\$291,512	\$1,095,480
Total Revenue	\$0	\$1,432,955	\$291,512	\$1,389,946

Explanation of Revenues

Medicaid/Medicare eligibility receives funding from the Division of Medical Assistance Programs (DMAP) which provides compensation to eligible Federally Qualified Health Centers (FQHCs) for outreach activities. DMAP provides compensation through calculating a rate that is equal to 100% of allowable, specific direct costs according to OAR 410-147-0400. The revenue for FY20 is based on actual expenses from FY2019. DMAP disallows the cost of supervision, office support and interpretation services. General fund provides funding for expenditures not covered by state funding.

Division of Medical Assistance Programs (DMAP): \$1,095,480
 Federal Primary Care (330) Grant: \$294,467
 FQHC Medicaid Wraparound: \$291,512

Significant Program Changes

Last Year this program was: FY 2019: 40016-19 Medicaid/Medicare Eligibility

Department: Health Department **Program Contact:** Len Barozzini
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Dental Services provides County residents with essential, urgent, routine, and preventive services in clinic settings and school-based programs. Program works with community partners, targeting under-served populations; providing service to nearly 27,000 people in Multnomah County. The Dental Program is the largest Safety Net provider for vital dental care in the County and provides child based services to uninsured and underinsured clients; focuses on access for clients with chronic diseases, children and pregnant women. The program uses evidence based practice guidelines.

Program Summary

The Dental program has four distinct service components. Six dental clinics provide comprehensive and urgent dental treatment for Medicaid (Oregon Health Plan) and self-pay patients. The clinics perform outreach to clients who have not had a visit in the past 12-24 months. The clinical program also focuses on services for pregnant women in order to reduce the risk of premature birth, and to foster a good oral health learning collaboration between the dental program, and expectant mothers. The School and Community Oral Health Program provides dental education, and dental sealant services to children in Multnomah County schools, and provides outreach, education, and dental treatment specifically to children 0-36 months in our clinic setting, known as our Baby Day program. The Dental program also delivers mandated services within two Corrections Health sites. The fourth component of the program consists of mentoring and training 3rd and 4th year OHSU Dental students who provide services to our clients in the clinics, under the preceptorship of our providers, which helps cultivate a workforce interested in providing public health today and into the future. Dental Services is an essential program that provides education, prevention, and dental treatment to the poorest and most vulnerable in Multnomah County. Services include dental sealants (protective coatings placed on children's molar teeth), which have been a mainstay at our School and Community Oral Health Program for many years, preventive measures and improving access for clients who have recently gained insurance through our outreach efforts. The focus on metrics benefits the community, quality of care, and our financial picture. The Dental program continues to search for ways to deliver the best evidence based oral healthcare services, to the most persons, in a reasonable, and cost-effective manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Billable patient visits (including School and Community Oral Health)	77,000	91,573	84,000	91,706
Outcome	No show rate	18%	17%	16%	15%
Quality	Opioid Prescribing by Dentists	CY 16~2,240	CY 17~1,800	CY 17~1,108	CY 18~1,000

Performance Measures Descriptions

RETIRED: Measure 3: percent of patients who say that provider always listens. As this figure was, and is consistently high, often over 90%, we feel it is not a useful benchmark going forward. It has been replaced: NEW: Measure 3: Opioid prescribing by dentists: As this measurement is critical, and impressive and valued by all HD employees, we have opted to add this important measurement for FY 19, in order to continue to emphasize its importance to the program, and the county as a whole. These figures are based on a CY. not FY.

Legal / Contractual Obligation

Dental services are a requirement of the Bureau of Primary Health Care 330 Grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$11,946,957	\$4,345,224	\$10,792,617	\$6,559,060
Contractual Services	\$189,186	\$223,753	\$172,486	\$230,966
Materials & Supplies	\$488,472	\$743,965	\$527,734	\$739,097
Internal Services	\$1,925,564	\$2,452,611	\$2,027,947	\$2,470,195
Total GF/non-GF	\$14,550,179	\$7,765,553	\$13,520,784	\$9,999,318
Program Total:	\$22,315,732		\$23,520,102	
Program FTE	81.24	48.25	62.65	70.16

Program Revenues				
Intergovernmental	\$0	\$312,564	\$0	\$312,000
Other / Miscellaneous	\$500,000	\$0	\$700,000	\$142,070
Beginning Working Capital	\$263,961	\$0	\$459,000	\$0
Service Charges	\$13,786,218	\$7,452,989	\$12,361,784	\$9,545,248
Total Revenue	\$14,550,179	\$7,765,553	\$13,520,784	\$9,999,318

Explanation of Revenues

The primary source of revenue is Medicaid payments and patient fees.

Dental Patient Fees: \$ 23,066,032

PC Coordination Fund: \$ 142,070

Federal Primary Care (330) Grant: \$ 312,000

Significant Program Changes

Last Year this program was: FY 2019: 40017-19 Dental Services

For FY 2020 the program will continue to deliver services in a compassionate, whole body manner in order to facilitate and promote integration with primary care. The County dental program has been a State leader at reducing the number opioids prescribed by over 70% from CY 2015 compared to CY 2017.

Department: Health Department **Program Contact:** Kathleen Humphries
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Women, Infants and Children Program (WIC) serves approximately 14,500 pregnant women and mothers and their infants and young children per month. WIC promotes positive health outcomes through strengthening life course nutrition with healthful foods and nutrition education, promoting and supporting breastfeeding, and providing comprehensive health and social service referrals.

Program Summary

WIC is a public health program that improves the nutrition and nutrition-related health of pregnant women, nursing moms, infants, and young children. The program is committed to raising the level of nutrition-related health status experienced by the most vulnerable members within the county. WIC provides nutritious food, nutrition education and counseling, growth monitoring, health screening, peer breastfeeding support, and networks of support to eligible families. These services strive to have lasting effects so families enjoy better nutrition and health throughout their lives.

Early life nutrition affects every aspect of health across the life course. Evaluation of WIC has demonstrated that families on WIC are in overall better health and have less food insecurity when they are on the program. WIC mothers have a 25% reduced risk for preterm birth and 44% lower risk for low birth weight babies, resulting in better health and less chronic disease throughout their lives. For every dollar spent on a pregnant woman in WIC, up to \$4.21 is saved in Medicaid costs. Supporting families in their breastfeeding goals is another key focus area for WIC. Breastfeeding provides immunity protection to infants, health benefits to the mother, and lifelong risk reduction for important chronic diseases. Breastfeeding promotion at WIC and the Breastfeeding Peer Counseling (BFPC) program use an evidence-based support model that is effective for the County's most vulnerable families who experience significant economic and racial disparities in breastfeeding.

WIC served over 21,700 different clients last year with multiple visits and provided access to other support services including prenatal and children's healthcare, immunizations, Head Start, housing and day care assistance, social services, referrals to other County public health programs, SNAP and other food assistance. WIC acts as a core referral center for other health and social services and is key in enrolling families in Medicaid and private insurance and other early childhood programs. The 18 full time nutrition provider staff conducted 49,614 visits in 2018. WIC's emphasis on prenatal health and early childhood helps the County support health over the life course and reduce health inequities. For example, 27% of WIC clients do not speak English and, in a given month, WIC serves 3,813 clients who speak 40 languages other than English. The program responds to this need by having signage in multiple languages, hiring professional staff who speak multiple languages fluently, and contracting with outside agencies to provide interpretation services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of WIC clients in one year who receive healthful foods with E-WIC benefits	21,793	21,896	21,800	21,800
Outcome	Percent of WIC clients initiating breastfeeding	92%	93%	92.5%	92.5%
Outcome	Number of nutrition education contacts with WIC families	49,208	47,133	46,302	47,000
Quality	Average number of clients served per month in languages other than English	3,813	4,080	3,900	3,900

Performance Measures Descriptions

1) Participants receive healthful foods and culturally specific ideas on how to use them. Infants who are breastfeeding receive food benefits via enhanced food packages for their nursing mother. 2) % of mothers who initiated breastfeeding after delivery. 3) All participant contacts that include nutrition education, counseling, or support activity or interaction. 4) Families who indicate "prefers a language other than English" and for whom interpreters were provided and family was successful in becoming certified at WIC.

Legal / Contractual Obligation

The Special Supplemental Nutrition Program for Women, Infants, and Children are authorized by Section 17 of the Child Nutrition Act of 1966, 42 U.S.C. 1786, as amended through PL105-394, and the regulations promulgated pursuant thereto, 7 CFR Ch. II, Part 246.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,115,100	\$2,639,861	\$1,333,009	\$2,665,245
Contractual Services	\$100,085	\$0	\$62,169	\$0
Materials & Supplies	\$65,562	\$2,060	\$63,951	\$590
Internal Services	\$786,153	\$332,888	\$740,871	\$308,973
Total GF/non-GF	\$2,066,900	\$2,974,809	\$2,200,000	\$2,974,808
Program Total:	\$5,041,709		\$5,174,808	
Program FTE	11.55	26.90	13.48	25.12

Program Revenues				
Intergovernmental	\$0	\$2,974,809	\$0	\$2,974,808
Total Revenue	\$0	\$2,974,809	\$0	\$2,974,808

Explanation of Revenues

WIC's revenue includes federal funds in the intergovernmental revenue agreement between Multnomah County as the local public health authority (LPHA) and the State of Oregon Public Health Services. WIC is also funded with County general fund. County general funds assist the WIC program in meeting the Federal/State funding requirement of scheduling new pregnant women within 10 days of application to the program. Starting in FY17, Title V grant funds were also part of the WIC portfolio of funding. These funds are used to increase African American culturally specific breastfeeding support in Multnomah County through WIC.

State WIC grant: \$ 2,899,808

State Maternal & Child Health (Title V) grant: \$ 75,000

Significant Program Changes

Last Year this program was: FY 2019: 40018-19 Women, Infants, and Children (WIC)

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The North Portland Health Center provides comprehensive, culturally appropriate primary care, enabling and behavioral health services to vulnerable residents who are uninsured or under-insured and otherwise may not have access to medical care and is part of the County's FQHC. The clinic provides care to approximately 3800 patients that identify North Portland Health Center as their medical home.

Program Summary

North Portland Health Center primary care services are designed to be a Patient Centered Primary Care Home (PCPCH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. North Portland Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patients with a North Portland Health Center assigned PCP	3999	4900	3857	4000
Outcome	% Adolescent Well Visits Completed	57.8%	51%	57%	57%

Performance Measures Descriptions

Output: Number of patients with a NPHC assigned PCP seen within the last 12 months.
Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

NPHC complies with the Bureau of Primary Health Care (BPHC) grant, state Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. MCHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,128,824	\$1,814,064	\$1,915,189	\$1,756,091
Contractual Services	\$0	\$54,603	\$0	\$105,400
Materials & Supplies	\$46,583	\$157,500	\$57,278	\$157,981
Internal Services	\$587,176	\$656,484	\$422,938	\$799,194
Total GF/non-GF	\$2,762,583	\$2,682,651	\$2,395,405	\$2,818,666
Program Total:	\$5,445,234		\$5,214,071	
Program FTE	12.60	18.40	10.40	16.00

Program Revenues				
Intergovernmental	\$0	\$583,281	\$0	\$725,661
Service Charges	\$2,755,354	\$2,099,370	\$2,370,595	\$2,093,005
Total Revenue	\$2,755,354	\$2,682,651	\$2,370,595	\$2,818,666

Explanation of Revenues

This program is supported by a federal BPHC grant, State Family Planning grant, state funds for maternal & child health services, as well as Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$ 4,463,600
 Federal Primary Care grant PC 330: \$ 125,280
 Federal Primary Care/Homeless grant: \$ 600,381

Significant Program Changes

Last Year this program was: FY 2019: 40019-19 North Portland Health Clinic

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

North Portland Clinic Staffing was reduced by 4.60FTE.

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy

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

Related Programs:
Program Characteristics:
Executive Summary

Northeast Health Center (NEHC), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of Northeast Portland and is part of the County's Federally Qualified Health Center (FQHC). The Northeast Clinic was strategically placed to provide vital services to a population that otherwise may not have access to medical care. The clinic provides care to approximately 4900 patients that identify Northeast Health Center as their primary care home.

Program Summary

Northeast Health Clinic primary care services are designed to be a Patient Centered Primary Care Home (PCPCH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Northeast Health Clinic plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patients with a Northeast Health Center assigned PCP	5200	6100	4900	5200
Outcome	% Adolescent Well Visits Completed	53.6%	51%	53%	54%

Performance Measures Descriptions

Outcome: Number of patients with a NEHC assigned PCP seen within the last 12 months.

Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

The NEHC complies with the Bureau of Primary Health Care (BPHC) grant, the state Reproductive Health grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. The NEHC contracts with CARES Northwest at Legacy Emanuel Hospital to provide two days per week of medical assessment services for children suspected to be victims of child abuse.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,554,827	\$2,109,215	\$2,325,896	\$1,892,594
Contractual Services	\$0	\$119,063	\$122,251	\$0
Materials & Supplies	\$20,712	\$330,258	\$33,936	\$178,776
Internal Services	\$903,829	\$755,719	\$599,317	\$1,024,747
Total GF/non-GF	\$3,479,368	\$3,314,255	\$3,081,400	\$3,096,117
Program Total:	\$6,793,623		\$6,177,517	
Program FTE	12.92	23.28	11.70	17.90

Program Revenues				
Intergovernmental	\$0	\$1,035,816	\$0	\$986,832
Service Charges	\$3,472,882	\$2,278,439	\$3,054,849	\$2,109,285
Total Revenue	\$3,472,882	\$3,314,255	\$3,054,849	\$3,096,117

Explanation of Revenues

Northeast Health Clinic is supported by the federal BPHC grant, the state Reproductive Health Program grant, state funds for Maternal & Child Health Services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), Medicaid/Medicare and other medical fees, and County General Fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$ 5,164,134
 Federal Primary Care (330) grant: \$ 986,832

Significant Program Changes

Last Year this program was: FY 2019: 40020-19 Northeast Health Clinic

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

Northeast Health Clinic staffing was reduced by 6.60 FTE.

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Mid-County Health Center (MCHC) serves clients in one of the poorest and most culturally diverse areas of Multnomah County. MCHC provides vital health services for patients who, even if insured, would remain isolated from medical care because of where they live, the language they speak and their higher level of complex healthcare needs. With its Refugee Program and culturally competent staff, MCHC is an important health care safety net for the community and is part of the County's Federally Qualified Health Center (FQHC). The clinic provides a medical home to approximately 9800 patients.

Program Summary

MCHC provides culturally competent, comprehensive primary care, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. Care that addresses patients' beliefs and culture is more likely to succeed in improving and maintaining their health. MCHC is tightly linked with refugee resettlement agencies (i.e., SOAR, IRCO, Catholic Charities, Lutheran Community Services), the Centers of Disease Control and the State of Oregon. About 80% of all clients are immigrants or were refugees (Ukraine, Afghanistan, DRC, Burman, Russia, Latin America, Kosovo, etc.). Staff represent approximately 25 different countries and more than 60% of the MCHC staff speak a second language. Many of the staff are immigrants and a few were refugees themselves. MCHC services are designed specifically to prevent people from needing more costly and often less appropriate care while addressing the social determinants of health. The immigrant and refugee populations often receive little preventative care at home, leading to a disproportionately high rate of serious medical conditions (ie. diabetes, hypertension, heart disease, cancer). Many client families have three or more children; often with serious health problems (ie. asthma, diabetes, poor nutrition, no dental care, post-traumatic stress, etc.) which impact their schooling and development. This program helps them with pediatric and prenatal services as well as referrals. Many children receive their first complete set of vaccines at MCHC.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patients with a Mid County Health Center assigned PCP	10,058	11,000	9,807	10,000
Outcome	% Adolescent Well Visits Completed	51%	55.5%	54%	51%

Performance Measures Descriptions

Outcome: Number of patients with a MCHC assigned PCP seen within the last 12 months
 Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

MCHC complies with the Bureau of Primary Health Care (BPHC) grant, the state Reproductive Health program, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. MCHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$5,602,369	\$2,807,555	\$5,210,262	\$2,918,807
Contractual Services	\$529,481	\$0	\$401,700	\$110,205
Materials & Supplies	\$81,519	\$574,929	\$111,160	\$526,463
Internal Services	\$920,647	\$1,767,222	\$603,869	\$1,921,011
Total GF/non-GF	\$7,134,016	\$5,149,706	\$6,326,991	\$5,476,486
Program Total:	\$12,283,722		\$11,803,477	
Program FTE	38.70	26.70	28.87	27.55

Program Revenues				
Intergovernmental	\$0	\$689,061	\$0	\$729,253
Service Charges	\$7,127,012	\$4,460,645	\$6,309,198	\$4,747,233
Total Revenue	\$7,127,012	\$5,149,706	\$6,309,198	\$5,476,486

Explanation of Revenues

Mid County Health Clinic is supported by the federal BPHC grant, the state Reproductive Health Program grant, state funds for Maternal & Child Health Services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), Medicaid/Medicare and other medical fees, and county general fund.

Medical Fees: \$ 10,971,431
 Federal Primary Care (330) grant: \$ 729,253
 State AFS Refugee Screening: \$ 85,000

Significant Program Changes

Last Year this program was: FY 2019: 40022-19 Mid County Health Clinic

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

Mid County Health Clinic staffing was reduced by 8.98 FTE.

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy

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

Related Programs:
Program Characteristics:
Executive Summary

The East County Health Center (ECHC) provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of East Multnomah County and is part of the County's Federally Qualified Health Center (FQHC). The clinic serves seasonal migrant workers, pregnant women, infants, children that reside in East Multnomah County who, even if insured, would remain isolated from comprehensive health care services because of where they live, the language they speak and their higher level of complex health care needs.

Program Summary

East County Health Center primary care services are designed to be a person centered medical home (PCMH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally appropriate primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. East County Health Center plays a significant role in providing safety net medical services to residents in the community. The clinic provides a medical home to over 9,900 patients.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patients with a East County Health Center assigned PCP	10,139	11,000	10,000	10,000
Outcome	% Adolescent Well Care Visits Completed	52%	51%	51%	51%

Performance Measures Descriptions

Outcome: Number of patients with a ECHC assigned PCP seen within the last 12 months.

Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

The ECHC complies with the Bureau of Primary Health Care (BPHC) grant, the state Reproductive Health grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. ECHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,737,875	\$3,632,749	\$4,226,757	\$2,961,381
Contractual Services	\$0	\$348,126	\$0	\$379,280
Materials & Supplies	\$76,662	\$318,691	\$38,355	\$426,803
Internal Services	\$1,331,498	\$885,847	\$489,881	\$1,655,333
Total GF/non-GF	\$5,146,035	\$5,185,413	\$4,754,993	\$5,422,797
Program Total:	\$10,331,448		\$10,177,790	
Program FTE	19.38	35.72	23.90	25.20

Program Revenues				
Intergovernmental	\$0	\$1,311,143	\$0	\$985,315
Service Charges	\$5,132,328	\$3,874,270	\$4,730,316	\$4,437,482
Total Revenue	\$5,132,328	\$5,185,413	\$4,730,316	\$5,422,797

Explanation of Revenues

East County Health Clinic is supported by the federal BPHC grant, the state Reproductive Health Program grant, state funds for Maternal & Child Health Services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), Medicaid/Medicare and other medical fees, and county general fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$ 9,167,800
 Federal Primary Care (330) grant: \$ 985,315

Significant Program Changes

Last Year this program was: FY 2019: 40023-19 East County Health Clinic

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

East County Health Clinic staffing was reduced by 6.00 FTE.

Department: Health Department **Program Contact:** Alexandra Lowell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Student Health Center (SHC) program provides access to comprehensive preventive, primary, and mental healthcare for Multnomah County school-aged youth at 8 student health centers and is part of the County's FQHC. Without this safety net many school-aged youth would not receive necessary health care.

Program Summary

The SHC sites provide critical points of access to health care regardless of insurance status. SHCs contribute to learning readiness through optimizing the learning environment by linking health and education for student success in school and life. This is achieved through partnerships with schools, families, healthcare providers and community agencies.

The SHC program operates eight fully equipped medical clinics in four school districts. All clinics are located in or on school campuses. This program assures access to care by providing service beyond regular school times, with one of the sites remaining open during the summer and school breaks to ensure continuity of care. Staffing includes a nurse practitioner, a medical assistant, and an office assistant, as well as some registered nurse and behavioral health provider time. Services include chronic, acute and preventive healthcare; age appropriate reproductive health; exams, risk assessments, prescriptions, immunizations, fitness and nutrition education/counseling and referrals. This comprehensive approach enables early identification and intervention, thereby reducing risk behaviors. Program locations are geographically diverse and all Multnomah County school-aged youth are eligible to receive services (attending other schools, drop-outs, homeless, detention). The program strives to ensure that basic physical and behavioral needs of children and youth are met to help them attend, participate and remain in school. Healthcare for school aged youth is a basic need.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of patients with one or more visits with a risk assessment in the last year	74%	70%	61%	60%
Outcome	% of patients with one or more visits with a documented well visit in the last year	72%	60%	73%	70%

Performance Measures Descriptions

Legal / Contractual Obligation

SHC complies with the Bureau of Primary Health Care grant, Joint Commission accreditation requirements, CCO contractual obligations, and State School Based Health Center certification requirements. SHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,535,395	\$1,678,164	\$2,068,520	\$1,872,088
Contractual Services	\$3,264	\$68,659	\$48,701	\$69,369
Materials & Supplies	\$290,266	\$93,490	\$238,811	\$32,342
Internal Services	\$1,203,604	\$439,422	\$1,148,739	\$301,032
Total GF/non-GF	\$4,032,529	\$2,279,735	\$3,504,771	\$2,274,831
Program Total:	\$6,312,264		\$5,779,602	
Program FTE	17.62	15.14	12.79	16.08

Program Revenues				
Intergovernmental	\$0	\$1,015,169	\$0	\$881,382
Service Charges	\$2,075,300	\$1,264,566	\$1,601,347	\$1,393,449
Total Revenue	\$2,075,300	\$2,279,735	\$1,601,347	\$2,274,831

Explanation of Revenues

SHCs are supported by federal BPHC grant, state family planning grant, State School Based Health Centers grant through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$ 2,994,796

State SHC grant: \$508,000 (The County serves as the pass through agency (\$56,000) for the medical sponsor, Oregon Health Sciences University, to run the Benson High School Wellness Center.)

Federal Primary Care grant: \$373,379

Significant Program Changes

Last Year this program was: FY 2019: 40024A-19 School Based Health Centers

Student Health Center staffing was reduced by 3.89 FTE.

Department: Health Department **Program Contact:** Alexandra Lowell
Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed
Related Programs: 40024A
Program Characteristics: One-Time-Only Request

Executive Summary

The Student Health Center (SHC) program provides access to comprehensive preventive, primary, and mental healthcare for Multnomah County school-aged youth at eight health centers in four school districts and is part of the County's FQHC. Without this safety net, many school-aged youths would not receive necessary health care. After a two year planning process, the program is proposing to expand to address the large unmet need in the Reynolds School District by opening a SHC at Reynolds High School.

Program Summary

The SHC sites provide comprehensive preventive primary care for school-aged youth to keep them healthy and focused on learning. This is achieved through partnerships with schools, families, healthcare providers and community agencies.

This program offer creates a sustainable and operationally efficient program that maximizes health impact for children and youth in Multnomah County by opening a new SHC at Reynolds High School. The program offer supports staffing, transition activities, and community engagement with students and their families in the Reynolds School District as well as continuing to connect K-8 and middle schools to their nearest SHC. The program strives to ensure that basic physical and behavioral health needs of youth are met to help them attend, participate and remain in school.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of patients with one or more visits with a health assessment in the last year	N/A	N/A	N/A	60%
Outcome	% of patients with one or more visits with a documented well visit in the last year	N/A	N/A	N/A	70%

Performance Measures Descriptions

Legal / Contractual Obligation

SHC complies with the Bureau of Primary Health Care grant, Joint Commission accreditation requirements, CCO contractual obligations, and State School-Based Health Center certification requirements. SHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$208,689	\$133,489
Contractual Services	\$0	\$0	\$6,846	\$0
Materials & Supplies	\$0	\$0	\$22,040	\$0
Internal Services	\$0	\$0	\$6,052	\$15,473
Total GF/non-GF	\$0	\$0	\$243,627	\$148,962
Program Total:	\$0		\$392,589	
Program FTE	0.00	0.00	1.57	1.07

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$55,994
Service Charges	\$0	\$0	\$58,273	\$92,968
Total Revenue	\$0	\$0	\$58,273	\$148,962

Explanation of Revenues

SHCs are supported by federal BPHC grant, state family planning grant, State School Based Health Centers grant through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$257,959

State SHC grant: \$56,000

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40060
Program Characteristics: Measure 5 Education

Executive Summary

The Adolescent Sexual Health Equity Program (ASHEP) aims to create a culture that affirms and advocates for individual and relationship health and justice of youth, and address the root causes of health inequities including racism. Through training, ASHEP builds community capacity in schools and community partners and provides direct evidence-based health promotion with youth, parents, and caring/mentoring adults. Goals: support school districts to meet state requirements, reduce youth/teen dating violence, eliminate sexual/reproductive health disparities, and promote youth development.

Program Summary

The Adolescent Sexual Health Equity Program (ASHEP) promotes individual and relationship health through empowering partners to provide large-scale population-level programming in multiple school districts and community settings. ASHEP uses public health and social determinate data to identify geographic areas and specific populations at highest need for focused resources. Locally, significant sexual and reproductive health inequities exist among Latinx, Native Americans, and African Americans. LGBTQ youth populations are also disproportionately impacted by violence and sexually transmitted infection when compared to the county as a whole. Both health inequities and trauma related to violence can interrupt education and limit future opportunities impacting the long-term fertility and health of youth. In FY20, ASHEP will reach over 7,000 youth.

ASHEP partners with youth, educators, caregivers, and service providers in school and community settings. Oregon law requires comprehensive sexuality and healthy relationship skill education for youth; development and adoption of child sexual abuse prevention programs for students in grades K-12; and that all youth, regardless of income, citizenship status, gender identity or type of insurance, have access to the full range of preventive reproductive health services. ASHEP plays a key role in supporting schools to meet this goal, and to help ensure community members have the information and support systems needed to access and advocate for their own health care. ASHEP trains educators and adult mentors in evidence-based and evidence informed sexual and relationship health curricula and teen-dating violence prevention curricula. ASHEP staff evaluate programs and adapt/translate curricula to provide effective education to special populations. ASHEP Health Educators also reach high-need youth not enrolled in mainstream public schools. Together ASHEP staff and community partners work to strengthen community resilience, address inequities, and support culturally-specific and responsive efforts. The capacity of African American, Latino, and Native American communities is increased by training, collaborating, and providing technical support to partner organizations to provide culturally-specific skill building, policy advocacy, and community mobilization among both youth and their parents/caring adults.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of participants in educational sessions/training	9,775	2,500	7,000	7,500
Outcome	% of trained educators who feel confident teaching evidence-based sexuality or violence prevention curricula	90%	85%	90%	85%
Quality	Percent of classes taught to fidelity	85%	89%	90%	85%

Performance Measures Descriptions

1) Total number of target population participants reached through direct services (includes parents, youth, teachers, and community-based program staff) Federal funding was restored in FY19 resulting in increased participants. 2) The percentage of educators, after training, that feel confident they can implement an evidence-based sexual health or violence prevention curriculum. 3) The percentage of observed classes that include key components of evidence-based curricula.

Legal / Contractual Obligation

OAR Rule 581-022-1440 State of Oregon's Human Sexuality Education Administrative Rule: We support school districts who are legally obligated to meet this statute.

ASHEP has contractual obligations per revenue funding source.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$230,915	\$0	\$47,434	\$472,888
Contractual Services	\$0	\$0	\$0	\$666,000
Materials & Supplies	\$959	\$0	\$960	\$23,692
Internal Services	\$98,500	\$0	\$44,632	\$87,419
Total GF/non-GF	\$330,374	\$0	\$93,026	\$1,249,999
Program Total:	\$330,374		\$1,343,025	
Program FTE	2.15	0.00	0.40	4.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,249,999
Total Revenue	\$0	\$0	\$0	\$1,249,999

Explanation of Revenues

Federal ACT Teen Preg Prevention: \$ 1,249,999

Significant Program Changes

Last Year this program was: FY 2019: 40025-19 Adolescent Sexual Health Equity Program (ASHEP)

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

La Clinica de Buena Salud (The Good Health Clinic), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the under and uninsured residents of the NE Portland, Cully Neighborhood and is part of the County's FQHC. La Clinica was strategically placed, in partnership with the local community, to provide culturally competent care and vital services to a population that otherwise may not have access to medical care. The clinic provides care to approximately 2,100 patients that identify La Clinica de Buena Salud Health Center as their medical home.

Program Summary

La Clinica provides culturally appropriate services, and Patient Centered Primary Care Home (PCPCH) services, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. La Clinica health and social services team includes: primary, preventive and urgent health care, behavioral health services, case management and resource referral. Although La Clinica was initially intended to primarily serve the Latino community, the program has expanded and responded to the area's changing demographics which include culturally-specific services for Somali immigrants and refugees, and Russian speaking families in the Cully neighborhood and beyond. La Clinica is the County's anchor health care program for homeless children and families. The program initiates consultation and coordination efforts with other providers to build cultural competency among other service providers and lead efforts to solve community problems.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patients with a La Clinica assigned PCP	2,064	2,000	2,200	2,100
Outcome	% Adolescent Well Visits Completed	60%	51%	55%	51%

Performance Measures Descriptions

Outcome: Number of patients with a La Clinica assigned PCP seen within the last 12 months.
 Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

La Clinica complies with the Bureau of Primary Health Care (BPHC) grant, the state Reproductive Health grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. La Clinica meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$794,480	\$1,080,664	\$509,937	\$1,488,438
Contractual Services	\$0	\$39,254	\$0	\$142,844
Materials & Supplies	\$13,664	\$102,231	\$28,185	\$99,051
Internal Services	\$265,184	\$284,604	\$196,873	\$313,835
Total GF/non-GF	\$1,073,328	\$1,506,753	\$734,995	\$2,044,168
Program Total:	\$2,580,081		\$2,779,163	
Program FTE	3.40	10.00	3.20	10.40

Program Revenues				
Intergovernmental	\$0	\$800,776	\$0	\$779,097
Service Charges	\$1,065,180	\$705,977	\$712,373	\$1,265,071
Total Revenue	\$1,065,180	\$1,506,753	\$712,373	\$2,044,168

Explanation of Revenues

La Clinica de Buena Salud is supported by the federal BPHC grant, the state Reproductive Health Program grant, state funds for Maternal & Child Health Services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), Medicaid/Medicare and other medical fees, and county general fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$ 1,977,444

Federal Primary Care/Homeless grant: \$ 779,098

Significant Program Changes

Last Year this program was: FY 2019: 40026-19 La Clinica de Buena Salud

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

La Clinica de Buena Salud staffing was increased by 0.20 FTE.

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy

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

Related Programs:
Program Characteristics:
Executive Summary

The Southeast Health Center provides comprehensive, culturally appropriate primary care and enabling services to vulnerable citizens who might not otherwise have access to health care and is part of the County's Federally Qualified Health Center (FQHC). Poverty, limited access to primary care services, limited English proficiency, lack of health insurance and homelessness are a few of the many barriers faced by Southeast's diverse residents. Currently around 23% of the Health Department's clients live in Southeast Portland, 12% are homeless or at risk for homelessness.

Program Summary

The Southeast Primary Care clinic is located in the Southeast Health Center (SE 34th/Powell). The clinic provides comprehensive, culturally appropriate services which include treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations) primary care and enabling services and is intended to serve as a Patient Centered Primary Care Home (PCPCH) for residents of Southeast Portland. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Southeast Health Clinic staff provide coordination services weekly at St. Francis Dining Hall. The clinic provides a medical home to approximately 3,000 patients.

MCHD Physical Therapy Clinic (PTC) will be housed at the Southeast Health Center and will serve existing MCHD clients with physical therapy care. The PTC will be staffed by one physical therapist and one physical therapy assistant. Physical Therapy services are the largest referral type processed by referrals coordinators, and supports the unmet need for this type of service among MCHD clients. Additionally, the PTC will serve an unmet need for physical therapy care for self-pay clients who have very limited access to this type of speciality care.

MCHD Immediate Care Clinic (ICC) will also be housed within the Southeast Health Center and will serve clients who have an immediate medical need or are looking for convenient access to medical care services. The MCHD ICC will be conveniently co-located with pharmacy and dental, who will also be expanding to offer same day dental emergency access. The MCHD ICC will serve existing MCHD clients, as well as the community at large, providing both immediate and full scope primary health care. The ICC will be staffed by two providers, a nurse, clinical support staff, lab, eligibility and enrollment services. Clients who are not existing MCHD clients will be offered OHP and other coverage enrollment assistance and also a primary care medical home within MCHD Health Centers. The clinic will serve all client ages and offer appointments outside normal business hours. The clinic will also offer urgent procedures including joint injections, contraceptive device placement, IV hydration therapy as well as other minor office procedures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patients with a Southeast Health Center assigned PCP	2,905	3,500	2,905	2,500
Outcome	% Adolescent Well Visits Completed	43.7%	51%	43.7%	45.0%

Performance Measures Descriptions

Outcome: Number of patients with a SEHC assigned PCP seen within the last 12 months.

Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

The SEHC complies with the Bureau of Primary Health Care (BPHC) grant, the state Reproductive Health grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. SEHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,309,684	\$2,022,528	\$571,827	\$1,975,597
Contractual Services	\$0	\$59,029	\$13,613	\$77,038
Materials & Supplies	\$37,460	\$139,799	\$84,956	\$184,769
Internal Services	\$366,170	\$735,131	\$300,398	\$621,381
Total GF/non-GF	\$1,713,314	\$2,956,487	\$970,794	\$2,858,785
Program Total:	\$4,669,801		\$3,829,579	
Program FTE	7.30	18.90	2.80	14.50

Program Revenues				
Intergovernmental	\$0	\$1,391,635	\$0	\$1,230,067
Service Charges	\$1,702,133	\$1,564,852	\$945,696	\$1,628,718
Total Revenue	\$1,702,133	\$2,956,487	\$945,696	\$2,858,785

Explanation of Revenues

Southeast Health Clinic is supported by the federal BPHC grant, the state Reproductive Health Program grant, state funds for Maternal & Child Health Services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), Medicaid/Medicare and other medical fees, and county general fund.

Medical Fees: \$ 2,574,414
 Federal Primary Care (330) grant: \$ 166,500
 Federal Primary Care/Homeless grant: \$ 1,063,567

Significant Program Changes

Last Year this program was: FY 2019: 40027-19 Southeast Health Clinic

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

Southeast Health Clinic staffing was reduced by 8.90 FTE.

Propose to add a Physical Therapy Clinic and Immediate Care Clinic to Southeast Health Center's services.

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Rockwood Community Health Center (RCHC) provides comprehensive primary care, enabling and behavioral health services to the vulnerable and under-served residents in the East County Rockwood community and is part of the County's Federally Qualified Health Center (FQHC). Rockwood clinic was strategically placed to provide culturally appropriate care to a population that may otherwise not have access to medical care. The clinic provides care to approximately 5000 patients that identify Rockwood Health Center as their medical home.

Program Summary

Rockwood Community Health Center primary care services are designed to be a Patient Centered Primary Care Home (PCPCH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided which include, treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Rockwood Community Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patients with a Rockwood assigned PCP	5,182	5,800	5,000	5,400
Outcome	% Adolescent Well Visits Completed	53.6%	51%	51%	51%

Performance Measures Descriptions

Outcome: Number of patients with a Rockwood assigned PCP seen within the last 12 months.
Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

The Rockwood Community Health Center complies with the Bureau of Primary Health Care (BPHC) grant, the state Reproductive Health grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. RCHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,534,215	\$1,813,726	\$2,335,917	\$1,795,117
Contractual Services	\$0	\$186,099	\$175,485	\$0
Materials & Supplies	\$95,546	\$134,962	\$125,970	\$81,586
Internal Services	\$643,179	\$610,364	\$315,763	\$984,868
Total GF/non-GF	\$3,272,940	\$2,745,151	\$2,953,135	\$2,861,571
Program Total:	\$6,018,091		\$5,814,706	
Program FTE	16.40	18.00	13.15	16.25

Program Revenues				
Intergovernmental	\$0	\$774,768	\$0	\$735,668
Service Charges	\$3,263,139	\$1,970,383	\$2,934,440	\$2,125,903
Total Revenue	\$3,263,139	\$2,745,151	\$2,934,440	\$2,861,571

Explanation of Revenues

Rockwood Community Health Center is supported by the federal BPHC grant, the state Reproductive Health Program grant, state funds for Maternal & Child Health Services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), Medicaid/Medicare and other medical fees, and county general fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$ 5,060,343
 Federal Primary Care (330) grant: \$ 735,668

Significant Program Changes

Last Year this program was: FY 2019: 40029-19 Rockwood Community Health Clinic

This clinic is part of the State's Alternative Payment Methodology "APM" pilot (paid PM/PM fee to manage care of OHP patients). Beginning 07/01/2019 OHA will discontinue PM/PM payments for those clients who have not had a visit or "CareStep" (engagement with a non-billable provider such as a Community Health Worker) at the clinic in a 24 month period.

Rockwood Community Health Clinic staffing was reduced by 5.00 FTE.

Department: Health Department **Program Contact:** Vanetta Abdellatif
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Clinical Directors ensure that MDs, NPs, PAs, RNs, and LPNs have the necessary training, skills and knowledge to practice competently; patient care adheres to all pertaining regulations; clinical quality improvement (QI) initiatives are effective and appropriate for the communities we serve; and patient care is safe, cost effective and based on proven best practices.

Program Summary

Medical Directors Office:

1. Oversees initiatives to improve quality, safety, cost effectiveness, and access; develops and implements patient care guidelines, policies, procedures.
2. Recruits, hires, credentials and monitors provider performance; oversees medical educational programs.
3. Sets and monitors provider and nursing productivity goals.
4. Investigates and remedies untoward clinical incidents and errors.
5. Ensures that patient care meets all rules, regulations and standards set forth by regulatory agencies, contractors, grantors and accrediting agencies.
6. Ensures that administrative practices are consistent with quality patient care.
7. Directors are accountable for legal conformance, quality and safety of patient care, need-based and scientifically justified service design, and efficient use of public funds.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	80% (or more) of providers are maintaining and serving their maximum panel size.	75%	80%	79%	80%
Outcome	Maintain compliance with regulatory and licensing standards/boards.	100%	100%	100%	100%
Quality	Maintain compliance with regulatory and licensing standards/boards.	100%	100.0%	100%	100%

Performance Measures Descriptions

Output reflects a focus on improving value and good patient outcomes as opposed to face to face visits as a part of an APM (Alternative Payment Methodology) pilot where there is a focus on increased value in care delivery. This pilot incentivizes whole person care.

Legal / Contractual Obligation

Oregon State Board of Nurses, Oregon State Medical Board, Medicaid and Medicare rules and regulations, Joint Commission on Accreditation of Healthcare Organizations, stipulations of multiple federal and state grants, and CCO contractual obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$794,360	\$58,182	\$904,350	\$78,439
Contractual Services	\$91,000	\$142,040	\$87,000	\$0
Materials & Supplies	\$146,383	\$8,356	\$83,560	\$58
Internal Services	\$171,363	\$13,462	\$217,735	\$9,091
Total GF/non-GF	\$1,203,106	\$222,040	\$1,292,645	\$87,588
Program Total:	\$1,425,146		\$1,380,233	
Program FTE	2.50	0.50	2.48	0.32

Program Revenues				
Intergovernmental	\$0	\$222,040	\$0	\$87,588
Other / Miscellaneous	\$200,000	\$0	\$180,000	\$0
Beginning Working Capital	\$0	\$0	\$100,000	\$0
Service Charges	\$900,000	\$0	\$880,000	\$0
Total Revenue	\$1,100,000	\$222,040	\$1,160,000	\$87,588

Explanation of Revenues

Medical Directors (Physician, Nurse Practitioner and Nursing) is funded with county general fund and BPHC/HRSA grant revenue.

State Family Planning: \$ 87,588

Patients Fees: \$ 1,160,000

Significant Program Changes

Last Year this program was: FY 2019: 40030-19 Medical Directors (Physician, Nurse Practitioner and Nursing)

Department: Health Department **Program Contact:** Ritchie Longoria
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Pharmacy provides essential clinical support to health delivery and emergency preparedness programs in the Health Department. The pharmacy program fills approximately 350,000 prescriptions per year. Targeted clinical pharmacy services are provided to clients referred from MCHD Primary Care.

Program Summary

Pharmacy Services utilize various contracts to procure medications that have been prescribed for clients, including uninsured and under-served clients.

Services are provided to a significant number of clients who may lack secure housing, have mental health concerns, or addiction issues. Pharmacy Services provide prescription medication to clients of public health programs such as the HIV/STD/Adolescent Sexual Health Equity and Communicable Disease Services; as well as to youth seen in the Student Health Centers.

The program bills third-party insurance for covered clients, assists uninsured clients in obtaining low-cost/free drugs from manufacturers, and provides consultation and education regarding medications to clinic patients and staff. No client is denied service due to inability to pay the service fee or copay at the time of service.

Pharmacy Services provides essential support to the health delivery and emergency preparedness programs within the Health Department; and assists in the treatment and monitoring of clients receiving health care in Health Department facilities and programs. Prescription service for the uninsured; public health programs; and Student Health Center clients comprise a significant portion of the total work of the program.

Clinical pharmacists are engaged at primary care sites, working closely with the patient's provider and care team to improve medication adherence and management of their drug regimen. Clinical pharmacists provide improved care coordination with the reconciliation of client medications following hospital admission.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Prescription Volume	380,055	370,000	380,000	380,000
Outcome	Average prescription cost (excluding cost of medication)	24.18	27.62	24.33	25.35
Quality	Adherence Monitoring	130	130	168	175

Performance Measures Descriptions

1. Prescription volume (prescriptions filled) reflects the number of actual prescriptions being filled.
2. Average prescription cost reflects prescription department expenses less drug cost divided by the number of prescriptions filled. (Includes non-dispensing related expenses - training, non-dispensing staff).
3. Adherence Monitoring reflects the number of clients enrolled in appointment based refill programs or who receive specialized packaging services to assist in the proper use of their medication.

Legal / Contractual Obligation

Various grants require the provision of pharmacy services. State mandated public health services are provided.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$7,725,473	\$0	\$8,356,218
Contractual Services	\$0	\$167,990	\$0	\$228,116
Materials & Supplies	\$0	\$10,493,551	\$0	\$13,749,774
Internal Services	\$0	\$1,892,909	\$0	\$3,342,087
Capital Outlay	\$0	\$450,000	\$0	\$400,000
Total GF/non-GF	\$0	\$20,729,923	\$0	\$26,076,195
Program Total:	\$20,729,923		\$26,076,195	
Program FTE	0.00	52.83	0.00	54.13

Program Revenues				
Service Charges	\$0	\$20,729,923	\$0	\$26,076,195
Total Revenue	\$0	\$20,729,923	\$0	\$26,076,195

Explanation of Revenues

Pharmacy is funded exclusively through prescription fees (third party reimbursements) and directly paid patient fees.

Prescription Fees: \$ 25,812,643

Patient Fees: \$ 263,552

Significant Program Changes

Last Year this program was: FY 2019: 40031-19 Pharmacy

Increased expense for the purchase of drugs for dispensing.

Legal / Contractual Obligation

Federal and state mandates require maintenance of medical/dental records. HIPAA and state confidentiality and privacy laws require adherence to standards. Various grants require provisions for laboratory services. The Electronic Health Record (EHR) and Practice Management contractual obligations will be as per the contractual agreement between Multnomah County Health Department (MCHD) and OCHIN. Multnomah County Health Department is the client receiving services from OCHIN in this agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,726,518	\$1,239,362	\$2,891,188	\$2,330,087
Contractual Services	\$1,000	\$68,000	\$6,000	\$48,200
Materials & Supplies	\$55,786	\$73,356	\$61,229	\$168,547
Internal Services	\$834,079	\$304,286	\$742,029	\$438,795
Capital Outlay	\$0	\$120,000	\$0	\$300,000
Total GF/non-GF	\$3,617,383	\$1,805,004	\$3,700,446	\$3,285,629
Program Total:	\$5,422,387		\$6,986,075	
Program FTE	24.21	11.99	23.75	21.65

Program Revenues				
Intergovernmental	\$0	\$270,782	\$0	\$270,130
Other / Miscellaneous	\$2,320,000	\$0	\$2,050,000	\$0
Beginning Working Capital	\$0	\$0	\$309,533	\$0
Service Charges	\$1,050,000	\$1,534,222	\$1,010,000	\$3,015,499
Total Revenue	\$3,370,000	\$1,805,004	\$3,369,533	\$3,285,629

Explanation of Revenues

Revenue generated from laboratory services are included in the medical visit revenue shown in the health clinics. General fund is used to pay for services to the uninsured clients served by the Health Department, as well as to deliver mandated public health services.

Medical Fees: \$ 6,385,032

Federal Primary Care (330) Grant: \$ 270,129

Significant Program Changes

Last Year this program was: FY 2019: 40032-19 Lab and Medical Records

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Health Center Operations (HCO) Program (formerly Primary Care and Dental Access and Referral-PCARD) is the gateway for all new patients assigned and/or seeking to establish care with Multnomah County Health Department's (MCHD) Primary Care and Dental programs, and for patients already established with our Primary Care program. HCO also provides written translation, oral and sign language interpretation throughout the department's programs and services. HCO is also proposing to add a Virtual Provider Clinic to provide virtual care to patients in addition to existing on-site services.

Program Summary

HCO's Patient Access Center (PAC) is the point of entry for scheduling new and established clients for the Primary Care clinics. HCO also schedules new and established dental clients seeking both urgent and routine dental services. HCO provides appointments and referrals in collaboration with County and other community organizations, ensuring consistent patient information and tracking. HCO also provides information for MCHD medical, dental, social services and key community service partners.

HCO's Language Services program provides interpretation in over 70 languages including sign language for all MCHD services and programs, and for established patients who access specialty care in the community. Comprehensive coordination of written translation for clinical and non-clinical programs and services is also provided. Language Services is the central coordinator for thousands of patient/client interpretation requests and translations each year for multiple programs/services. This critical service ensures that patients and clients successfully move through the Department's Refugee and Screening Program, and facilitates those clients with limited English proficiency receive culturally competent interpretation throughout all of the MCHD programs.

The proposed Multnomah County Virtual Provider Clinic will serve clients at the immediate point of need- as patients call with a medical concern requesting an appointment. The Virtual Provider Clinic will be staffed by two nurse practitioners, located at the Primary Access Center (PAC). Provider schedules will include same-day virtual access limited to specific appointment types that are appropriate for a virtual visit. Clients contacting PAC requesting an appointment with an immediate need can be offered a virtual appointment with a Virtual Clinic provider. The goal is to reduce the number of clients who walk into clinics for their immediate needs, or seek urgent or ED care for concerns that can be appropriately addressed in the primary care setting. Language services will be available by phone for visit translation.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of calls answered	395,279	300,000	333,010	350,000
Outcome	Average telephone abandonment is at or below 10%	12%	12%	12%	11%

Performance Measures Descriptions

Output: Number of calls answered by PAC staff during the fiscal year

Outcome: Number of calls through the Patient Access Center phone queue where the client ended the call before being answered by a staff member

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,029,792	\$584,906	\$1,930,578	\$823,290
Contractual Services	\$105,000	\$0	\$92,000	\$0
Materials & Supplies	\$12,032	\$0	\$8,301	\$1,000
Internal Services	\$856,450	\$73,756	\$718,885	\$95,419
Total GF/non-GF	\$3,003,274	\$658,662	\$2,749,764	\$919,709
Program Total:	\$3,661,936		\$3,669,473	
Program FTE	21.05	7.45	20.45	8.15

Program Revenues				
Intergovernmental	\$0	\$658,662	\$0	\$611,959
Other / Miscellaneous	\$890,000	\$0	\$640,001	\$0
Beginning Working Capital	\$0	\$0	\$100,000	\$0
Service Charges	\$1,809,184	\$0	\$1,439,000	\$307,750
Total Revenue	\$2,699,184	\$658,662	\$2,179,001	\$919,709

Explanation of Revenues

Health Center Operations (HCO) Program is funded with Medicaid revenue, HRSA/Bureau of Primary Care grant revenue and county general fund.

Medical Fees: \$ 2,486,750
 Federal Primary Care (330) grant: \$ 611,960

Significant Program Changes

Last Year this program was: FY 2019: 40033-19 Primary Care and Dental Access and Referral

Added a proposed Virtual Provider Clinic.

Department: Health Department **Program Contact:** Dawn Shatzel
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Clinical Infrastructure (Quality and Support) Program provides pivotal oversight by managing the Bureau of Primary Health Care (BPHC) grant, developing and implementing fiscal accountability programs and access to health care, initiating and sustaining clinical and administrative quality and safety activities and improvements, and coordinating adherence to health care standards and regulations (accreditation by The Joint Commission and associated Centers for Medicaid and Medicare).

Program Summary

This program supports services within the project scope of the BPHC grant, which supports the mission of increasing access to needed health services to the County's most vulnerable. BPHC funding requires strict adherence to federal laws mandating which services must be provided as a Federally Qualified Health Center (FQHC) which results in additional Medicaid revenue for Oregon Health Plan clients. This funding requires quality services, performance audits, and responsiveness to new methods of delivering safe and quality care. Infrastructure and support assure that these efforts are maintained at acceptable thresholds. Maintaining FQHC accreditation assures that the County's primary care, dental, and pharmacy programs are eligible to continue receiving reimbursement for services. In addition, this also allows County providers to participate in loan forgiveness, qualifies the County for additional Alternative Payment Methodology reimbursements ("wrap funding"), and 340B drug program participation.

This program measures clinical standards/outcomes, quality, safety and fiscal accountability with other similar health delivery systems. The BPHC and TJC are our primary external benchmarking organizations relative to performance indicators. The program works with the Community Health Council (consumer majority governing Board) and integrates client feedback results and collaborations with other health care delivery systems. This program supports Person Centered Primary Care Health Home programs and represents an opportunity for new healthcare funding based on performance and outcomes. These programs, implemented to meet goals CCO's Pay-for-(quality) Performance, have payments tied to achieving specific health outcomes or state metrics for quality. The Quality Assurance program is tasked with testing, data collection, and reporting, designing and implementing the wide array of system improvements needed to meet these new benchmarks.

Quality project management staff manage the Coalition of Community Health Clinics (CCHC) contract. CCHC is comprised of community-based clinics uniquely able to respond to changing demographics and offer culturally appropriate care while fulfilling their mission of improving and providing health care to the county's most vulnerable populations. Coalition clinics provide free or low-cost health care to uninsured people. The County extends Federal Tort Claims coverage, licensing and credentialing to the volunteer providers at the Coalition of Community Health Clinics' (CCHC).

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of CCHC clinics that pass annual ICS Quality Department audit.	100%	new measure	100%	100%
Outcome	Maintain compliance with BPHC and JCAHO standards.	100%	100%	100%	100%
Outcome	BPHC grant renewed annually	100%	100%	100%	100%

Performance Measures Descriptions

1) Changed previous measure (Number of hours, includes licensed health care volunteers who work at CCHC clinic sites) New Measure, 100% of CCHC clinics pass annual ICS Quality audit; 2) Good standing as a fully accredited organization under the Joint Commission's standards for health organizations 3) Maintenance of FQHC grantee by meeting all federal rules/requirements; evaluated annually through the grant continuation application process.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$4,768,601	\$1,409,247	\$4,871,465	\$1,407,442
Contractual Services	\$81,000	\$6,000	\$242,173	\$142,040
Materials & Supplies	\$208,671	\$19,784	\$186,337	\$3,611
Internal Services	\$1,090,197	\$480,346	\$1,293,714	\$163,122
Total GF/non-GF	\$6,148,469	\$1,915,377	\$6,593,689	\$1,716,215
Program Total:	\$8,063,846		\$8,309,904	
Program FTE	40.37	12.93	36.60	12.20

Program Revenues				
Intergovernmental	\$0	\$1,525,377	\$0	\$1,716,215
Other / Miscellaneous	\$3,182,519	\$240,000	\$3,280,000	\$0
Beginning Working Capital	\$0	\$0	\$600,000	\$0
Service Charges	\$1,956,061	\$150,000	\$1,946,000	\$0
Total Revenue	\$5,138,580	\$1,915,377	\$5,826,000	\$1,716,215

Explanation of Revenues

Quality Assurance and Quality Improvement activities are funded with HRSA grant revenue, quality incentive payments and County General Fund. Program leadership are working with CCO's to develop sustainable funding for quality assurance, data reporting work.

Medical Fees: \$ 5,826,000
 Federal Primary Care (330) grant: \$ 1,716,216

Significant Program Changes

Last Year this program was: FY 2019: 40034-19 Quality Assurance

ICS Administration, Operations, and Quality Assurance staffing was reduced by 2.50 FTE.

Department: Health Department **Program Contact:** Linda Niksich
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Community Health Council (CHC) is the federally mandated consumer-majority governing board that oversees the County's Health Centers (also known as a public entity Federally Qualified Health Center-FQHC). The CHC's members' community involvement allows Multnomah County to meet HRSA's 19 mandatory program requirements, including oversight of quality assurance, health center policies, patient satisfaction, health center executive director (ICS Director) accountability for the FQHC's compliance and operations.

Program Summary

The Community Health Council must have a minimum of 51% MCHD health center consumer membership to meet federally mandated program requirements for FQHCs. The Community Health Council works closely with the community health centers executive director (ICS Director) and the Board of County Commissioners to provide guidance and direction on programs and policies affecting patients of Multnomah County's Community Health Center (FQHC services).

The CHC has a critical role in assuring access to health care for our most vulnerable residents; it serves as the co-applicant board required by HRSA's Bureau of Primary Health Care to provide oversight of policies and programs within the scope of the Primary Care Grant. At minimum, 51% of Council Members are county residents who use the Health Department's FQHC clinical services. The Council is currently comprised of 12 members and is a fair representation of the communities served by Health Department's Health Center services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Meet monthly, as required by Bureau of Primary Care, FQHC requirements to perform board responsibilities	12	12	12	12
Outcome	Percentage of consumers involved	71%	51%	84%	51%

Performance Measures Descriptions

- 1) Minimum monthly board meetings as required by BPHC/HRSA to meet board governing responsibilities.
- 2) Consumer majority of 51% or more.

Legal / Contractual Obligation

The Community Health Council is federally mandated by the Bureau of Primary Health Care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$125,537	\$0	\$136,224	\$0
Contractual Services	\$104,670	\$0	\$104,670	\$0
Materials & Supplies	\$5,436	\$0	\$5,450	\$0
Internal Services	\$16,993	\$0	\$17,104	\$0
Total GF/non-GF	\$252,636	\$0	\$263,448	\$0
Program Total:	\$252,636		\$263,448	
Program FTE	1.20	0.00	1.20	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40036-19 Community Health Council and Civic Governance

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40006, 40053, 40060
Program Characteristics:

Executive Summary

Environmental Health Community Programs impact a wide range of well-documented, upstream, and emerging environmental health issues. Program areas include community environments, toxics reduction, and climate change with an explicit focus on environmental justice and vulnerable populations and address health inequities in lead poisoning, respiratory illness, and cardiovascular disease. Activities include monitoring and assessing environments, policies, and health; providing technical assistance and data expertise; reporting; communication; and direct services.

Program Summary

Environmental Health Community Programs bring together a continuum of services to ensure all county residents have access to optimal living conditions in their homes and neighborhoods. With an environmental justice framework, the programs focus first on the highest risk communities facing the least access to political and social power such as youth, elders, low-income communities, and communities of color. These communities are engaged so that their concerns, expertise, and proposed solutions can be integrated into the activities of the following program areas.

Community Environments: This program area works closely with the Public Health Division REACH program to ensure that all neighborhoods are safe and healthy. Focuses include housing, nutritious foods, safe parks and playgrounds, safe streets, and equitable public transportation to ensure access to jobs, schools, services, recreation, and child care. Example activities include participation in technical committees to support local and regional planning efforts such as Metro's Regional Transportation Plan; analysis of pedestrian fatalities within the City of Portland; and supporting community groups to understand environmental risks through online maps and technical assistance.

Toxics Reduction: This program area identifies risks of exposure to contaminated land, air, water, consumer goods, and industrial production, and makes technical information accessible to the public. Staff work with vulnerable individuals and families to identify and reduce exposure to lead through home inspections and case management; and, within communities, respond to both well-documented and emerging environmental hazards. Major focuses have been lead in water at Portland Public Schools, and heavy metals from art glass manufacturers. Activities include partnering with local, state, and federal agencies to share and analyze local exposure risk data and empowering communities to advocate on their own behalf.

Climate Change: This program area works to understand upstream and emerging health issues; protect the public's health from the impacts of climate change; advance climate justice; and maximize health benefits of climate mitigation and resilience actions. Staff track key indicators such as extreme heat-related illnesses, hypothermia, and harmful algal blooms.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Community Members receiving information on environmental threats	36,942	52,000	49,000	42,000
Outcome	Number of children with reduced EBLL as a result of environmental investigations	22	35	29	29
Outcome	Number of health-based policy recommendations made that are adopted	24	30	13	15

Performance Measures Descriptions

1) Includes all program areas (phone counseling, referral, educational materials, website & events). 2) HUD and EPA best-practice measure of effectiveness. 3) Includes review of state and local plans & legislation, participation in technical committees & responses to requests for technical & policy support from partners.

Legal / Contractual Obligation

Legal mandates are City of Portland codes 8.20.210 (Maintenance of Health Hazard not Permitted); 8.20.200 (Notice of Unsanitary or Unhealthful Condition of Premises to be Given and Posted – Unlawful to Remove); 29.30.110 (Interior Walls, Floors, and Ceilings); 29.30.060 (Exterior Walls and Exposed Surfaces); and 21.800 (Multnomah County Housing Code) Some activities under this program offer are subject to contractual obligations under Inter-Governmental Agreement #0607105.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$61,985	\$234,186	\$282,917	\$275,113
Contractual Services	\$9,820	\$97,580	\$3,820	\$51,298
Materials & Supplies	\$26,323	\$16,765	\$8,682	\$20,523
Internal Services	\$57,406	\$62,969	\$27,434	\$81,066
Total GF/non-GF	\$155,534	\$411,500	\$322,853	\$428,000
Program Total:	\$567,034		\$750,853	
Program FTE	0.62	2.05	2.68	2.00

Program Revenues				
Intergovernmental	\$0	\$239,000	\$0	\$255,500
Service Charges	\$0	\$172,500	\$0	\$172,500
Total Revenue	\$0	\$411,500	\$0	\$428,000

Explanation of Revenues

- \$ 213,000 - The City of Portland
- \$ 10,000 - State Lead Program
- \$ 172,500 - Fish Advisory Outreach funding
- \$ 32,500 - State Maternal Child Health Perinatal fund

Significant Program Changes

Last Year this program was: FY 2019: 40037-19 Environmental Health Community Programs

MCHD Environmental Health has two partial positions that will charge to the Department of County Assets (DCA) Burnside Bridge project in FY 2020 for work on a health impact assessment. DCA has included \$99,220 in their FY20 budget for this work.

Department: Health Department **Program Contact:** Holly Calhoun
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Human Resources/Training & Workforce Development Group provides guidance and consultation in administrative procedures, recruitment, employee/labor relations, Class Comp, core management competencies, personnel policies and labor contract interpretation, training facilitation, employee/leadership development and legal compliance. Objectives are achieved through (a) applying business best practices, (b) being collaborative with key stakeholders and partners, and (c) providing reliable data and information to measure results and quality of performance.

Program Summary

This Program consists of three primary operating components that support the Health Department's Human Resources and Workforce Development objectives:

- 1) **Organizational Effectiveness:** Creates and implement processes that are evaluated and improved for efficiency, effectiveness and flexibility. Provides custom forms, manager guides and process maps to reflect the various workflows specific to the Health Department human resources functions. Tracks and management core HR metrics including workforce hiring, promotional and separation trends, investigatory themes and key opportunities, recruitment trends, etc so that the data can be used to drive improved performance standards.
- 2) **Workforce Development:** Promotes equitable access and invests in workforce development through education, training and diversity focused succession planning. Provides staff and organization development opportunities that support high performance, leadership development, and improved collaboration and communication. This includes a customized leadership development training program called "Intentional Leadership" that focuses on developing the core skills and competencies the Health Dept finds critical for managers and supervisors. Additional support to the Health Dept includes organizational development consultation, change management, team building and succession planning. Other support includes managing and maintaining department training content, administrative guidelines dissemination, and promoting statutory compliance and related technical training for meeting regulatory and accreditation standards.
- 3) **Quality Assurance and Compliance:** Ensures federal, state, organizational and contractual compliance and integrity. Ensures Human Resources' systems, processes and personnel rules are implemented and consistently followed. Guides and directs all Human Resources' activities of the Health Department by providing internal consultation with legal counsel, and to managers and employees on a wide range of issues regarding human resources, employee and labor relations, performance management, position classification, and recruitment. Maintains record and retention compliance with County Personnel Rules, department guidelines and labor contracts, to reduce liability and costs of unlawful employment practices. Monitors HR departmental compliance as it relates to FMLA/OFLA, ADA, HIPAA, etc.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% increase in diversity of workforce	1%	6%	2%	3%
Outcome	% increase in diversity of hires through the increase focus on diversity focused recruitment strategies	5%	3%	4%	4%
Output	% completion of Performance Planning and Review (PPR) documents	67%	N/A	75%	80%

Performance Measures Descriptions

Legal / Contractual Obligation

Three collective bargaining agreements; federal, state, county and department regulations covering classification and compensation, disciplinary action, Affirmative Action, Equal Opportunity, Americans with Disabilities Act, equity, recruitment and vacancies, training, process improvement, vacation and work schedules.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,925,913	\$0	\$3,222,745	\$0
Contractual Services	\$84,243	\$0	\$22,952	\$0
Materials & Supplies	\$90,930	\$0	\$57,330	\$0
Internal Services	\$419,432	\$0	\$527,576	\$0
Total GF/non-GF	\$3,520,518	\$0	\$3,830,603	\$0
Program Total:	\$3,520,518		\$3,830,603	
Program FTE	22.75	0.00	23.75	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40039-19 Human Resources and Training

Department: Health Department

Program Contact: Robert Stoll

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs: 40041 and 40042

Program Characteristics:
Executive Summary

This program is responsible for providing all financial reporting and forecasting, grant accounting, budget development and monitoring, and accounts payable for the Health Department. They are liaisons for the department with the Department of County Management (e.g. Budget Office, Central Finance) and are responsible for adhering to County budget, financial and administrative procedures, policies and practices.

Program Summary

This program manages all of the financial reporting, billing and collection services for grant-funded programs. It prepares and reviews the Health Department's financial reports and forecasting, as well as develops and maintains the Department's budget. Accounts Payable and travel and training services are also provided.

Budget and Finance works closely with county staff in the CFO's office, Budget Office, and Central Finance. Compliance with a multitude of federal, state and county financial policies and procedures is a key responsibility of this division.

Staff reductions will put some of these activities at risk. Resulting in late filings, slower processing of payments and collections. Late or inaccurate financial reporting will make it difficult for the department to monitor its financial performance.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of invoices processed	14,364	10,000	12,000	12,500
Outcome	Avg # of days from receipt to recording revenue in County's accounting system.	8.5 days	8 days	8 days	8 days
Quality	Number of audit findings in County's annual financial audit.	no findings	no findings	no findings	no findings

Performance Measures Descriptions

The accounts payable measure, "# of invoices processed," cash management's along with "Avg # of days..." and "Number of audit findings" is a cross section of measures to test performance in many areas.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,132,027	\$0	\$2,956,409	\$0
Contractual Services	\$0	\$0	\$4,732	\$0
Materials & Supplies	\$47,411	\$0	\$49,888	\$86
Internal Services	\$258,423	\$0	\$250,953	\$249,914
Total GF/non-GF	\$3,437,861	\$0	\$3,261,982	\$250,000
Program Total:	\$3,437,861		\$3,511,982	
Program FTE	26.80	0.00	22.80	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$250,000
Total Revenue	\$0	\$0	\$0	\$250,000

Explanation of Revenues

Behavioral Health Managed Care fund: \$ 250,000

Significant Program Changes

Last Year this program was: FY 2019: 40040-19 Budget & Finance

The new Workday system is changing the way business functions are performed. The Business Operations division is still evaluating and understanding what staffing changes will be required to optimize Workday.

Legal / Contractual Obligation

These positions support the Health Department's efforts to stay compliant with a variety of County, State, and Federal financial and contracting regulations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$430,376	\$0
Total GF/non-GF	\$0	\$0	\$430,376	\$0
Program Total:	\$0		\$430,376	
Program FTE	0.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

The new Workday system is changing the way business functions are performed. The Business Operations division is still evaluating and understanding what staffing changes will be required to optimize Workday.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,630,560	\$0	\$1,835,430	\$0
Contractual Services	\$10,400	\$0	\$13,504	\$0
Materials & Supplies	\$215,590	\$0	\$48,451	\$0
Internal Services	\$188,691	\$0	\$251,480	\$0
Total GF/non-GF	\$2,045,241	\$0	\$2,148,865	\$0
Program Total:	\$2,045,241		\$2,148,865	
Program FTE	15.00	0.00	14.90	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40041-19 Medical Accounts Receivable

Legal / Contractual Obligation

ORS279A, 279B, 279C; County procedures Con-1 and Pur-1.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,496,347	\$0	\$1,464,194	\$0
Contractual Services	\$0	\$0	\$4,127	\$0
Materials & Supplies	\$33,467	\$0	\$29,414	\$0
Internal Services	\$146,622	\$0	\$266,739	\$0
Total GF/non-GF	\$1,676,436	\$0	\$1,764,474	\$0
Program Total:	\$1,676,436		\$1,764,474	
Program FTE	13.50	0.00	12.50	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 40042-19 Contracts & Procurement

The new Workday system is changing the way business functions are performed. The Business Operations division is still evaluating and understanding what staffing changes will be required to optimize Workday.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,823,543	\$0	\$2,273,704	\$0
Contractual Services	\$65,080	\$0	\$38,759	\$0
Materials & Supplies	\$103,040	\$0	\$109,863	\$0
Internal Services	\$3,072,458	\$0	\$2,577,104	\$0
Total GF/non-GF	\$5,064,121	\$0	\$4,999,430	\$0
Program Total:	\$5,064,121		\$4,999,430	
Program FTE	12.80	0.00	13.80	0.00

Program Revenues				
Other / Miscellaneous	\$10,751,502	\$0	\$10,183,020	\$0
Total Revenue	\$10,751,502	\$0	\$10,183,020	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40043-19 Health Department Operations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$417,014	\$0	\$285,566	\$0
Contractual Services	\$0	\$0	\$60	\$0
Materials & Supplies	\$1,879,158	\$0	\$1,647,642	\$0
Internal Services	\$29,865	\$0	\$71,039	\$0
Total GF/non-GF	\$2,326,037	\$0	\$2,004,307	\$0
Program Total:	\$2,326,037		\$2,004,307	
Program FTE	3.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40044-19 Health Clinical Data and Reporting

Department: Health Department **Program Contact:** Dr. Frank Franklin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40096
Program Characteristics:

Executive Summary

Community Epidemiology Services (CES), within the Office of the Director, addresses the foundational capability of Assessment and Epidemiology. In support of data-driven planning, policy, and decision-making, CES identifies the magnitude of disease, disorder, and injury burden among community populations to guide decisions made by public health leaders, policy makers, clinicians, and community members. CES collaborates with partners to identify the determinants of health and disease, characterize the impact of public health interventions, and assess the status of health equity.

Program Summary

Community Epidemiology Services (CES) addresses the foundational capability of Assessment and Epidemiology, and supports other foundational capabilities. CES fulfills a unique and required governmental public health role by collecting and analyzing programmatic, population health, and environmental data to prevent disease, and promote and protect health of County residents. CES includes Program Design and Evaluation Services (PDES), a unit shared between PHD and the Oregon Health Authority. PDES provides program and policy evaluation support to PHD, State public health, and other agencies, conducts applied public health research on key emerging issues, and collaborates with partners to improve community health, shape public policy, and reduce health inequities. CES functions include:

- 1) Coordinated public health data and epidemiologic analysis: identifies appropriate analytical approaches, assures the use of high quality data for analysis, and provide technical, scientific oversight and leadership for research and assessment work in the PHD. CES provides support in quantitative and qualitative methods, guidance in the areas of traditional epidemiological analysis, social epidemiology, and equity-focused and trauma-informed methods in research and evaluation, and data management. CES works closely with the Communicable Disease Services program to provide outbreak response through data analysis support, statistical modeling, and standardized investigative guidelines.
- 2) Informing program and policy: CES provides, analyzes, and reports on population and health system data to support program development, strategic planning, resource allocation, decision-making, and community priorities (including community-based participatory research). CES provides public health practice recommendations to PHD leadership based on needs identified from local data and evidence-based and promising practices identified through literature review. CES serves a key role in evaluating whether programs and policies are effective by collaborating with PHD programs and partners. Examples include PHD chronic disease and violence prevention programs, Pacific Islander Community Coalition, Health Share, and other local health departments.
- 3) Disseminating analytic findings: CES shares findings through public health data reports, peer-reviewed scientific manuscripts, policy briefs, web-based reports, and presentations to County and State leadership, programs, and community partners. Examples include the County Maternal Child and Family Health Data Book, Report Card on Racial and Ethnic Disparities, data briefs on emerging policy issues, and leading causes of death and disability presentations to the Board of Health.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of data-related community collaborations that involve all partners and combine data with action.	14	15	14	13
Outcome	Number of reports monitoring health status through surveillance, assessment, & community engagement.	17	18	14	12

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 431.416 Local Public Health Authority duties:

- (a) Epidemiology and control of preventable diseases and disorders
- (b) Parent and child health services
- (c) Collection and reporting of health statistics
- (d) Health information and referral services
- (e) Environmental health services

Program Design and Evaluation Services (PDES) is primarily grant funded, and program continuation is required by grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,028,619	\$998,052	\$1,072,382	\$1,172,922
Contractual Services	\$99,195	\$285,000	\$18,350	\$301,524
Materials & Supplies	\$99,032	\$39,140	\$78,819	\$35,213
Internal Services	\$102,921	\$125,854	\$138,481	\$134,810
Total GF/non-GF	\$1,329,767	\$1,448,046	\$1,308,032	\$1,644,469
Program Total:	\$2,777,813		\$2,952,501	
Program FTE	6.10	6.48	5.69	7.07

Program Revenues				
Intergovernmental	\$0	\$1,448,046	\$0	\$1,644,469
Total Revenue	\$0	\$1,448,046	\$0	\$1,644,469

Explanation of Revenues

State Local Public Health Authority IGA: \$ 792,945
State Of Alaska: \$ 579,000
State Office of Multicultural Health: \$ 155,000
AK Chronic Retainer: \$ 61,000
Public Health Modernization: \$ 56,524

Significant Program Changes

Last Year this program was: FY 2019: 40048A-19 Community Epidemiology

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Providing health care to detained youth is the responsibility of Corrections Health. Corrections Health personnel care for 80 detained youth at any one time (+3,500 per year) from Multnomah, Washington and Clackamas counties who are brought in from the streets, other jurisdictions and other community holding facilities. Detainees include females and males who need their health issues addressed in a timely manner in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care. Stabilizing their health allows them to participate fully in their legal processes.

Program Summary

This offer ensures that the health program meets the standards that ensure access to care, safeguards the health of all those who are in detention, and controls the legal risk to the County. JDH health professionals work 16 hours/day, seven days a week providing care for 80 youth daily in 7 individual housing units from three counties. Care ranges from minor ailments to major chronic and emotional diseases resulting from substance abuse, trauma, lack of health care, lack of knowledge of hygiene and self care, frequent infections and a high rate of medical and mental illness.

In partnership with the Department of Community Justice custody staff, Corrections Health identifies and responds to medical emergencies and also screens for communicable diseases to keep outbreaks to a minimum, to provide care efficiently and effectively, as well as to protect the community. Coordination with other Oregon counties is facilitated so that continuity of care occurs when youths transfer to other jurisdictions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of client visits conducted by a CH nurse per year	2,734	2,500	2,800	2,800
Outcome	% of detained youth receiving mental health medications monthly	44%	40%	45%	45%

Performance Measures Descriptions

Measure 1: Tracking the number of visits per year helps to assess client access to care and resource utilization.
Measure 2: Tracking percentage of youth receiving psychotropic medications allows for monitoring of needs at the JDH facility.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$689,936	\$0	\$1,007,599	\$0
Materials & Supplies	\$51,747	\$0	\$47,763	\$0
Internal Services	\$151,505	\$0	\$243,299	\$0
Total GF/non-GF	\$893,188	\$0	\$1,298,661	\$0
Program Total:	\$893,188		\$1,298,661	
Program FTE	4.10	0.00	5.10	0.00

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

Explanation of Revenues

As a result of current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for all services from Medicare, Medicaid and OHP. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. Youth in the Alcohol and Drug Treatment Program have Oregon Health Plan (OHP) coverage so some of their clinic appointments with a physician and medications are billed to the Oregon Health Plan.

Significant Program Changes

Last Year this program was: FY 2019: 40049-19 Corrections Health Juvenile Detention

Department: Health Department **Program Contact:** Michael Seale

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

Related Programs:
Program Characteristics:

Executive Summary

Corrections Health, Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Approximately 100 US Marshall (USM) detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal, and major mental/behavioral illnesses.

Program Summary

Providing health care to all detained individuals is the responsibility of Corrections Health. From first entering into the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and are equivalent to other correctional facilities across the country.

This offer represents Corrections Health MCDC basic administration, support, booking and mental health care delivery programs. MCDC averages 80+ newly booked individuals each day. Nurses (24 hours/7 days a week) evaluate each detainee to identify critical health issues and make plans for scheduled care for stabilization. Screening includes obtaining health history for both acute and chronic disease, including mental health care, substance abuse, communicable disease evaluation and current prescriptions. As a result of those evaluations, treatments, medications, provider appointments, mental health referrals and housing decisions are made. In addition, Corrections Health nursing staff assess individuals brought to the jail before being accepted into custody--that assessment ensures that serious medical and/or mental health issues (trauma, drug ingestion, pregnancy complications, serious wounds and infections) are appropriately addressed in a hospital setting before booking. In addition, significant resources are utilized to perform case management of the USM detainees, including coordination of specialist services, screening for communicable diseases and coordinating transfer of care to other facilities. An additional history and physical examination is performed on all individuals incarcerated for 14 days. Additionally, staff assess and treat acute and chronic medical, dental and mental health issues as appropriate during each individual's incarceration. Suicide and self harm symptom identification is an essential mental health function. The mental health team is composed of a psychiatrist, PMHNPs, mental health consultants and mental health nurses for evaluation, monitoring and treatment for the many mentally ill clients booked into jail. One third of all medications prescribed are for mental health conditions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average # of Reception Screening ("EPF"=Entry Progress Form") completed in a month	1,847	1,900	1,837	1,900
Outcome	% of + screenings resulting in a referral to the mental health team per year	30%	30%	32%	30%

Performance Measures Descriptions

Measure 1: Captures monthly intake screenings for incoming detainees--the measure does not correlate with the static jail population and more accurately reflects incoming patient volume.

Measure 2: Captures initial interview information and how many clients are referred for mental health care.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,700,133	\$0	\$2,828,622	\$0
Contractual Services	\$105,000	\$0	\$110,642	\$0
Materials & Supplies	\$332,800	\$0	\$360,392	\$0
Internal Services	\$74,421	\$0	\$177,621	\$0
Total GF/non-GF	\$3,212,354	\$0	\$3,477,277	\$0
Program Total:	\$3,212,354		\$3,477,277	
Program FTE	21.00	0.00	21.10	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2019: 40050A-19 Corrections Health Multnomah County Detention Center (MCDC)

Department: Health Department **Program Contact:** Michael Seale

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

Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and classification housing. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Summary

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community, and are equivalent to other correctional facilities across the country.

This offer represents the MCDC 4th floor which is composed of 46 beds, two general and two mental health clinic rooms, one dental operator, X-ray and lab services as well as 10 mental health and 10 general medical skilled care beds, plus four housing areas for high level discipline inmates. The 4th floor also contains a nursing station, administrative areas and a medication/supplies room. Services such as skilled nursing, IV therapy, post surgical and terminal care are provided in the jail instead of a high cost hospital. The 4th floor is staffed 24/7 with nursing personnel to provide needed care and emergency medical response. This health care is delivered effectively through providing the right care in the right setting.

The fourth floor housing unit 4D is acute mental health. There are 10 beds in that unit. Both medical and mental health services are provided to these chronically ill clients. Mental health is managed by a team of mental health nurses, consultants and providers. A mental health supervisor and mental health consultants (including a lead) provide support for forensic diversion and other programs, testify in court when appropriate and participate in multidisciplinary team processes to ensure the most appropriate and least restrictive housing is utilized, and that efforts to divert detainees from jail are expedited.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Avg # inmate nursing assessments monthly	1,212	1,300	1,050	1,200
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death.	120	100	130	130

Performance Measures Descriptions

Measure 1: Reflects care delivered on all floors in MCDC and includes both medical and mental health requests.

Measure 2: Tracking both "ACTIVE" and "CONSTANT" suicide watches, captures management of detainees felt to be at risk, better reflecting resource needs.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,535,919	\$0	\$1,828,603	\$0
Contractual Services	\$319,321	\$0	\$323,000	\$0
Materials & Supplies	\$386,508	\$0	\$544,685	\$0
Internal Services	\$375,665	\$0	\$398,592	\$0
Total GF/non-GF	\$2,617,413	\$0	\$3,094,880	\$0
Program Total:	\$2,617,413		\$3,094,880	
Program FTE	10.30	0.00	10.50	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2019: 40050B-19 Corrections Health MCDC Clinical Services and 4th Floor Housing

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Summary

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and are accredited by the National Commission on Correctional Health Care.

This offer represents the health services to all four housing floors at MCDC. Approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. A variety of treatments, such as managing alcohol and drug withdrawal, evaluating chronic diseases, preventing the spread of communicable diseases, medication management and emergency response are provided efficiently by 24/7 staff. This health care is delivered effectively through providing the right care in the right setting.

Expansion of the use of Medication Assisted Treatment using buprenorphine has allowed for more effective, efficient and humane management of withdrawal from opiates. Per protocols, buprenorphine is provided to all opiate-involved pregnant women, detainees with documented use of buprenorphine in a community program and detainees undergoing severe opiate withdrawal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Avg # inmate nursing assessments monthly	1,212	1,300	1,050	1,200
Outcome	Avg of total number of active and constant suicide watches per month to prevent inmate injury or death	120	90	130	130

Performance Measures Descriptions

Measure 1: Reflects care delivered on all floors at MCDC and includes both medical and mental health requests.
 Measure 2: Tracking both "ACTIVE" and "CONSTANT" suicide watches, captures management of detainees felt to be at risk, better reflecting resource needs.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,313,610	\$0	\$2,724,908	\$0
Contractual Services	\$224,321	\$0	\$235,000	\$0
Materials & Supplies	\$0	\$0	\$3,030	\$0
Internal Services	\$254,894	\$0	\$265,729	\$0
Total GF/non-GF	\$2,792,825	\$0	\$3,228,667	\$0
Program Total:	\$2,792,825		\$3,228,667	
Program FTE	17.85	0.00	17.45	0.00

Program Revenues				
Service Charges	\$40,000	\$0	\$40,000	\$0
Total Revenue	\$40,000	\$0	\$40,000	\$0

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2019: 40050C-19 Corrections Health MCDC Housing Floors 5, 6, 7 & 8

Department: Health Department **Program Contact:** Michael Seale

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

Related Programs:
Program Characteristics:
Executive Summary

This program offer will allow Corrections Health to continue to serve incarcerated individuals at the jails current capacity. The cost of outside medical services, provided by local hospitals and emergencies rooms, has exceeded the budget for those services for many years. This program offer will bring the budget for outside medical services in line with actual costs.

Program Summary

Corrections Health has an ongoing serious challenge regarding the increasing cost of provision of outside specialty services while ensuring that constitutional and accreditation requirements as well as community standards of care are met.

Professional Services costs include specialist evaluations, specialty testing (MRIs, CT Scans, etc.), laboratory tests, x-ray interpretation services, as well as ambulance and Emergency Room costs. As health care costs rise nationally, so do the costs incurred by Corrections Health to provide essential health care services.

In order to address rising Professional Services costs in Corrections Health and also ensure the provision of appropriate client care, the Health Department is employing a variety of efforts in the FY20 budget designed to minimize the impact of the rising cost of health care, including ongoing and regular discussions with Corrections Health Partners for utilization management and review, on-site physical therapy services, on-site portable radiology services, addition of on-site portable ultrasound services, additional eligibility specialist support to help to insure that all detainees have available insurance and that claims are billed elsewhere whenever possible and additional transition planner support to facilitate continuity of care and community follow-up so as to potentially reduce recidivism.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of clients enrolled in Oregon Health Plan	n/a	n/a	n/a	1,200
Outcome	Percentage of outside claim eligibility reviews performed by Corrections Health	n/a	n/a	n/a	100%

Performance Measures Descriptions

Number of clients enrolled in Oregon Health Plan is a new measure and the estimate of 1,200 is for both MCDC and IJ combined. This will be an increase of 400 over the previous year. Oregon Health Plan enrollment and review of all medical claims is a two part strategy for lowering the cost to the County for outside medical care.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$750,000	\$0
Total GF/non-GF	\$0	\$0	\$750,000	\$0
Program Total:	\$0		\$750,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

MCIJ health personnel care for all those detainees transferred from MDCDC to continue or begin treatment until disposition of their legal process is complete. Sentenced and non-sentenced detainees have a plan of care in place to maintain treatment of their health conditions.

Trained, skilled professional staff provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equivalent to other correctional facilities across the country. This offer represents MCIJ base and clinical services which includes administrative, support, diagnostic and clinical services. Three general provider rooms, one dental operator, one mental health and one triage/treatment room are available for office visits for clients. Triage nurses evaluate client care requests and refer to nurses, the mental health team, providers or dentists for care according to the medical need. Support services include X-ray and lab services. This area also supports the nursing station, medication room, central records room and administrative offices for various personnel. By providing 24/7 skilled health care on site for this vulnerable, underserved population, the high cost of outside medical care is minimized. MCIJ is also the center (HUB) for the state inmate transport system. An average of 20-100 inmates stay overnight and receive health care.

Mental health services are also provided to inmates at MCIJ. Inmates typically are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occurs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Avg # inmate nursing assessments monthly	1,529	1,600	1,850	1,800
Outcome	# of 14-day Health Assessments completed monthly	218	230	251	250

Performance Measures Descriptions

Measure 1: Reflects care delivered in the entire facility and includes both medical and mental health requests.

Measure 2: Based on NCCHC accreditation requirements, we are tracking 14-day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,165,226	\$0	\$2,291,641	\$0
Contractual Services	\$200,000	\$0	\$206,167	\$0
Materials & Supplies	\$548,744	\$0	\$586,827	\$0
Internal Services	\$441,790	\$0	\$396,807	\$0
Total GF/non-GF	\$3,355,760	\$0	\$3,481,442	\$0
Program Total:	\$3,355,760		\$3,481,442	
Program FTE	20.40	0.00	20.60	0.00

Program Revenues				
Service Charges	\$45,000	\$0	\$45,000	\$0
Total Revenue	\$45,000	\$0	\$45,000	\$0

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2019: 40051A-19 Corrections Health Inverness Jail (MCIJ) Clinical Services

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and is equivalent to other correctional facilities across the country.

This offer represents a variety of health, mental health, and dental services to 430 men and women in the open Dorms at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. Inside and outside inmate workers are monitored by Corrections Health for the ability to work, evaluation of injuries and medication management when out of the facility. Chronic disease monitoring is key to preventing hospitalizations for clients with diabetes, hypertension, seizures, heart disease and infections. Special orthopedic and OB/GYN clinics operate on-site. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable diseases. This health care is delivered effectively through providing the right care in the right settings.

Mental health services are also provided to inmates at MCIJ. Inmates are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Avg # inmate nursing assessments monthly	1,529	1,600	1,850	1,800
Outcome	# of 14-day Health Assessments completed monthly	218	230	251	250

Performance Measures Descriptions

Measure 1: Reflects care delivered in the entire facility and includes both medical and mental health requests.

Measure 2: Based on NCCHC accreditation requirements, we are tracking 14 day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,358,772	\$0	\$1,620,383	\$0
Contractual Services	\$224,321	\$0	\$231,238	\$0
Materials & Supplies	\$95,066	\$0	\$89,536	\$0
Internal Services	\$133,318	\$0	\$125,307	\$0
Total GF/non-GF	\$1,811,477	\$0	\$2,066,464	\$0
Program Total:	\$1,811,477		\$2,066,464	
Program FTE	6.50	0.00	7.70	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2019: 40051B-19 Corrections Health MCIJ General Housing Dorms 4 - 11

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

Corrections Health provides a variety of health, mental health and dental services to 430 men and women in dorms 12-18 at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. A 10 bed medical unit provides skilled nursing and protective isolation in house, and utilization of the unit prevents a stay in a hospital at a much greater cost. Chronic disease monitoring is key to prevent hospitalizations for our clients with diabetes, hypertension, seizures, heart disease and infections. Special OB/GYN and orthopedic clinics operate on-site. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable disease. This health care is delivered effectively through providing the right care in the right setting.

Mental health services are also provided to inmates at MCIJ. Inmates are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Avg # inmate nursing assessments monthly	1,529	1,600	1,850	1,800
Outcome	# of 14-day Health Assessments completed monthly	218	230	251	250

Performance Measures Descriptions

Measure 1: Reflects care delivered in the entire facility and includes both medical and mental health requests.

Measure 2: Based on NCCHC accreditation requirements, we are tracking 14 day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,322,556	\$0	\$1,484,374	\$0
Contractual Services	\$224,321	\$0	\$231,238	\$0
Total GF/non-GF	\$1,546,877	\$0	\$1,715,612	\$0
Program Total:	\$1,546,877		\$1,715,612	
Program FTE	8.30	0.00	9.30	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2019: 40051C-19 Corrections Health MCIJ Dorms 12 - 18 and Infirmary

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$750,000	\$0
Total GF/non-GF	\$0	\$0	\$750,000	\$0
Program Total:	\$0		\$750,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

ORS 146 specifies responsibilities and authorities for the Office (i.e. deaths requiring investigation; responsibility for investigation; notification of death; removal of body; authority to enter and secure premises; notification of next of kin; authority to order removal of body fluids; autopsies; disposition of personal property; unidentified human remains). ORS 146 also establishes a hybrid state/county program structure which limits the county's authority over operations, procedures, and technical functions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,238,736	\$0	\$1,365,433	\$0
Contractual Services	\$17,010	\$0	\$16,727	\$0
Materials & Supplies	\$83,906	\$0	\$87,894	\$0
Internal Services	\$130,607	\$0	\$134,113	\$0
Total GF/non-GF	\$1,470,259	\$0	\$1,604,167	\$0
Program Total:	\$1,470,259		\$1,604,167	
Program FTE	11.00	0.00	11.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40052A-19 Medical Examiner

The MC Medical Examiner's Office (MCMEO) has experienced an increase in budget costs related to collective bargaining, which increased staff salaries by 6% and increased both shift and relief shift differentials. The MCMEO currently employs a staff of 7 full-time Deputy Med. Examiners (aka, Death Investigators) and 1 Chief Deputy Med. Examiner to cover an ORS-required 24/7/365 operation. The MCMEO is physically co-located with the Clackamas County and Oregon ME Offices in an Oregon State Police facility in Clackamas County. In 2018, the MCMEO investigated 2,313 deaths. With the addition of a 7th investigator this year, the MCMEO has increased the number of scene responses to cases that were previously phone reviews (1,162 cases). Currently, the MCMEO has 2 scene vehicles for scene response. Due to the increased number of investigations, the MCMEO will purchase a 3rd vehicle to increase scene response times.

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40006, 40060, 40037
Program Characteristics:

Executive Summary

Racial and Ethnic Approaches to Community Health (REACH) aims to end racial/ethnic health disparities within the Black/African American communities by ensuring opportunities to realize optimal health potential. REACH programming values a culture first approach, relying on community wisdom to implement culturally tailored interventions that addresses root causes of health inequities to address preventable risk behaviors through communications, policy, systems, and environmental change strategies in partnership with community.

Program Summary

Racial and Ethnic Approaches to Community Health (REACH) uses culturally-specific and cross-cultural approaches that combines the voice of community-identified priorities and Centers for Disease Control and Prevention (CDC)-funded communication, policy, system, and environmental change strategies focused on reducing chronic disease in local African American/Black communities, including African immigrants and refugees. The Public Health Division received a new round of REACH funding in FY19 that builds upon the partnerships and strategies developed during the previous cycle of REACH funding (2014-2018). REACH will continue to be a central component to the Health Department's commitment to equity by addressing the ways that societal conditions, built environment, and systems and policies create health disparities among racial and ethnic populations. This work entails developing and maintaining authentic partnerships with culturally-specific community based organizations, clients, faith-based organizations, civic organizations, and local governments to enact approaches and policies to decrease health inequities.

REACH's culturally-tailored programming addresses preventable risk behaviors (i.e., tobacco use, poor nutrition, and physical inactivity) to improve health, prevent chronic disease, and reduce health disparities among racial and ethnic populations with the highest risk/burden of chronic disease (i.e. hypertension, heart disease, Type 2 diabetes, and obesity). In FY20, there are three main REACH program areas focused on local Black/African American communities: nutrition, physical activity, and community-clinical linkages. Nutrition programming will increase the number of places within the County offering healthy food; increase access to healthier foods; and increase continuity of care/community support for implementing breastfeeding. Physical activity programming will increase the number of places that improve community design by connecting safe and accessible places for physical activity; and increase the number people with safe and accessible places for physical activity. Community-clinical linkage programming will increase the use of appropriate and locally available health and community programs, including increasing access and referrals to these resources; expanding the use of health professionals, such as community health workers; and improve quality of service delivery and experience of care. Together, these three program areas work to improve the overall health of neighborhoods throughout Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of policy, systems and environment strategies implemented	NA	NA	10	15
Outcome	# of settings implementing policy, systems and environment strategies	NA	NA	7	10
Outcome	# of Black/African Americans reached through policy, systems and environment changes	NA	NA	700	1,000

Performance Measures Descriptions

These measures are new to reflect the new round of REACH funding.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$886,281	\$92,648	\$406,908	\$316,088
Contractual Services	\$200,000	\$67,500	\$5,000	\$381,227
Materials & Supplies	\$61,291	\$14,538	\$4,596	\$43,907
Internal Services	\$106,446	\$11,683	\$47,599	\$50,778
Total GF/non-GF	\$1,254,018	\$186,369	\$464,103	\$792,000
Program Total:	\$1,440,387		\$1,256,103	
Program FTE	6.80	0.75	3.10	2.40

Program Revenues				
Intergovernmental	\$0	\$186,369	\$0	\$792,000
Total Revenue	\$0	\$186,369	\$0	\$792,000

Explanation of Revenues

CDC REACH Grant: \$ 792,000

Significant Program Changes

Last Year this program was: FY 2019: 40053-19 Racial and Ethnic Approaches to Community Health

In FY19, this program offer included Community Powered Change (CPC)/Community Health Improvement Plan (CHIP) and all health equity staff. These programs remain core components of the Public Health Division and were moved to 40096: Public Health Office of the Director in FY20 as part of department and program offer reorganization. REACH saw an increase in Federal Grant revenue that will result in increased program capacity (FTE and scope/level of services).

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40055, 40056, 40058
Program Characteristics:

Executive Summary

Nurse Family Partnership Program (NFP) is an evidence-based community healthcare program supported by more than 30 years of extensive research. NFP supports a partnership between low-income, first time mothers with a home visiting Community Health Nurse to achieve the care and support they need to have a healthy pregnancy and provide confident and competent care for their children and families.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and life stability. The Nurse Family Partnership Program (NFP) is a nurse home visiting program offered to first-time, low-income pregnant women through two Multnomah County teams located in Northeast Portland and East County. Home visiting services begin in early pregnancy and follow families up to their child's second birthday.

NFP consistently demonstrates improved prenatal health, fewer childhood injuries, increased intervals between births, increased maternal employment, and improved school readiness for children. Multnomah County has developed infrastructure that ensures fidelity to the NFP model and includes extensive staff training, reflective supervision, a Community Advisory Council, and rigorous evaluation support through the NFP National Service Office. Long-term benefits to the county include healthy children ready to learn; decreased costs related to fewer families involved in child welfare and juvenile justice systems, and over the long-term families less affected by chronic disease.

Nurse Family Partnership is connected with the Healthy Birth Initiative (HBI). This partnership provides African American first-time mothers who are enrolled in NFP with all of the wraparound, culturally-specific services and leadership development of the HBI program. Additional families served through the coordinated programs are reflected in the HBI program offer.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of families served	345	350	454	350
Outcome	% of mothers enrolled in NFP services who are breastfeeding at 6 months	65%	65%	65%	65%
Quality	Client retention in prenatal phase of NFP program	58%	70%	60%	70%

Performance Measures Descriptions

Legal / Contractual Obligation

Nurse Family Partnership (NFP) complies with contractual program guidelines set forth by the NFP National Service Office to assure fidelity to the model. Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410- 147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$425,563	\$1,302,398	\$273,775	\$1,358,468
Contractual Services	\$555,743	\$0	\$661,704	\$0
Materials & Supplies	\$69,580	\$10,960	\$64,521	\$0
Internal Services	\$282,873	\$164,232	\$0	\$157,446
Total GF/non-GF	\$1,333,759	\$1,477,590	\$1,000,000	\$1,515,914
Program Total:	\$2,811,349		\$2,515,914	
Program FTE	2.78	8.42	1.77	8.34

Program Revenues				
Intergovernmental	\$0	\$92,120	\$0	\$88,802
Service Charges	\$0	\$1,385,470	\$0	\$1,427,112
Total Revenue	\$0	\$1,477,590	\$0	\$1,515,914

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 40054-19 Nurse Family Partnership

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40056, 40058, 40097
Program Characteristics:

Executive Summary

This program includes Healthy Homes Asthma Home Visiting and community-based early childhood health consulting. Using nurse and community health worker home visiting models, these services support vulnerable families with children who have health conditions, by providing health assessments in the home, conducting care coordination, providing technical assistance for providers who service children for special healthcare needs, building a family's capacity to work with health/social services systems, reducing environmental toxins, and building culturally congruent health care.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and life stability. Home and community based services support families with children who have a chronic health condition and/or are identified as high-risk in community settings through three program areas.

The Healthy Homes Asthma Home Visiting Program addresses health inequities by improving the livability of the home environment. A bilingual, multi-disciplinary team provides in-home asthma nursing and environmental case management to reduce environmental triggers and improve health outcomes, quality of life, and housing conditions. Staff provide home-based environmental and nursing assessment/interventions for high-risk children with asthma; consult with medical providers/ pharmacists; partner with landlords and tenants to improve housing conditions; coordinate asthma care with school/day-care; provide supplies to reduce or eliminate asthma triggers; and advocate for safe, healthy, stable, and affordable housing.

Early childhood health consulting is provided through community health nurses and community health workers. These services are provided by both staff and community contracts to support families enrolled in the Mt Hood Head Start program, Oregon Child Development Coalition, Multnomah Early Childhood Program, and Albina Head Start.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of families receiving an environmental home inspection	16	NA	15	45
Outcome	% completion of final Asthma Home Nursing assessments	69%	100%	75%	80%
Output	# of technical assistance consults to service providers who work with children with special health care needs	NA	NA	300	300

Performance Measures Descriptions

1) Due to reductions in Title V Maternal and Child Health Services Block Grant Program FY19 funding, the environmental health inspections portion of this program had been eliminated and was partially restored mid-year resulting in the FY19 Purchased NA. 3) New Measure

Legal / Contractual Obligation

Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Some activities under this program offer are subject to contractual obligations under the DMAP Healthy Homes State Health Plan Amendment, and DMAP programs funded by Oregon Public Health Division must comply with work plans and assurances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$320,031	\$1,256,102	\$375,994	\$471,872
Contractual Services	\$137,656	\$99,984	\$107,918	\$0
Materials & Supplies	\$22,708	\$103,272	\$17,783	\$2,366
Internal Services	\$80,668	\$266,357	\$221,376	\$50,724
Total GF/non-GF	\$561,063	\$1,725,715	\$723,071	\$524,962
Program Total:	\$2,286,778		\$1,248,033	
Program FTE	2.09	9.01	2.16	3.74

Program Revenues				
Intergovernmental	\$0	\$1,255,466	\$0	\$34,000
Other / Miscellaneous	\$0	\$0	\$0	\$247,602
Service Charges	\$0	\$470,249	\$0	\$243,360
Total Revenue	\$0	\$1,725,715	\$0	\$524,962

Explanation of Revenues

This program offer is funded by the following:

- \$ 243,360: Healthy Homes TCM
- \$ 247,598: DDSD-CHN
- \$ 17,000: OCDC EHS-CHN
- \$ 17,000: MHCC Head Start

Significant Program Changes

Last Year this program was: FY 2019: 40055-19 Home and Community Based Health Consulting

In FY19 the Maternal Child Medical Home program was included in this program offer. CareOregon Maternal Child Medical Home funding ended in FY19 and program has been completed.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40055, 40058, 40097
Program Characteristics:

Executive Summary

Healthy Families of Multnomah County (HFMC) is a nationally accredited, evidence-based program that is part of the state-wide Healthy Families of Oregon (HFO) network. HFMC provides early childhood risk screening and home visiting for children and families at-risk of poor early childhood outcomes. The program works to reduce child abuse and neglect, improve school readiness, and promote healthy growth and development for young children up to age three. HFMC will screen approximately 1,000 families for eligibility, enrolling approximately 550 families in home visiting services.

Program Summary

Research shows the conditions of early life have a profound effect on long-term health and stability. HFMC serves families from the prenatal period or birth of a new child until the child turns three. Families who qualify for services are offered voluntary home visits shown to reduce child abuse and neglect, improve parent-child attachment, reduce parent stressors, and support parents' ability to ensure children meet developmental milestones, all of which are critical to improved school readiness by age five. The program supports racial equity approaches by prioritizing screening families of color and low income communities and directing these families to programs prepared to address their specific needs. Long-term benefits to the County include reduced racial inequities and increased numbers of healthy children who enter kindergarten ready to learn, a healthier workforce and decreased costs to County systems by preventing future child welfare involvement, school absenteeism, juvenile crime and chronic disease.

HFMC has two components: 1) Welcome Baby screens families for service eligibility and refers families who may be experiencing risk indicators for parent stress. 2) HFMC home visiting delivers the accredited, evidence-based Healthy Families America model, delivered by highly trained staff at community-based agencies. Home visiting teams have a culturally-specific focus, including African American, immigrant/refugee, Latino families, teen parents, and parents with significant substance abuse or trauma history.

The HFMC program also maximizes a number of partnerships and is guided by a Maternal Child and Family Health Advisory Council. Example partnerships include the Healthy Birth Initiatives to improve services for African American families; We Are Home, a collaboration with the Oregon Community Health Worker Association to support immigrant refugee families through community-driven, culturally-specific approaches to maternal child family health services; and Early Learning Multnomah (ELM), a collaboration of over 50 early learning programs; and Health Share of Oregon to develop and pilot a tri-county early childhood resource referral and service database to close service gaps for at risk families. HFMC home visitors leverage Medicaid Administrative Claiming funds to provide culturally-specific, African American Mental Health Consultation and other program supports that improve service delivery and family engagement and retention in services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of families served	539	575	635	635
Outcome	% of participating parents who report reading to/with a child at least 3x/week	93%	94%	93%	93%
Quality	% of families remaining in intensive services for 12 months or longer	84%	66%	75%	75%
Outcome	% of families served who fit Early Learning Multnomah (ELM) priority populations (People of Color/low income)	90%	90%	95%	95%

Performance Measures Descriptions

Legal / Contractual Obligation

Healthy Families of Multnomah County must comply with Healthy Families of Oregon policies and procedures, which are based on Healthy Families America (HFA) credentialing standards and contract obligations. Failure to comply may result in disaffiliation with HFA and withholding of funding from the State.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$20,536	\$616,561	\$11,507	\$679,330
Contractual Services	\$214,564	\$1,574,975	\$365,317	\$1,524,222
Materials & Supplies	\$25,715	\$0	\$40,483	\$0
Internal Services	\$111,927	\$77,749	\$112,227	\$78,734
Total GF/non-GF	\$372,742	\$2,269,285	\$529,534	\$2,282,286
Program Total:	\$2,642,027		\$2,811,820	
Program FTE	0.21	5.65	0.11	5.76

Program Revenues				
Intergovernmental	\$0	\$2,237,285	\$0	\$2,237,286
Other / Miscellaneous	\$0	\$32,000	\$0	\$45,000
Total Revenue	\$0	\$2,269,285	\$0	\$2,282,286

Explanation of Revenues

Healthy Families of Multnomah County is funded by the State Healthy Families grant which requires a County match of 25%, of which 5% must be cash match.

Healthy Families home visitors, through the completion of regular staff time studies, leverage Medicaid Administrative Claiming (MAC) program reimbursements, generally equal to about 5% of the State Healthy Families grant.

Healthy Families Grant: \$ 2,037,285
 State Healthy Start MAC: \$ 200,000
 HSO: Help Me Grow Grant: \$ 45,000

Significant Program Changes

Last Year this program was: FY 2019: 40056-19 Healthy Families

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40055, 40056, 40097
Program Characteristics:

Executive Summary

Each year, the Healthy Birth Initiative (HBI) program improves birth outcomes and the health of new families, mothers, and fathers in the African American community, helping children get a healthy start in life. For over 15 years, HBI has improved birth outcomes in the African American community using a culturally-specific model that addresses the underlying causes of health inequities. HBI participants have demonstrated lower rates of infant mortality and low birth weight and higher rates of early prenatal care compared to African Americans not enrolled in the program.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and stability. The African American community experiences the most severe inequities across the spectrum of perinatal health, including a rate of low birth weight at twice that of White non-Hispanics. African American babies in Multnomah County are born too soon, too small, and die too early. These are some of the worst health outcome disparities in the county and, therefore, the Health Department recognizes the work of HBI as part of its core public health mission. HBI uses a family-centered approach that engages mothers, fathers, and other caretakers in supporting a child's development. Components of HBI include case management, health education, community engagement, service coordination, and collective impact.

HBI nurses utilize the Nurse Family Partnerships model as a key component of home visiting services. Other evidence-based models, in addition to Nurse Family Partnerships, include Centering Pregnancy; Smoking Cessation and Reduction in Pregnancy Treatment (SCRIPT); Parents as Teachers (PAT); Partners in Parenting Education (PIPE); 24/7 Dads, among others. HBI care coordination is promoted between internal Health Department programs, external health and social service providers, and larger health systems.

HBI works with its Community Action Network (CAN) to achieve collective impact on topics such as breastfeeding, family planning, and male/father involvement. The CAN is led by parents and comprised of a number of healthcare, social-service, and culturally specific agencies working together to implement community-identified strategies.

Long-term benefits of the program include healthy children ready to learn; a healthier work force; decreased costs related to school failure, juvenile crime, and chronic disease; strengthened partnerships; and gains in equity for the county's African American community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of families served	164	250	250	450
Outcome	Percent of mothers initiating breastfeeding after delivery	83%	95%	95%	95%
Quality	Percent of participants who remain in program until child is two years old	80%	80%	80%	80%
Quality	Percent of participants who express satisfaction with cultural specificity of program	82%	95%	95%	95%

Performance Measures Descriptions

FY 20 Offer of families served has increased due to new grant cycle with increased service level requirements supported by the grant and County general fund.

Legal / Contractual Obligation

Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$659,694	\$818,191	\$896,248	\$1,061,484
Contractual Services	\$97,000	\$75,375	\$367,642	\$179,182
Materials & Supplies	\$71,213	\$25,744	\$24,883	\$57,047
Internal Services	\$96,010	\$279,610	\$263,890	\$123,027
Total GF/non-GF	\$923,917	\$1,198,920	\$1,552,663	\$1,420,740
Program Total:	\$2,122,837		\$2,973,403	
Program FTE	6.00	6.80	6.00	9.80

Program Revenues				
Intergovernmental	\$0	\$750,000	\$0	\$892,500
Service Charges	\$0	\$448,920	\$0	\$528,240
Total Revenue	\$0	\$1,198,920	\$0	\$1,420,740

Explanation of Revenues

Healthy Birth Initiative is funded by: Medicaid Targeted Case Management (TCM) Medicaid Maternity Case Management and a Health Resources and Services Administration grant.

Health Resources Services Administration grant: \$ 892,500

Targeted Case Management: \$ 408,960

Medicaid Fee For Services: \$ 119,280

Significant Program Changes

Last Year this program was: FY 2019: 40058-19 Healthy Birth Initiative

In FY20, HBI will have increases in County General Fund and Grant revenue, resulting in increased FTE and service capacity.

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40049, 40050-40051
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center, Inverness Jail and Juvenile Detention Home collectively house over 1,000 adults and 80 juveniles. Over 36,000 adult individuals are cared for each year with approximately 30% having mental health and behavioral issues. Over 3,500+ juvenile individuals are cared for each year from Multnomah, Washington and Clackamas counties-- brought in from the community, other jurisdictions and other community holding facilities. Over 40% of those juveniles have significant mental health conditions.

Program Summary

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the facilities through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and are equivalent to other correctional facilities across the country.

This offer represents the mental health services to adults in the MCDC and MCIJ facilities and juveniles in the JDH facility. At MCDC, approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. At MCIJ, approximately 600 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial are housed. A 10 bed medical unit provides skilled nursing and protective isolation in house, and utilization of the unit prevents a stay in a hospital at a much greater cost. Mental health services are also provided to inmates at MCIJ, both individually and in groups. Inmates are typically more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur. JDH health professionals work 16 hours/day, seven days a week providing care for 80 youth daily in 7 individual housing units from three counties. Care ranges from minor ailments to major chronic and emotional diseases resulting from substance abuse, trauma, lack of health care, lack of knowledge of hygiene and self care, frequent infections and a high rate of medical and mental illness.

In addition to the services provided by mental health professions, mental health and behavioral issues are screened for and addressed by nursing and other staff in a variety of circumstances: intake/reception screening, 14-Day Health Assessment, response to medical request forms, management in observation units and at release. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Avg number of mental health evaluations for suicide watch per month.	222	200	235	240
Outcome	Avg of total number of active and constant suicide watches per month to prevent inmate injury or death	120	90	130	130
Output	Avg number of evaluations performed by Mental Health Consultants for all Corrections Health sites per month	860	900	785	825
Outcome	% of detained youth receiving mental health medications monthly	44%	40%	45%	45%

Performance Measures Descriptions

Measure 1: Tracking MHC evaluations help to assess client access to care and resource utilization; Measure 2: Tracking both "ACTIVE" and "CONSTANT" suicide watches, capture management of detainees felt to be at risk, better-reflecting resource needs; Outcome Measure: Tracking percentage of youth receiving psychotropic medications allows for monitoring of needs at the JDH facility.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,192,760	\$0	\$3,431,645	\$0
Contractual Services	\$40,000	\$0	\$40,000	\$0
Materials & Supplies	\$19,724	\$0	\$22,858	\$0
Internal Services	\$307,010	\$0	\$303,496	\$0
Total GF/non-GF	\$3,559,494	\$0	\$3,797,999	\$0
Program Total:	\$3,559,494		\$3,797,999	
Program FTE	21.80	0.00	23.40	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2019: 40059-19 Corrections Health Mental Health Services

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40006, 40025, 40060, 40037
Program Characteristics:

Executive Summary

Chronic disease and violence prevention (CDVP) programming is essential to a modernized public health system as it implements population level strategies to address the leading preventable causes of early death and disability. These programs respond to documented health inequities by working in neighborhoods with the highest rates of disease and crime. Strategies include community-informed planning and decision-making; training and technical assistance; community health worker initiatives; communications; and initiatives that improve policies, systems, and environments.

Program Summary

Research shows an individual's zip code is a main determinant of health and wellbeing. Locally, geographic areas with socioeconomic disparities (higher poverty, lower educational attainment, and neighborhoods subjected to disinvestment and/or gentrification) also have significant health disparities, including for chronic diseases and exposure to violence and trauma. In fact, researchers recognize violence (the experience with and/or fear of) as a risk factor for a range of physical health issues, including chronic diseases. CDVP programs engage and work alongside community partners to prevent and improve these health and social inequities by nurturing neighborhoods to support healthy and safe gathering spaces, worksites, schools, health care, and physical environments. Strategies support the work of other Public Health Division prevention programs by addressing the leading causes of death and disability through a health equity framework that reaches neighborhoods and communities most impacted by disparities.

Chronic diseases prevention (CDP) work compliments and augments strategies implemented in the Office of the Director, REACH, Community Powered Change/CHIP, and Tobacco Control and Prevention. CDP provides capacity and flexibility to fill critical gaps in prevention efforts that State and Federal funding are not able to support. Activities are focused on increasing access to healthy eating, active living, and smoke/nicotine-free environments by advancing community/neighborhood policy and systems changes; reaching youth/adolescents in a variety of school and recreation settings; and addressing factors that create socioeconomic disparities, particularly poverty and educational attainment.

Violence prevention work is led by STRYVE (Striving to Reduce Youth Violence Everywhere), which employs a public health approach to violence prevention grounded in equity, healing, and resilience. STRYVE prevents youth violence through community health workers who are reflective of the population and work in partnership with youth and adults to address community trauma, increase resilience, youth empowerment and leadership, and build system capacity. Activities include improving neighborhood livability through community-led projects; providing summer employment programs for youth; and maintaining relationships with national experts to guide local systems with emerging best practices. Violence prevention programming coordinates with chronic disease prevention work at neighborhood and systems levels by building and adapting a cohesive, unified set of strategies to address overlapping root causes of inequities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth and community members engaged in prevention activities	3,200	3,700	3,200	3,500
Outcome	Number of policies & practices established to prevent and reduce rates of chronic disease and violence	11	15	13	20
Outcome	# of community sites involved in prevention activities	27	29	33	35

Performance Measures Descriptions

1) DCI activities conclude in FY19 resulting in reduction in engagement. Measure was changed to included violence and chronic disease prevention. 2) Includes PSE improvement and communications activities that address violence, chronic disease, and social determinants of health. 3) Includes settings implementing communications and PSE improvement activities that address violence, chronic disease, and social determinants of health.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,062,436	\$379,184	\$934,838	\$259,334
Contractual Services	\$729,197	\$121,354	\$90,856	\$45,883
Materials & Supplies	\$139,327	\$33,232	\$60,619	\$28,579
Internal Services	\$185,230	\$76,052	\$133,869	\$78,491
Total GF/non-GF	\$2,116,190	\$609,822	\$1,220,182	\$412,287
Program Total:	\$2,726,012		\$1,632,469	
Program FTE	9.35	3.60	7.95	2.25

Program Revenues				
Intergovernmental	\$0	\$609,822	\$0	\$412,287
Total Revenue	\$0	\$609,822	\$0	\$412,287

Explanation of Revenues

This Program Offer includes federal funding from the Centers for Disease Control and Prevention (CDC) Preventing Teen Dating Violence and Youth Violence by Addressing Shared Risk and Protective Factors (\$412,287)

Significant Program Changes

Last Year this program was: FY 2019: 40060-19 Chronic Disease and Violence Prevention

In F19, this program offer included DCI: Safe and Thriving Communities. The Federal grant ended in FY19 and the DCI program was consolidated into STRYVE.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010B
Program Characteristics:

Executive Summary

Access to sterile injection equipment is proven to reduce transmission of hepatitis C, HIV/AIDS, and bacterial infections. The national opioid epidemic, coupled with rising methamphetamine use, has led to continued growth of injection drug use and, in turn, the need for syringe exchange and other harm reduction services. The Harm Reduction program provides syringe exchange, naloxone distribution, and resources that work to increase readiness and linkages to engage clients in addictions treatment services.

Program Summary

The harm reduction program works with people who may not be ready to stop substance use, offering strategies to reduce risks and negative outcomes for people who inject drugs (PWID) and those around them. While syringes are legal for purchase in Oregon, 70% of program clients report homelessness/unstable housing and rely on low barrier access to services and supplies offered through Harm Reduction programming. Services incorporate trauma-informed risk reduction counseling and referrals based on readiness for change. Strategies include promoting one-time use of new, sterile syringes and other supplies, which are crucial to prevent hepatitis C, HIV, and hepatitis B transmission.

The Harm Reduction program offers access to services at the field-based and clinical site. These access points mitigate barriers faced by PWID, such as the stigma associated with drug use and housing status, through an approach focused on building trusting relationships. Sites offer syringe exchange and addictions education and resources, including access to an addictions benefit coordinator. The clinical site also provides low barrier wound/abscess care, and sexual health services for people not typically engaged in health care. Currently, the Oregon Health Plan is expanding hepatitis C treatment access to PWID, among others. The program will optimize this opportunity to engage clients in HCV/HIV testing and linkage to treatment.

Opioid overdose prevention and naloxone distribution (a medication that reverses overdoses) help clients, first responders, and other community members recognize and respond to an overdose. While prescription drug overdose (OD) deaths recently declined in Oregon, statewide data shows an increase in OD death due to illicit drugs. Multnomah County has the highest OD death rates in Oregon, but opioid OD has declined each year since the advent of naloxone distribution, a reduction not seen nationally or in local counties with limited naloxone access. Harm Reduction clients reported 913 OD reversals in FY18, an increase of 22.7%. To support overdoses prevention efforts, staff provide regional and statewide technical assistance and capacity building training, allowing local community-based organizations to buy naloxone through the program. Staff also work with partners to coordinate system-level strategies.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of syringe exchange client encounters	48,458	50,000	47,541	50,545
Outcome	Number of overdose rescues reported	913	750	970	939
Output	Number of syringes collected	6,057,763	NA	7,281,362	6,110,545
Output	Number of naloxone doses distributed	6,680	NA	7,228	7,050

Performance Measures Descriptions

1) Visits to MCHD and Outside In. 2) Overdose rescues reported to MCHD and Outside In. 3) Includes MCHD and Outside In. 4) Clients from MCHD and Outside In.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$687,732	\$222,817	\$359,198	\$406,947
Contractual Services	\$357,417	\$114,320	\$278,838	\$96,000
Materials & Supplies	\$442,738	\$39,651	\$412,522	\$111,975
Internal Services	\$250,265	\$28,098	\$228,986	\$46,499
Total GF/non-GF	\$1,738,152	\$404,886	\$1,279,544	\$661,421
Program Total:	\$2,143,038		\$1,940,965	
Program FTE	6.45	2.32	3.44	3.43

Program Revenues				
Intergovernmental	\$0	\$360,360	\$0	\$646,421
Other / Miscellaneous	\$0	\$44,526	\$0	\$0
Service Charges	\$0	\$0	\$0	\$15,000
Total Revenue	\$0	\$404,886	\$0	\$661,421

Explanation of Revenues

- \$ 463,421 - HIV Prevention Block Grant
- \$ 15,000 - Medicaid CareOR FFS
- \$ 66,000 - Public Health Substance Abuse and Mental Health Services Administration
- \$ 117,000 - SAMHSA Opioid Use Disorder

Significant Program Changes

Last Year this program was: FY 2019: 40061A-19 Harm Reduction

In FY20, there are decreases in general fund revenue, FTE, and scope/level of services, resulting in fewer sterile syringe, disease prevention, wound care/hygiene, and overdose supplies being distributed; elimination of sharps container distribution; closure of one field-based site; and reduction of operating times at the remaining field-based site.

Department: Health Department **Program Contact:** Ebony Clarke
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40067, 40068, 40065B
Program Characteristics:

Executive Summary

Multnomah County's Mental Health and Addiction Services Division (MHASD) administration manages a recovery-focused, comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in children and adults. Through culturally responsive and evidence-based practices, MHASD serves low-income, uninsured, and individuals who are homeless, as well as any of the 800,000 county residents experiencing a behavioral health crisis. MHASD provides a continuum of services directly and through a provider network. These programs serve approximately 50,000 annually.

Program Summary

The Board of County Commissioners is the Local Mental Health Authority. Through that authority, MHASD Administration provides oversight and management of all publicly-funded behavioral health programs in the system of care, whether provided directly or through contracted agencies. MHASD is organized into three units: 1) Multnomah Mental Health, the county's managed care organization, a federally funded insurance program for children, youth and adults enrolled in Oregon Health Plan. Multnomah Mental Health is a founding member of the coordinated care organization Health Share of Oregon. 2) The Community Mental Health Program (CMHP) provides safety net and basic services that include involuntary commitment, crisis services, and addiction treatment. 3) Direct Clinical Services (DCS) which encompasses all programs for children, youth, and families where services are delivered by MHASD staff. These services may be reimbursed by Multnomah Mental Health, by the state, or by another funding source.

MHASD administration continuously assesses its continuum of services to respond to the changing needs and demographics of Multnomah County. All changes are shaped by the input of consumers, advocates, providers and stakeholders. MHASD ensures the system and services provided are consumer-driven by prioritizing consumer voice through the Office of Consumer Engagement's work, frequent provider feedback, adult system and child system advisory meetings, focus groups and ad hoc meetings.

MHASD administration is also responsible for ensuring contracted providers deliver evidence-based and culturally responsive services to consumers. The Division monitors contracts with providers for regulatory and clinical compliance. To ensure good stewardship, MHASD business and clinical decisions ensure that finite resources are targeted to serve the most vulnerable populations. MHASD management participates in planning at the state level to influence the policy decisions that affect the community we serve. MHASD values our community partners, with whom we work collaboratively to create a system of care responsive to the needs of our community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total Adult/Child MHASD Advisory Meetings ¹	26	26	26	26
Outcome	Advisors agree with the statement, "Overall, MHASD does its job well"	n/a	n/a	77%	77%

Performance Measures Descriptions

¹Includes AMHSAAC, Wraparound CPC, & Wraparound Exec Committee meetings.

Legal / Contractual Obligation

Oregon Administrative Rule, Standards for Management of Community Mental Health and Developmental Disability Programs, 309-014-0020, 309-014-0035, 309-14-0040.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$518,044	\$669,498	\$728,525	\$716,488
Contractual Services	\$4,000	\$301,563	\$0	\$771,263
Materials & Supplies	\$10,540	\$74,786	\$11,056	\$75,210
Internal Services	\$5,223	\$197,589	\$131,211	\$129,547
Total GF/non-GF	\$537,807	\$1,243,436	\$870,792	\$1,692,508
Program Total:	\$1,781,243		\$2,563,300	
Program FTE	4.65	3.83	5.65	3.83

Program Revenues				
Intergovernmental	\$0	\$1,243,436	\$0	\$1,192,508
Beginning Working Capital	\$0	\$0	\$0	\$500,000
Total Revenue	\$0	\$1,243,436	\$0	\$1,692,508

Explanation of Revenues

\$ 829,160 - Behavioral Health Managed Care fund

\$ 363,347 - State Mental Health Grant Local Admin

\$ 500,000 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40065-19 Mental Health & Addiction Services Administration

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40065A
Program Characteristics:

Executive Summary

MHASD supports a recovery oriented system of care which endorses the belief that all consumers experiencing mental health and substance use conditions can and do recover. The important voice of consumers, with lived experience brings a valuable and necessary perspective to ensure community services are recovery oriented and trauma informed. In order to support the expansion, coordination and quality of peer services in Multnomah County, we seek to employ a leadership level position in the Office of Consumer Engagement within MHASD.

Program Summary

The MHASD Office of Consumer Engagement (OCE) is a team of peer staff who advise division leadership and function as a team of liaisons to community providers and system partners to ensure consumer voice is infused at critical junctures of project and program development. The recommendation to establish a County leadership level position was made through the Fall 2018 Mental Health Systems Analysis Report. This position will supervise two existing Coordinator positions, and lead efforts to improve engagement and coordination of care for the most vulnerable residents in Multnomah County living with mental illness and addiction.

In conjunction with the OCE Coordinators, this position will work with the division, department, and community to lead, support, and advise on peer efforts across the County. This supervisor will oversee the peer team's work with contracted providers and system partners to increase awareness about the value of including peers in all aspects of our community system of care. This position will work with MHASD leadership to improve strategies for outreach to diverse communities, and engagement and coordination of recovery services to a population of consumers frequently engaged with multiple systems in our community. Additionally, this position will work with their team and staff involved in workforce equity efforts at the County to develop workforce strategies to hire and retain peers in our County, and develop community training to increase awareness around peer support.

By establishing a county-level leadership position, we are able to demonstrate our value of ensuring those most impacted by decisions we are making about programs and care are at the table as decision makers. This position will also help MHASD lead and align efforts around peer support services with best and promising practices, and bring more capacity for collaboration coordination with advocacy groups and system partners.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Meet w/ MHASD staff to gather information about ways peer voice can be incorporated into program planning.	n/a	n/a	n/a	50%
Outcome	Make key recommendations to MHASD leadership on a strategy to infuse consumer voices into program supervis	n/a	n/a	n/a	4

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$105,839	\$0
Total GF/non-GF	\$0	\$0	\$105,839	\$0
Program Total:	\$0		\$105,839	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program offer will fund a leadership position for the Office of Consumer Engagement.

Legal / Contractual Obligation

The following guidelines are utilized in monitoring MHASD compliance to federal, state and county rules and audits regarding client confidentiality and release of clinical records, record retention, responding to subpoenas and court orders for confidential client records and standards for clinical documentation: HIPAA, DSM V "Diagnostics & Statistical Manual of Mental Disorders", Children's & Adult's State of Oregon Administrative Rules, Oregon Revised Statutes related to medical records & client confidentiality, State Archiving rules, CFR 42 Public Health, Chapter 1 Part 2, Public Law 94-142, Public Law 99-57, State of Oregon Mandatory Child Abuse Reporting Laws, Oregon Health Plan, Mental Health Organization Contract, Multnomah Mental Health HSO Policies & Procedures, Practice Guidelines of the American Health Information Management Association, and Centers for Medicare and Medicaid billing regulations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$174,918	\$571,682	\$226,328	\$551,280
Contractual Services	\$0	\$33,923	\$0	\$0
Materials & Supplies	\$66	\$7,832	\$0	\$25,149
Internal Services	\$3,801	\$181,933	\$0	\$177,257
Total GF/non-GF	\$178,785	\$795,370	\$226,328	\$753,686
Program Total:	\$974,155		\$980,014	
Program FTE	1.96	6.34	2.46	5.84

Program Revenues				
Intergovernmental	\$0	\$795,370	\$0	\$753,686
Total Revenue	\$0	\$795,370	\$0	\$753,686

Explanation of Revenues

\$ 612,748 - Health Share of Oregon (Medicaid): Based on FY19 Medicaid Rates

\$ 140,938 - State Mental Health Grant: LA 01 System Management and Coordination

Significant Program Changes

Last Year this program was: FY 2019: 40068-19 Mental Health Quality Management & Protective Services

Legal / Contractual Obligation

1) Each provider of community mental health and developmental disability service must implement and maintain a QA program. Elements of the QA program include maintaining policies and procedures, grievance management, fraud and abuse monitoring, performance measurement, and contract management.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$570,143	\$3,395,912	\$563,723	\$3,611,600
Contractual Services	\$0	\$3,091,435	\$0	\$998,348
Materials & Supplies	\$292	\$297,658	\$946	\$325,938
Internal Services	\$84,549	\$815,613	\$38,417	\$914,678
Total GF/non-GF	\$654,984	\$7,600,618	\$603,086	\$5,850,564
Program Total:	\$8,255,602		\$6,453,650	
Program FTE	4.49	28.11	4.35	27.35

Program Revenues				
Intergovernmental	\$0	\$7,600,618	\$0	\$5,730,564
Beginning Working Capital	\$0	\$0	\$0	\$120,000
Total Revenue	\$0	\$7,600,618	\$0	\$5,850,564

Explanation of Revenues

- \$ 4,867,552 - Health Share of Oregon (Medicaid): Based on FY19 Medicaid Rates
- \$ 732,012 - State Mental Health Grant: LA 01 System Management and Coordination
- \$ 131,000 - Clackamas County Intergovernmental Agreement
- \$ 120,000 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40068-19 Mental Health Quality Management & Protective Services

APS was removed from Quality Management and added to CMHP in August 2018.

Legal / Contractual Obligation

The Multnomah County Community Mental Health Program is contracted with the state to provide a mental health crisis system that meets the needs of the community.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$958,648	\$2,108,972	\$324,920	\$3,028,495
Contractual Services	\$1,335,876	\$7,686,679	\$1,348,127	\$7,293,502
Materials & Supplies	\$1,691	\$18,944	\$1,714	\$5,917
Internal Services	\$110,660	\$400,439	\$91,112	\$536,948
Total GF/non-GF	\$2,406,875	\$10,215,034	\$1,765,873	\$10,864,862
Program Total:	\$12,621,909		\$12,630,735	
Program FTE	7.44	13.79	2.60	22.81

Program Revenues				
Intergovernmental	\$0	\$10,150,484	\$0	\$10,788,853
Beginning Working Capital	\$0	\$64,550	\$0	\$76,009
Total Revenue	\$0	\$10,215,034	\$0	\$10,864,862

Explanation of Revenues

\$ 6,628,834 - Health Share of Oregon (Medicaid): Based on FY19 Medicaid Rates

\$ 3,320,592 - State Mental Health Grant: MHS 25 Community Crisis Services for Adults and Children

\$ 308,519 - State Mental Health Grant: MHS 37

\$ 530,906 - Washington County Crisis

\$ 76,009 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40069-19 Behavioral Health Crisis Services

Last year this program was also: 40069B Crisis Service Current Capacity Funding

Legal / Contractual Obligation

The Multnomah County Community Mental Health Program is contracted with the state to provide a mental health crisis system that meets the needs of the community.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$664,520	\$4,093,869	\$691,101	\$3,045,806
Total GF/non-GF	\$664,520	\$4,093,869	\$691,101	\$3,045,806
Program Total:	\$4,758,389		\$3,736,907	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,093,869	\$0	\$3,045,806
Total Revenue	\$0	\$4,093,869	\$0	\$3,045,806

Explanation of Revenues

\$ 3,045,806 - Health Share of Oregon (Medicaid): Based on FY19 Medicaid Rates

Significant Program Changes

Last Year this program was: FY 2019: 40070-19 Mental Health Crisis Assessment & Treatment Center (CATC)

Legal / Contractual Obligation

The LMHA shall conduct the investigations and make the findings required by ORS 430.735 to 430.765 for allegations of abuse of a person with mental illness being served in a program paid for by Multnomah County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$203,296	\$253,515	\$717,770	\$271,608
Materials & Supplies	\$929	\$146	\$929	\$146
Internal Services	\$65,020	\$18,596	\$119,708	\$503
Total GF/non-GF	\$269,245	\$272,257	\$838,407	\$272,257
Program Total:	\$541,502		\$1,110,664	
Program FTE	1.60	2.00	5.60	2.00

Program Revenues				
Intergovernmental	\$0	\$272,257	\$0	\$272,257
Total Revenue	\$0	\$272,257	\$0	\$272,257

Explanation of Revenues

\$ 272,257 - State Mental Health Grant: LA 01 System Management and Coordination

Significant Program Changes

Last Year this program was: FY 2019: 40068-19 Mental Health Quality Management & Protective Services

This program moved from MHASD Quality Management to MHASD Community Mental Health Program in fall 2018. Shortly following this transition, the program hired a Program Supervisor, an On Call Investigator, and a Risk Case Manager (Case Manager Senior). Additionally, the program is in process of hiring an additional Investigator/Screeners with a cultural competency KSA to outreach communities that are underrepresented in our reporting data.

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commitment Services includes Emergency Psychiatric Holds (E-Holds), Involuntary Commitment Program (ICP), Commitment Monitors, and the State Hospital Waitlist Reduction Program. The county is the payor of last resort for indigent E-Holds and ICP staff are required to investigate to determine whether individuals on a hold present a risk of harm to themselves or others and if a court hearing is recommended. This is a requirement of the county as the Local Mental Health Authority (LMHA).

Program Summary

Commitment Services is comprised of several distinct yet interconnected services:

Involuntary Commitment Program: Pre-Commitment Services. An emergency psychiatric hold (E-Hold) is filed with the county and keeps an individual in a hospital so a Pre-Commitment Investigator can investigate the individual's mental health status and whether or not they meet criteria for civil commitment. If a person is found to have a mental disorder, and due to that disorder, are a danger to self/others, or are unable to meet their basic needs a hearing report is filed with the circuit court and civil commitment hearing is held. ORS 426.110-120 requires that a court examiner make an independent recommendation to the judge.

Emergency Hold: When an individual is appropriately placed on an E-Hold and cannot pay for the hospital stay, ORS 426 requires that the county pays for these services. The county is required to provide commitment monitoring services.

Commitment Monitors: Staff in this unit assess committed individuals to determine whether they continue to meet commitment criteria, work with hospital staff to develop treatment & discharge plans, and make recommendations on continued hospitalization. Commitment monitors perform monitoring services during trial visits to the community, facilitate financial & medical entitlements, and ensure that individuals transition into the appropriate level of community care. In FY12, the state began funding the county to pay for uninsured consumers who are committed and monitored in the hospital by MHASD's commitment monitors.

State Hospital Waitlist Reduction Program (WLRP): Funding provides for Intensive Case Management (ICM) for patients discharging from the State Hospital and acute care hospitals, and for three Emergency Department Liaisons. ICM and transition planning prevent relapses into hospital care and reduce the County's burden as the payor of last resort. ICM staff provide a connection with resources and assistance in obtaining housing, access to health care, social services, and outpatient mental health services. These services address the needs of mentally ill county residents at the highest level of care. Services provide care & service coordination, ensure adequacy and appropriateness of resources and provide protection of legal and civil rights.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of E-Holds ¹	3,091	3,425	3,089	3,000
Outcome	% of investigated E-Holds that did not go to Court hearing ²	87%	87%	88%	87%
Outcome	% of investigated E-Holds taken to court hearing that resulted in commitment ²	90%	91%	89%	89%
Output	# of commitments monitored annually ³	387	380	360	360

Performance Measures Descriptions

¹ This measure includes both E-holds for indigent residents as well as residents with insurance.

² Outcomes measure staff effectiveness in applying ORS 426 and reducing the burden on the commitment court system by bringing cases to court that definitively meet commitment criteria.

³ # monitored reflects new & existing commitments of residents in acute care settings & secure placements.

Legal / Contractual Obligation

The ORS 426 requires that all persons placed on a notice of mental illness be investigated within 24 hours, as well as monitored upon commitment, as a protection of their civil rights. The state delegates the implementation of this statute to the counties.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

The LMHA shall conduct the investigations and make the findings required by ORS 430.735 to 430.765 for allegations of abuse of a person with mental illness being served in a program paid for by Multnomah County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,018,819	\$2,121,684	\$1,052,843	\$2,269,873
Contractual Services	\$20,700	\$569,722	\$0	\$350,096
Materials & Supplies	\$946	\$39,990	\$1,022	\$40,144
Internal Services	\$234,645	\$236,557	\$214,674	\$329,368
Total GF/non-GF	\$1,275,110	\$2,967,953	\$1,268,539	\$2,989,481
Program Total:	\$4,243,063		\$4,258,020	
Program FTE	8.00	16.10	8.00	16.10

Program Revenues				
Intergovernmental	\$0	\$2,967,953	\$0	\$2,967,953
Beginning Working Capital	\$0	\$0	\$0	\$21,528
Total Revenue	\$0	\$2,967,953	\$0	\$2,989,481

Explanation of Revenues

\$ 2,967,953 - State Mental Health Grant: MHS 24 Acute and Intermediate Psychiatric Inpatient Services based on 2017-2019 IGA with State of Oregon.

\$ 21,528 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40072-19 Mental Health Commitment Services

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer provides an ongoing portion of the funding necessary for a peer-run supported employment program. Additional funding will come from private foundations and in-kind donations. These peer-run employment and education programs typically secure funding from federal, state, and local governments including municipal mental health departments and the national Substance Abuse and Mental Health Services Administration (SAMHSA). Every dollar of county general fund would directly provide employment assistance for a person with a mental illness.

Program Summary

This program offer supports the peer-run supported employment center through continued funding of positions and operating costs. The Supported Employment center offers employment, wellness and administrative support to adults with a mental illness who want to become employed. Continued funding through this offer would ensure that staff can continue to meet the training standards required for Certification. Certification requires that the peer-run entity meet a defined standard of service delivery. Peer-run supported employment provides encouragement and assistance for individuals with a mental illness in securing continuing education, employment and volunteer opportunities and advocating for reasonable accommodations.

The World Health Organization in their Health Impact Assessment and the Robert Wood Johnson Foundation have both endorsed increased education and employment as determinants of good health. This program provides the opportunity for those with mental illness to pursue both educational and employment opportunities that can be factors in improved health outcomes for those experiencing mental health issues.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of active members	138	168	148	140
Outcome	Percent of members in paid employment positions	30%	35%	21%	21%
Output	Average daily attendance (ADA)	20	25	22.5	22

Performance Measures Descriptions

Performance measures reflect gradual increase in the total number of members enrolled in program.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$109,940	\$0	\$102,000	\$0
Total GF/non-GF	\$109,940	\$0	\$102,000	\$0
Program Total:	\$109,940		\$102,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 40073-19 Peer-run Supported Employment Center

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program includes Mental Health Residential Services with 501 beds of Housing. Residential treatment programs include: Secure Residential Treatment Facilities (SRTFs), Residential Treatment Homes (RTHs), Adult Foster Care Homes (ACHs) and a range of semi-independent supported housing programs. Transitional Housing serves approximately 136 individuals who require assistance obtaining permanent housing while addressing their mental health needs. Transitional housing provides short-term stable housing to decrease the likelihood that they will need crisis & acute services.

Program Summary

Residential Services provide mental health residential treatment to persons who suffer from severe mental illness, and who require structured care, foster care, and mental health rehabilitative services. Primary populations served include those who are state Choice Model-eligible and those who are under the jurisdiction of the Psychiatric Security Review Board. In some instances clients meet neither criteria, but their mental illness prevents them from functioning safely in the community.

The Residential Services Team oversees approximately 78 residential programs in Multnomah County and approximately 501 clients. This includes 6 Secure Residential Treatment Programs, 33 Residential Treatment Homes/Facilities, 30 Adult Care Homes, 2 Crisis/Respite Programs, and 7 Supportive Housing Programs. Residential Services manages the development of new Adult Care Homes that serve clients who qualify for mental health residential services. In 2018, the program developed placements in 12 new Adult Care Homes.

Residential Services staff provides regulatory oversight to licensed residential treatment programs, monitoring and supporting the treatment programs' compliance with OARs. Residential staff also provides monitoring, oversight and technical/clinical consultation to treatment programs in the areas of client health, safety and welfare. This typically occurs in the context of scheduled and unscheduled consultation, problem-solving, participation in client staffings, review of appropriateness of unplanned discharges, and monitoring and enforcement of client rights. As a part of oversight of safety, health and welfare, Residential Services is responsible for review of program incident reports, referral to protective services where appropriate, and for conducting Critical Incident Reviews with providers.

As the a designee of the CMHP, Residential Services is responsible for monitoring and responding to denials to program waitlists and client terminations from residential programs. Appeals to these denials are submitted to the Residential Supervisor for a determination. In its role as the regulatory arm of the state, Residential Services also assists state licensors with licensure inspections and quality audits of programs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of New Residential Services Referrals ¹	351	360	350	350
Outcome	% of County Residential Services referrals placed ²	41%	35%	35%	35%

Performance Measures Descriptions

¹ This measure indicates the gap between the number of existing residential treatment beds and the number of referrals for placement.

² OAR changes have impacted gatekeeping responsibilities of the County resulting in lower County placement percentages for in-county residential programs that are statewide resources.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue Contract with City of Portland Bureau of Housing and Community Development.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$565,872	\$788,125	\$607,530	\$795,468
Contractual Services	\$428,920	\$11,625,137	\$99,173	\$11,607,692
Materials & Supplies	\$3,980	\$7,729	\$4,507	\$9,731
Internal Services	\$17,572	\$160,164	\$143,556	\$72,224
Total GF/non-GF	\$1,016,344	\$12,581,155	\$854,766	\$12,485,115
Program Total:	\$13,597,499		\$13,339,881	
Program FTE	5.00	6.68	5.00	6.64

Program Revenues				
Intergovernmental	\$0	\$12,514,649	\$0	\$12,409,106
Beginning Working Capital	\$0	\$66,506	\$0	\$76,009
Total Revenue	\$0	\$12,581,155	\$0	\$12,485,115

Explanation of Revenues

- \$ 220,301 - Healthshare of Oregon (Medicaid): Based on FY19 Medicaid Rates.
- \$ 43,278 - Washington County Older Adult Behavioral Health Coordination
- \$ 43,278 - Clackamas County Older Adult Behavioral Health Coordination
- \$ 12,102,251 - State Mental Health Grant based on 2017-2019 IGA with State of Oregon
- \$ 76,009 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40074A-19 Mental Health Residential Services

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Adult Mental Health Initiative (AMHI) Renamed by the Oregon Health Authority (OHA) The Choice Model Program as of 7/1/16: diverts individuals from Oregon State Hospital (OSH); coordinates successful discharge from OSH into appropriate community placements and services; coordinates care for individuals residing primarily in licensed residential facilities in order to move individuals into the least restrictive housing possible; and coordinates care and develop supports to maximize independent living; 772 individuals were served in FY18.

Program Summary

Mental Health and Addiction Services Division (MHASD) AMHI/Choice Model staff work with other MHASD units, OSH, OHA/Health Systems Division, Coordinated Care Organizations (CCO), and counties to coordinate the placement and movement of individuals primarily within a statewide network of licensed housing providers. New or enhanced services offered by AMHI can include: supported housing development and rental assistance to increase housing options matched to client need; Exceptional Needs Care Coordination (ENCC) to assure access to appropriate housing placements and the development of supports to increase success in the community; referrals to community mental health programs; referrals to Supported Employment to help move clients towards greater independence; and transition planning management to assure the most efficient utilization of the licensed residential housing stock within the community.

The overarching goal of AMHI/Choice Model is assisting individuals to achieve the maximum level of independent functioning possible. This goal is achieved by diverting individuals from admission to OSH; supporting quick, safe and appropriate discharges from OSH into the community; and providing supports (skills training, etc.) to help individuals achieve independent living in the least restrictive housing environment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Clients Served in AMHI	722	680	731	700
Outcome	% of clients receiving direct client assistance to meet basic needs (NEW) ¹	18.4%	18%	18%	18%

Performance Measures Descriptions

¹ Direct client assistance includes housing assistance, moving fees, guardianship, secure transportation and storage.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,388,400	\$0	\$1,423,691
Contractual Services	\$0	\$2,518,457	\$0	\$2,150,550
Materials & Supplies	\$0	\$5,533	\$0	\$7,094
Internal Services	\$0	\$289,518	\$0	\$322,791
Total GF/non-GF	\$0	\$4,201,908	\$0	\$3,904,126
Program Total:	\$4,201,908		\$3,904,126	
Program FTE	0.00	11.66	0.00	11.33

Program Revenues				
Intergovernmental	\$0	\$4,137,358	\$0	\$3,904,126
Beginning Working Capital	\$0	\$64,550	\$0	\$0
Total Revenue	\$0	\$4,201,908	\$0	\$3,904,126

Explanation of Revenues

\$ 1,090,040 - Healthshare of Oregon (Medicaid): Based on FY19 Medicaid Rates

\$ 2,814,087 - State Mental Health Grant: Adult Mental Health Initiative (AMHI) based on 2017-2019 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2019: 40075-19 Adult Mental Health Initiative (AMHI)

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40094
Program Characteristics:

Executive Summary

This program offer describes the existing continuum of adult mental health care funded by Oregon Health Plan and managed by Health Share Multnomah Mental Health. The continuum addresses the needs of adults at emergent, urgent & routine levels of care. Additional respite services provide intervention when an individual's symptoms have risen beyond the scope of outpatient treatment. Outpatient treatment services provide a range of care matched to diagnosis and acuity to approximately 16,000 adults annually.

Program Summary

Adult mental health outpatient services provide a comprehensive array of treatment options that address the needs of each individual, including several categories of individual and group therapy, general and intensive case management for individuals with severe mental illness, intensive outreach and medication management. Outpatient services address long and short-term mental health needs to lessen the need for hospitalization. Since expansion of Oregon Health Plan, an average of 6,090 adults receive outpatient services each month, with many remaining in treatment for several months.

Mental health respite services are a community-based approach to stabilize individuals whose symptoms have exceeded the scope of outpatient treatment. The goal is to prevent hospitalization through early intervention with short-term, intensive residential treatment. Respite care contains a range of treatment options, including medication management, clinical treatment and post-discharge transition planning. It has been defined as a best practice when used in a continuum of treatment services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total adults receiving outpatient mental health and addiction services ¹	22,106	16,000	23,463	23,000
Outcome	Percent of adults readmitted to inpatient within 30 days of discharge ²	20.4%	17%	20.3%	20%

Performance Measures Descriptions

¹ Number of unduplicated Multnomah Mental Health adult enrollees who received an outpatient mental health service or addiction services during the measurement period - note: increase in clients is a result of the addition of Family Care members

² Percent of unduplicated Multnomah Mental Health adult enrollees who were readmitted to inpatient hospitalization within 30 days of discharge during the measurement period.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$14,520,664	\$0	\$11,886,611
Total GF/non-GF	\$0	\$14,520,664	\$0	\$11,886,611
Program Total:	\$14,520,664		\$11,886,611	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$14,520,664	\$0	\$11,886,611
Total Revenue	\$0	\$14,520,664	\$0	\$11,886,611

Explanation of Revenues

\$ 11,886,611 - Healthshare of Oregon (Medicaid): Based on FY19 Medicaid Rates

Significant Program Changes

Last Year this program was: FY 2019: 40076-19 Mental Health Services for Adults

Department: Health Department **Program Contact:** Neal Rotman

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

Related Programs:
Program Characteristics:
Executive Summary

The Multnomah Treatment Fund (MTF) prioritizes community-based services to individuals who experience symptoms of severe mental illness and have been released from jail or psychiatric hospitals and/or are at risk of hospitalization or significant decompensation, but are uninsured and ineligible for Oregon Health Plan (OHP). MTF supports an array of services for the over 500 individuals who experience severe mental illness and are uninsured and without financial resources until insurance or OHP coverage is obtained.

Program Summary

The Mental Health and Addiction Services Division (MHASD) provides funds to the network of providers to treat consumers who are uninsured during periods of exacerbated symptoms in acute stages of mental illness.

The goal is to stabilize and prevent more drastic consequences including hospitalization, incarceration, loss of housing, addiction relapse and loss of custody of children. If these services are effective, the client is spared a prolonged period of instability and the county preserves funds that would otherwise be lost to the high-cost alternatives such as hospitalization, corrections or homeless services. Since these funds are limited, a designated adult services coordinator performs chart reviews for clinical necessity, choice of intervention, and financial eligibility. Services can include individual and group therapy, case management, community outreach, housing assistance, medication management, dual diagnosis treatment, care coordination, and crisis intervention. While the person is receiving services, he/she can be linked to other supports and acquire assistance in securing OHP benefits through the DCHS Benefits Recovery Project and health care through the Multnomah County Health Department or other clinics serving indigent clients. The demand on this program had slightly decreased due to Medicaid Expansion, however Medicaid eligibility requirements and limitations on Medicare approved services means there are individuals who require this safety net program to receive on-going mental health case management and treatment services. In addition, there is an unmet need for more Intensive Case Management services for individuals without Medicaid eligibility. Funds have been re-purposed to address this gap.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total # of adults who received county-funded outpatient services or medication	914	872	918	900
Outcome	Percentage of MTF clients that are hospitalized	9.63%	15%	10.35%	10%

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,364,322	\$0	\$1,268,689	\$135,726
Total GF/non-GF	\$1,364,322	\$0	\$1,268,689	\$135,726
Program Total:	\$1,364,322		\$1,404,415	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$135,726
Total Revenue	\$0	\$0	\$0	\$135,726

Explanation of Revenues

\$ 135,726 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40077-19 Mental Health Treatment & Medication for the Uninsured

Department: Health Department **Program Contact:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Early Assessment and Support Alliance (EASA) is an early psychosis intervention program addressing the needs of young persons aged 12-25 who demonstrate initial symptoms of psychosis or are found to be at high risk for developing psychosis, with the goal of developing a long-term recovery plan. EASA offers formal mental health treatment services, educational support, and employment support. The program actively involves the young person's family and other supports in treatment. The program services for approximately 180 referred individuals each year.

Program Summary

EASA is an evidence and fidelity based model formed by years of research indicating that early intervention and immediate access to treatment can directly reduce hospitalization rates and the long term disabling consequences of psychosis. The multidisciplinary team approach and program activities and services are designed to meet the standards of the model as required by the State of Oregon. The team includes both a child/adolescent and an adult psychiatrist, mental health consultants, a peer support specialist, employment support specialists, an occupational therapist and a nurse. Treatment is community-based and is comprised of services tailored to meet the unique needs of each client. Clients are paired with a psychiatrist and a mental health consultant based on age and personal preferences and cultural needs. Clients can choose from any of the following services to support their unique goals and needs: medication management, case management, supportive employment, nursing services, peer support, occupational therapy, multi-family groups, individual and/or family psychotherapy, psycho-education, and social skills building groups.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total individuals enrolled in the EASA program receiving ongoing services	110	132	109.5	132
Outcome	% reduction in hospitalization rate three months pre and 6 months post enrollment ¹	95%	85%	83%	85%
Output	Number of unduplicated individuals referred to the EASA program	206	185	212	195

Performance Measures Descriptions

¹ This measure compares the hospitalization rate for the three months prior to services with the rate for the 6 months post EASA service enrollment which is an indication of the stabilization of the individual.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,313,301	\$37,931	\$1,338,923
Contractual Services	\$0	\$186,200	\$0	\$182,960
Materials & Supplies	\$0	\$20,389	\$0	\$20,896
Internal Services	\$0	\$336,294	\$45,068	\$114,578
Total GF/non-GF	\$0	\$1,856,184	\$82,999	\$1,657,357
Program Total:	\$1,856,184		\$1,740,356	
Program FTE	0.00	11.04	0.25	10.96

Program Revenues				
Intergovernmental	\$0	\$1,714,891	\$0	\$1,541,501
Service Charges	\$0	\$141,293	\$0	\$115,856
Total Revenue	\$0	\$1,856,184	\$0	\$1,657,357

Explanation of Revenues

- \$ 80,189 - Health Share of Oregon (Medicaid): Based on FY19 Medicaid Rates
- \$ 115,856 - Fee For Service Insurance Receipts
- \$ 10,124 - State Community Mental Block Grant
- \$ 13,500 - State Vocational Rehabilitation Award
- \$ 1,324,668 - State Mental Health Grant based on 2017-2019 IGA with State of Oregon
- \$ 113,020 - SMHG MHS 38

Significant Program Changes

Last Year this program was: FY 2019: 40078-19 Early Assessment & Support Alliance

Department: Health Department **Program Contact:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community Based Mental Health for children and youth serves over 11,000 at risk children up to age 21 through a continuum of prevention, early intervention and treatment services. The majority of funding is contracted to Certified Mental Health Providers in Multnomah County. A small portion supports Early Childhood Head Start Mental Health Prevention and Treatment Services, and Child Abuse Mental Health services at CARES NW.

Program Summary

Services range from prevention/early intervention to a comprehensive continuum of treatment services in treatment centers, clinics, homes, schools and the community. The continuum of services for at risk children includes: Early Childhood Mental Health Prevention and Treatment Services at Head Start, Multnomah Early Childhood Program (MECP), Health Department Maternal Child and Family Services, and Child Abuse Mental Health Services at CARES NW provided by Multnomah County Direct Clinical Services. Health Share of Oregon Multnomah contracted services for Outpatient, Intensive Home Based Services, Psychiatric Day Treatment, Psychiatric Residential Treatment Services, Sub-Acute, and Respite.

Evidence-based practices for at risk children and their families are used to deliver: Incredible Years parent groups, early childhood classroom consultation, psychiatric day treatment, crisis respite, individual/group therapy, skill building and medication management. Care is coordinated with allied partners including Child Welfare, MECP, Head Start, Developmental Disabilities, Dept of Community Justice-Juvenile Services, Wraparound, School Based Mental Health and Physical Healthcare to ensure the best outcomes for children and youth. Prevention services to promote the development of healthy attachments and positive parenting practices are culturally responsive to ensure supports are accessible and relevant to all children and families served programs promote educational success and keep vulnerable children in home with their families, stable foster care, or with other long-term caregivers. Early Childhood Mental Health and Head Start programs provide prevention and treatment for 3,644 children, and address needs before a higher level of care is needed. As of 1/1/2016, culturally specific treatment services for Latino and African American children delivered to increase success at home and reduce the likelihood of expulsion from Head Start.

CARES NW, a child abuse mental health program, reduces the trauma of 1,042 vulnerable children and their families. In turn, this reduces risk of developing long-term health and mental health problems. Outpatient Services deliver a family-centered model to 4,252 children and parents, and seeks to promote long term stability. Intensive mental health treatment services intervene in crisis situations to keep children at home, in school, and out of trouble. The service array aligns with goals of the School Aged Policy Frameworks and Early Learning Multnomah: school readiness, strengthening families, and promoting educational success for children at risk for or with mental illness.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total children receiving outpatient services ¹	4,089	4,200	4,057	4,100
Outcome	% of children demonstrating improvement in their global distress score ²	72.5	75%	69.5%	69.5%
Output	Total children (0-6) receiving prevention services ³	3,644	3,600	3,600	3,600
Output	Numbers of children enrollment in early childhood culturally specific treatment services ³	27	48	48	48

Performance Measures Descriptions

¹ Measure is # of unduplicated children and youth ages 0-17, with at least one reported mental health or substance use treatment encounter in any outpatient service. Multnomah Mental Health, and Multnomah Treatment Fund (MTF) claims data.

² ACORN is short/frequent survey for clients to rate symptoms. Global distress score is average score of all items on survey.

³ Two clinicians. 12 clients each. 50% productivity (Program enrollments started Dec 1st. 2016).

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services
Health Share of Oregon Risk Accepting Entity Participation Agreement
Head Start Revenue Contract

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,520,943	\$695,116	\$1,637,709	\$730,259
Contractual Services	\$172,827	\$1,848,224	\$104,591	\$921,775
Materials & Supplies	\$1,622	\$20,073	\$20,724	\$1,282
Internal Services	\$119,716	\$80,436	\$214,642	\$126,688
Total GF/non-GF	\$1,815,108	\$2,643,849	\$1,977,666	\$1,780,004
Program Total:	\$4,458,957		\$3,757,670	
Program FTE	12.32	5.26	12.23	5.21

Program Revenues				
Intergovernmental	\$0	\$2,592,047	\$0	\$1,608,819
Beginning Working Capital	\$0	\$0	\$0	\$82,323
Service Charges	\$111,500	\$51,802	\$166,918	\$88,862
Total Revenue	\$111,500	\$2,643,849	\$166,918	\$1,780,004

Explanation of Revenues

\$ 856,744 - Health Share of Oregon (Medicaid): Based on FY19 Medicaid Rates
\$ 166,918 - Federally Qualified Health Centers Medicaid Wraparound Funds
\$ 146,829 - Head Start Contracts
\$ 88,862 - Fee For Services Insurance Receipt
\$ 260,346 - Care NorthWest Family contracts
\$ 344,898 - State Mental Health Grant: MHS 20 Non-Residential Mental Health Services based on 2017-2019 IGA with State of Oregon
\$ 82,323 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40080-19 Community Based MH Services for Children & Families

Department: Health Department **Program Contact:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Youth Care Coordination provided through Multnomah Wraparound and Intensive Care Coordination (ICC) follow the System of Care principles and values, and is a contracted service through Multnomah Mental Health and Local Mental Health Authority. Multnomah Mental Health has oversight of the screening and eligibility for children in need of intensive mental health services including the State Hospital, Psychiatric Residential Treatment Services, Psychiatric Day Treatment Services, Home Based Services, Crisis Stabilization (hospital diversion), Mental Health Respite and Care Coordination.

Program Summary

Multnomah Wraparound and ICC is funded by Oregon Health Plan via contract with Health Share of Oregon and managed by Multnomah Mental Health, with additional resources from partnering entities such as DHS Child Welfare, School Districts, Dept of Community Justice-Juvenile Justice. Approximately 200 children, youth and families are engaged in multi-system coordination at any given time.

Multnomah Wraparound and ICC address system issues by identifying trends and implementing a cross system strategic plan through a multi-tiered System of Care governance framework. The governance framework builds partnerships to facilitate planning, decision making and oversight. It also supports family and youth involvement as primary decision makers in the development, implementation and modification of the system of care for children and families. Multnomah Wraparound and ICC utilize Mental Health Treatment Services, flex funding, and community resources to meet the needs of families, monitors quality assurance, conducts utilization management, and evaluates service effectiveness. Multnomah Wraparound and ICC ensure policies and procedures are culturally competent and services are compatible with the families' cultural beliefs, practices, literacy skills and language.

Multnomah Wraparound and ICC screen approximately 270 children per year for intensive services and care coordination. Multnomah Wraparound facilitate Child and Family Teams to develop a single plan of care with blended resources. The plan of care is family-guided, culturally competent, multidisciplinary and includes both formal and natural supports to help children stay with family, in the community, in school and out of trouble. Multnomah Wraparound, as the risk accepting entity for Health Share of Oregon Multnomah, is responsible for appropriate mental health service authorizations and managing flexible fund expenditures. Service effectiveness is monitored through data collection and outcome measurement.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of unique children served in Youth Care Coordination ¹	440	457	536	525
Outcome	% score measuring family's satisfaction and progress in Wraparound ²	86.8%	84%	85.4%	85%
Outcome	% of families completing a Wraparound WFI-EZ survey	28%	33%	31%	31%
Output	Number of unique children screened for Youth Care Coordination eligibility	268	270	269	270

Performance Measures Descriptions

¹ Measure updated to include all Youth Care Coordination enrollments (Wraparound and Intensive Care Coordination).

² Wrap-Track State Database (Fidelity EHR) Mean Total Satisfaction Score from Wraparound WFI-EZ.

Legal / Contractual Obligation

Health Share of Oregon Risk Accepting Entity Participation Agreement

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,431,115	\$0	\$3,853,472
Contractual Services	\$0	\$992,689	\$0	\$703,449
Materials & Supplies	\$0	\$16,872	\$0	\$20,458
Internal Services	\$0	\$939,640	\$0	\$1,063,973
Total GF/non-GF	\$0	\$5,380,316	\$0	\$5,641,352
Program Total:	\$5,380,316		\$5,641,352	
Program FTE	0.00	29.67	0.00	29.52

Program Revenues				
Intergovernmental	\$0	\$5,380,316	\$0	\$5,641,352
Total Revenue	\$0	\$5,380,316	\$0	\$5,641,352

Explanation of Revenues

\$ 5,400,571 - Health Share of Oregon (Medicaid): Based on FY19 Medicaid Rates

\$ 172,656 - Community Mental Health Block Grant

\$ 68,125 - State Mental Health Grant MHS 37 Special Projects based on 2017-2019 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2018: 40081 Multnomah Wraparound

Department: Health Department **Program Contact:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40080
Program Characteristics: Measure 5 Education

Executive Summary

School Based Mental Health is a vital component of the system of care for children and families, serving over 1,600 children and youth with mental health disorders in 38 schools across 6 school districts: Centennial, David Douglas, Gresham Barlow, Reynolds, Parkrose and Portland Public school districts. Mental health professionals provide evidence-based treatment in the school setting. Additionally, children, parents and school staff receive consultation from mental health consultants to assist with mental health needs during educational planning.

Program Summary

Mental health treatment is provided in schools to decrease barriers to accessing care such as stigma, cost and transportation for under-served children and youth. This program reaches children who may not have access to services in a mental health clinic and over 43% of those served are children of color. The ongoing need for culturally specific/responsive mental health treatment and outreach continues to be a priority. Cultural alignment with the students served increases therapeutic alliance which assists with addressing challenges to school attendance and contributes to school completion. Approximately 75% of the children served are insured by the Oregon Health Plan.

Multnomah County and School Districts recognize that there is a continuum of need from prevention to mental health treatment/support for students and their families. No one partner is prepared or responsible for all the needs that are identified. School Based Mental Health Consultants also provide 1,700 hours of Prevention, Education and Outreach to over 6,000 students, school staff or families each year.

School Based Mental Health Consultants provide screening, assessment, crisis intervention, individual, group and family treatment, and case management services. School Based Mental Health Consultants provide consultation to education staff to optimize educational planning for children with mental health challenges. Mental health consultants are also co-located in Student Health Centers to provide integrated physical and mental health services.

Locating mental health services in schools is a best practice and Multnomah County has been a leader in the nation by providing this program since 1969. Mental health disorders may interfere with education completion which has lifelong implications for self-sufficiency and health outcomes. In Oregon, suicide remains the second leading cause of death among young people. Earlier identification and treatment can save lives.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total unduplicated youth referred to SBMH	1313	1,700	1285	1300
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement ¹	65%	65%	65%	65%

Performance Measures Descriptions

¹ Client reported outcomes are accepted as more valid as the person receiving services is reporting changes through a global distress scale measure reported over the course of treatment. The percentage is the number of clients reporting significantly improved or somewhat improved.

Legal / Contractual Obligation

Revenue contracts with school districts.

Oregon Health Authority, Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,719,661	\$1,469,474	\$1,468,827	\$1,835,071
Contractual Services	\$14,654	\$0	\$0	\$0
Materials & Supplies	\$10,625	\$3,774	\$14,194	\$5,071
Internal Services	\$95,209	\$140,276	\$178,233	\$383,600
Total GF/non-GF	\$1,840,149	\$1,613,524	\$1,661,254	\$2,223,742
Program Total:	\$3,453,673		\$3,884,996	
Program FTE	14.17	11.38	11.35	14.03

Program Revenues				
Intergovernmental	\$0	\$1,372,033	\$0	\$1,359,797
Beginning Working Capital	\$0	\$0	\$0	\$409,232
Service Charges	\$139,828	\$241,491	\$155,885	\$454,713
Total Revenue	\$139,828	\$1,613,524	\$155,885	\$2,223,742

Explanation of Revenues

- \$ 155,885 - Federally Qualified Health Center Medicaid Wraparound payments
- \$ 202,648 - Local Public Health Agency IGA with State of Oregon for School Based Clinics
- \$ 22,500 - Parkrose School District
- \$ 75,000 - Centennial School District
- \$ 454,713 - Fee for Service Insurance Receipts
- \$ 177,000 - Portland Public Schools
- \$ 882,633 - State Mental Health Grant: MHS 20 Non-Residential Mental Health Services based on 2017-2019 IGA with State of Oregon
- \$ 409,231 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2019: 40082-19 School Based Mental Health Services

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Mental Health First Aid (MHFA) is a groundbreaking public education program that helps the public identify, understand, and respond to signs of mental illnesses and substance use disorders. In addition to MHFA, the prevention program offers a variety of evidence based trainings to county staff and the community that increases literacy around mental health challenges and interventions and suicide prevention.

Program Summary

The prevention program offers a minimum of two MHFA trainings per month with up to 30 participants per training. In FY18 over 550 Multnomah County employees and community members will have been trained in Mental Health First Aid and Youth Mental Health First Aid. In FY19, MHFA - Adult, Youth, and Older Adult MHFA in English and Spanish will continue to be offered to county employees as well as community groups.

Applied Suicide Intervention Skills Training (ASIST) is an evidenced-based practice to provide suicide first aid. Shown to significantly reduce suicidality, the ASIST model teaches effective intervention skills while helping to build suicide prevention networks in the community. In FY18, 150 community members will be trained in ASIST.

Over half of all people who die by suicide use a firearm. Counseling on Access to Lethal Means (CALM) is an evidence-based training that teaches people how to have conversations with people who are thinking of suicide and their loved ones about how to reduce someone's access to lethal means, namely firearms and medications, while they are experiencing a suicide crisis. We facilitate this training several times a year and have partnered with the Sheriff's Office to provide access to firearm information to licensed firearm owners in Multnomah County.

Question, Persuade, Refer (QPR) is an evidence-based 2-hour suicide awareness and prevention training. We provide this training throughout our community for churches, organizations and businesses, colleges and schools, social groups and general community members. QPR is an excellent way to give people an opportunity to talk about and learn about suicide, and is our most accessible training in terms of time and location.

At the beginning of FY19, we also started offering safeTALK training. safeTALK is an evidence-based, suicide prevention model that is a middle ground for folks who want more skills than QPR provides, but not as in depth as ASIST. In FY19, the entire Bridges Division was trained in safeTALK to give them common language and skills to work with people that they encounter on and around Multnomah County-owned bridges that are at risk for suicide.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of individuals trained in Mental Health First Aid, ASIST ¹ , QPR and/or CALM	890	700	800	800
Outcome	% of individuals who report greater understanding of mental illness and/or suicide prevention.	86%	86%	85%	86%

Performance Measures Descriptions

¹ Reduction in number of individuals trained due to reduction in budget.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$104,845	\$0	\$113,875	\$0
Contractual Services	\$37,260	\$0	\$37,440	\$0
Materials & Supplies	\$20,556	\$0	\$20,556	\$0
Internal Services	\$18,625	\$0	\$17,260	\$0
Total GF/non-GF	\$181,286	\$0	\$189,131	\$0
Program Total:	\$181,286		\$189,131	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 40083-19 Mental Health First Aid

\$181,286-County General Fund Support

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Culturally-specific outpatient mental health services provide treatment for five under-served communities in our county (Pacific Islander, African-American, Eastern European, Latino, and Native-American). These communities have encountered difficulty finding mental health treatment that incorporates their culture, tradition, and language. Some communities of color are also over-represented in the criminal justice system. Through this program offer, 938 indigent individuals received services in FY18.

Program Summary

The system of care built and maintained by Multnomah County must reflect the demographics of those we serve. To ensure that all members of our community have treatment options that incorporate specific cultural needs, MCHD contracts for mental health services for individuals from five communities currently under-served or insufficiently served. Those communities are: Eastern European/Slavic/Russian Speaking, African-American, Asian/Pacific Islander, Latino/Hispanic, and Native American/ Alaskan Native. Multnomah County Mental Health prevalence data suggests that members of the African-American and Native American communities are more likely to be placed in restrictive settings such as hospitals and jails as a result of mental health symptoms. African-Americans are over represented in correctional facilities and the criminal justice system. Culturally-specific services address mental health problems through early access to culturally and linguistically appropriate treatment including nontraditional but culturally appropriate outreach, engagement, and treatment services. Early intervention can mitigate the need for expensive hospital, residential care, or crisis services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total culturally diverse individuals receiving services ¹	938	900	941	900
Outcome	Culturally specific persons served per 1,000 culturally diverse in population ²	3.6	3.6	3.6	3.6

Performance Measures Descriptions

¹ This total includes all persons served under this contract and does not include those culturally diverse persons served by Multnomah Mental Health or in other programs. ² Service Rate Per 1,000 Calculation- Numerator: Total unduplicated culturally diverse individuals served. Denominator: Total county census for similar groups taken from the American Community Survey estimates for 2015.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$2,074,369	\$0	\$1,741,341	\$0
Total GF/non-GF	\$2,074,369	\$0	\$1,741,341	\$0
Program Total:	\$2,074,369		\$1,741,341	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2019: 40084-19 Culturally Specific Mental Health Services

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program serves over 3,000 individuals per year and consists of a continuum of adult addictions treatment and recovery support services for adult residents of Multnomah County. Services include: residential treatment, intensive outpatient treatment with supported housing, outpatient treatment, outreach/engagement, recovery mentoring, and recovery support (including linkages to housing support, pro-social/drug-free activities, basic needs support, etc). Research shows every dollar invested in addiction treatment yields a cost savings of nearly \$11.00.

Program Summary

Substance use disorders impact many areas of the County, particularly including the criminal justice, child welfare, and the healthcare systems. While the overall goal of treatment is to promote an individual path to recovery and well-being, additional positive impacts are experienced at the interpersonal, family, and community levels, such as: reduced recidivism rates, reduced infectious disease transmission rates, reduced crisis system utilization, and strengthening of family bonds and reunification. A recent review of Multnomah County Medicaid members revealed that, on average, receiving treatment reduced physical healthcare costs by \$4,400 per person relative to individuals who didn't receive treatment.

Our adult continuum supports treatment engagement, recovery, and a return to a healthy lifestyle. Treatment and recovery services address the negative consequences of alcohol and other drug abuse; target specific issues that are barriers to recovery; and teach pro-social/drug-free alternatives to addictive behaviors through clinical therapy (individual and group based), skill building, and peer-delivered services. Community treatment and service providers also address self-sufficiency needs through support with parenting skills, stress and anger management, housing issues, independent living skills, referrals for physical and mental health issues, employment services, and pro-social activities that build community and support for a drug-free lifestyle.

Treatment and recovery support services are delivered throughout Multnomah County by a network of state licensed community providers. These providers are culturally competent and many have bilingual staff. The continuum of treatment and recovery support includes culturally responsive programming for specific populations, including: communities of color, people living with HIV, women, and parents whose children live with them while they are residential treatment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number served in treatment (all levels of care)	3,537	3,371	3,395	3,371
Outcome	Percentage of clients who successfully complete outpatient treatment ¹	52%	46%	52%	46%

Performance Measures Descriptions

Performance measures reflect the continuation towards more intensive services for a fewer number of individuals with higher-level needs, and an increase in recovery support services separate from treatment. Recently implemented County reporting methods and State MOTS data have led to continually adjusting estimates. (See, Significant Program Changes section, for additional comments regarding Performance Measure 1). ¹"Successful completion of treatment" is defined as the client completing at least two thirds of their treatment plan goals and demonstrating 30 days of abstinence.

Legal / Contractual Obligation

This program is funded with federal substance abuse prevention/ treatment resources and federal Ryan White grant funds targeting individuals with HIV, as well as, state general funds through the State Oregon Health Authority (OHA) Addictions and Health Systems Division contract. Program planning is developed based on State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Multnomah County accepts the State Mental Health Grant which obligates us to spend funds in accordance with State Service Elements. Local 2145 Beer and Wine tax and Marijuana tax revenues are provided to counties on a dedicated formula basis and are restricted to alcohol and drug treatment/ recovery support services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$96,153	\$777,662	\$245,195	\$787,274
Contractual Services	\$2,503,200	\$8,074,278	\$2,170,046	\$8,052,863
Materials & Supplies	\$6,470	\$5,390	\$6,541	\$5,530
Internal Services	\$69,433	\$131,232	\$97,474	\$132,063
Total GF/non-GF	\$2,675,256	\$8,988,562	\$2,519,256	\$8,977,730
Program Total:	\$11,663,818		\$11,496,986	
Program FTE	0.65	6.70	1.85	6.50

Program Revenues				
Intergovernmental	\$0	\$8,988,562	\$0	\$8,977,730
Total Revenue	\$0	\$8,988,562	\$0	\$8,977,730

Explanation of Revenues

- \$ 155,939 - Healthshare of Oregon (Medicaid): Based on FY19 Medicaid Rates
- \$ 135,264 - Ryan White Award
- \$ 676,184 - Local 2145 Beer and Wine Tax
- \$ 500,001 - Marijuana Tax
- \$ 3,353,624 - SAPT Block Grant
- \$ 125,000 - Safe Neighborhoods Advocacy Partnership
- \$ 170,576 - TANF A&D67 Award
- \$ 47,145 - Stop ACT Grant
- \$ 249,999 - OHA Peer Delivered Services
- \$ 3,563,998 - State Mental Health Grant based on 2017-2019 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2019: 40085A-19 Adult Addictions Treatment Continuum

There are no significant program changes. It is important to note that youth served moved from this Performance Measure in FY 2019 and are included in 40090 Family and Youth Addictions Treatment Continuum.

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Gambling addiction treatment uses evidence-based practices in an outpatient setting to provide treatment to persons diagnosed with mild, moderate, or severe gambling addiction. Based on FY18 data the county's community-based providers treated approximately 318 individuals and family members. Countywide data shows that problem gamblers and family members can access treatment in less than five days from initial contact over 90% of the time, and over 55% meet retention criteria by attending a minimum of ten contact sessions (the State benchmark is 40%).

Program Summary

Multnomah County's Problem Gambling services are guided by a public health approach that takes into consideration biological, behavioral, economic, cultural, and policy factors influencing gambling and health. Services incorporate prevention, harm reduction and multiple levels of treatment by placing emphasis on quality of life issues for the person who gambles, their family members, and communities. In FY18, 186 individuals enrolled in problem gambling treatment. As noted, family participation is important, and 55 family members enrolled in treatment.

Approximately 1,400 adult Oregonians statewide receive Lottery funded treatment each year. Multnomah County has the highest rate, per capita (18 years and older), of lottery sales statewide. Nearly 90% report a preference for gambling on machines (video poker, line games, slots). Problem gambling treatment services are focused on relieving initial client stress and crisis, supporting the client and family members in treatment, and assisting the family to return to a level of healthy functioning. Problem gambling treatment assists the gambler and family in managing money/finances, rebuilding trust within the family,, and maintaining recovery.

Multnomah County provider network includes Lewis & Clark College, Volunteers of America InAct, Cascadia Behavioral Healthcare, and Voices of Problem Gambling Recovery (VPGR). The Latino Problem Gambling Tri-County Services program, administered through Lewis & Clark College, was established in FY18. An Asian Problem Gambling Program is being developed by Asian Health & Services Center for FY20. Culturally-specific programs are funded direct by the State.

Problem gambling prevention programming has focused on assessing overall community awareness of problem gambling as an issue and developing new strategies for the prevention of problem gambling disorders in Multnomah County. Prevention messaging focuses on the risks of problem gambling, tips for responsible gambling, and resources for finding help for individuals with gambling issues. In FY20, the prevention program will be working to reducing stigma related to problem gambling addiction, and promoting the Reflect, Resource, Renew campaign put together by the State's Problem Gambling Services program.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of gamblers and family members accessing treatment annually ¹	318	350	350	350
Outcome	Gambler successful treatment completion rate ²	33%	45%	30%	30%

Performance Measures Descriptions

¹ Output - The number of persons completing the enrollment process and entering treatment.

² Outcome - The number of gamblers completing a minimum of 75% of the short-term treatment goals, completing a continued wellness plan, and not engaging in problem gambling behaviors for a least 30 days prior to discharge. The rate is the number of successful gamblers divided by the number of unsuccessful gamblers and the "neutral" drops.

Legal / Contractual Obligation

Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements. The funds earmarked for gambling prevention and treatment in the Service Element are from Oregon Lottery revenues and may not be used for other purposes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$19,927	\$0	\$18,458
Contractual Services	\$0	\$788,119	\$0	\$788,978
Materials & Supplies	\$0	\$2,204	\$0	\$2,204
Internal Services	\$0	\$0	\$0	\$610
Total GF/non-GF	\$0	\$810,250	\$0	\$810,250
Program Total:	\$810,250		\$810,250	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Intergovernmental	\$0	\$810,250	\$0	\$810,250
Total Revenue	\$0	\$810,250	\$0	\$810,250

Explanation of Revenues

\$ 38,500 - State Mental Health Grant: Local Administration - Addictions Services based on 2017-2019 IGA with State of Oregon

\$ 700,000 - State Mental Health Grant: Problem Gambling Treatment Services based on 2017-2019 IGA with State of Oregon

\$ 71,750 - State Mental Health Grant: Problem Gambling Prevention Services based on 2017-2019 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2019: 40086-19 Addiction Services Gambling Treatment & Prevention

A request for programmatic qualifications will be released in Spring 2019. This qualification process may impact the current provider network for both treatment and prevention. The outcome measure for successful completion rate was updated to match the State's requirement (Service Element AD-81), which is more in line with actual performance.

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Alcohol and Drug Prevention Education Program (ADPEP) uses Federal Substance Abuse Prevention and Treatment (SAPT) Block Grant funds to address risk and protective factors for youth substance use that can lead to alcohol, tobacco, other drug addiction. These State-funded efforts include prevention education, youth leadership activities, and support for schools and parents. With the prevention grant program now transitioned to the Oregon Health Authority's Public Health division, new emphases on tobacco prevention and environmental strategies have been introduced.

Program Summary

Beginning in FY18, Multnomah County's State-funded substance abuse prevention program refocused to begin a pilot prevention program offering services to schools, community organizations, parents and other groups. The key focus is to address alcohol and marijuana use among youth and young adults. Priorities include increasing capacity for prevention in schools, convening stakeholders to assess needs, and offering prevention activities at school sites and organizations serving youth and parents. Year 1 activities include conducting key informant interviews and parent focus groups, partnering with local coalition efforts, and starting to offer prevention activities and classes.

The goal for FY20 (the first year following the pilot) will be to identify additional schools and community programs seeking prevention programming and support for youth, parents and staff. Depending on identified needs within participating schools, prevention programming may include introducing evidence-based prevention curricula, student groups, campus-wide leadership initiatives and early intervention and referrals; offering positive youth activities (that include skill-building, health promotion, etc.); and providing presentations and educational materials at parent/family events. These prevention strategies can also be delivered to community-based groups and venues.

The prevention program became ADPEP -- the Alcohol and Drug Prevention Education Program -- when the Oregon Health Authority (OHA) moved the SAPT block grant program to its Public Health Division/Health Promotion and Chronic Disease Prevention unit. The Multnomah County 2017-19 Biennial ADPEP Local Plan now includes a tobacco policy strategy following up on the new "T21" law raising the minimum legal age to purchase tobacco in Oregon to 21. ADPEP will work with the County Public Health Tobacco Prevention Education Program (TPEP) to engage in T21 education and outreach emphasizing that it is no longer legal for tobacco or inhalant delivery systems to be purchased by 18-20 year olds.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Adults and youth served by substance abuse prevention services and programming ¹	527	275	425	425
Outcome	Prevention activity attendees/participants with improved awareness and/or educational outcomes ¹	80%	75%	75%	75%

Performance Measures Descriptions

FY20 output measures will reflect prevention programming across the community. FY20 outcome measures will be determined by evaluation measures including, but not limited to, pre-and post tests, surveys, and interviews in collaboration with participating schools, community organizations and other prevention partners.

Legal / Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention resources and state general funds through a State Oregon Health Authority (OHA) Public Health Intergovernmental Grant Agreement. Program plans are developed and submitted in accordance with State and Federal grant requirements. Because Multnomah County accepts the OHA Public Health revenue agreement, we are obligated to spend funds in accordance with its terms referencing applicable Oregon Administrative Rules, and/or any service elements to be determined.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$118,700	\$0	\$110,837
Contractual Services	\$0	\$193,069	\$0	\$195,280
Materials & Supplies	\$0	\$4,850	\$0	\$4,850
Internal Services	\$0	\$7,632	\$0	\$13,284
Total GF/non-GF	\$0	\$324,251	\$0	\$324,251
Program Total:	\$324,251		\$324,251	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$324,251	\$0	\$324,251
Total Revenue	\$0	\$324,251	\$0	\$324,251

Explanation of Revenues

\$ 324,251 - Oregon Health Authority. Federal Substance Abuse Prevention and Treatment (SAPT) block grant and State general funds.

The SAPT block grant is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), Department of Health and Human Services.

Significant Program Changes

Last Year this program was: FY 2019: 40087-19 Addiction Services Alcohol & Drug Prevention

The substance abuse prevention program has focused its services to help build prevention capacity and offer prevention programming to schools and communities. Now funded through the Oregon Health Authority's Public Health Division Health Promotion and Chronic Disease Prevention unit, the Alcohol and Drug Prevention Education Program (ADPEP) is including more environmental strategies as well as tobacco prevention strategies. This is the final year of the pilot, and a request for programmatic qualifications will be released in Spring 2019.

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Coordinated diversion includes three jail and/or hospital diversion programs for justice-involved individuals experiencing severe mental health issues. Mental health professionals staff the Community Court, Mental Health Court, and Forensic Diversion Program. Programs provide intensive support, to connect to appropriate community treatment options. Each program works to divert individuals experiencing a serious mental health issue from lengthy jail stays and promote stability in the community. Clients served in FY18; Community Court: 972, Forensic Diversion: 525, MH Court: 150.

Program Summary

The three coordinated diversion programs target persons in the criminal justice system experiencing serious mental health issues who are at risk of lengthy stays in jail or the state hospital unless provided additional treatment, support, and resources. The diversion programs address the needs of residents experiencing severe mental health issues who can be safely diverted from jail and/or the State Hospital, by providing support for successful completion of court directives as well as providing linkage to community services that increase mental health stability. Initial case management and coordination protects the legal and civil rights of these individuals, ensures appropriateness of resources and decreases the unnecessary expense of time spent in jail or the State Hospital.

The Community Court Program works with defendants who have been involved in low-level quality of life crimes. The focus is on restorative justice and clients are able to participate in a variety of social services as an alternative to jail or community service. Mental Health Court provides time-limited intensive monitoring services to persons involved in the criminal justice system post-adjudication. Defendants plea into the court and are supported by Parole/probation, mental health court monitors and peer specialists. The focus is on connecting defendants to community treatment, housing, and financial and medical entitlements. Staff provides ongoing monitoring and support for persons enrolled in the Mental Health Court. Staff initiated services to 60 new participants in FY18.

The Forensic Diversion Program is a pre-adjudication program, focusing on diverting mentally ill defendants from the criminal justice system. The program also works with persons charged with felonies and misdemeanors and ordered to undergo evaluation/restoration at the Oregon State Hospital (OSH). Staff provides mental status evaluations and linkage to basic needs in the community; time-limited coordination/linkage to treatment services, housing, financial and medical entitlements, and social services. In addition, Forensic Diversion provides community restoration as an alternative to being placed in the Oregon State Hospital. This option is less restrictive and provides the client with continued stability and services while maintaining safely in their community as an alternative to extended time in the Multnomah County Detention Center.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	# of participants in Community Court	630	690	616	630
Outcome	% of participants in good standing or have successfully completed services	58%	55%	57%	57%
Output	# of participants served by Forensic Diversion	464	450	431	435
Outcome	% of participants served in the Community by Forensic Diversion	11%	33%	12%	12%

Performance Measures Descriptions

The outcomes measure the program's effectiveness to engage clients toward community based stabilization.

Legal / Contractual Obligation

Oregon Health Authority, Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services

State of Oregon Safe Neighborhood Advocacy Partnership grant

US Dept of Health & Human Services Substance Abuse & Mental Health Services Administration (SAMHSA) grant

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$249,429	\$1,275,267	\$265,677	\$1,174,304
Contractual Services	\$302,287	\$354,879	\$478,131	\$208,473
Materials & Supplies	\$3,392	\$5,604	\$3,458	\$2,955
Internal Services	\$267,629	\$3,984	\$126,440	\$147,506
Total GF/non-GF	\$822,737	\$1,639,734	\$873,706	\$1,533,238
Program Total:	\$2,462,471		\$2,406,944	
Program FTE	2.00	10.70	2.00	9.70

Program Revenues				
Intergovernmental	\$0	\$1,620,273	\$0	\$1,533,238
Beginning Working Capital	\$0	\$19,461	\$0	\$0
Total Revenue	\$0	\$1,639,734	\$0	\$1,533,238

Explanation of Revenues

\$ 1,533,238 - State Mental Health Grant: MHS Special Projects based on 2017-2019 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2019: 40088-19 Coordinated Diversion for Justice Involved Individuals

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Alcohol and drug detoxification, or medically monitored withdrawal management, medically stabilizes a highly vulnerable and diverse client population. It prepares them for further alcohol and drug treatment and connects them to other services needed to resolve homelessness and health issues. There are approximately 2,400 admissions to detox services annually. Supportive Housing targets homeless addicted individuals who have completed detoxing from substances, providing additional engagement and stability to enhance outcomes of continued treatment.

Program Summary

The detoxification and stabilization program supports capacity for withdrawal management services to be provided 24 hours/day, 7 days/week under medical oversight. Clients receive prescribed medication to safely manage withdrawal symptoms and acupuncture to reduce physiological stress so they are more likely to complete the process. Services are also provided in an integrated medical clinic with primary care and dual-diagnosis capability and include culturally specific considerations for African American and Latino populations. Stabilization services include counseling; case management; referrals related to housing, food and transportation, and such economic independence resources as job training, employment referrals, benefits eligibility screening; and discharge linkage to continuing care treatment.

Supportive Housing greatly increases post-detoxification treatment engagement rates. For people who are homeless, addicted, and newly sober, it can be a vital resource in the work towards long-term recovery. Supportive Housing addresses two interwoven challenges: without housing, clients lack the stability necessary to address the problems that lead to homelessness, and without attached supportive services, the client is likely to remain homeless due to unaddressed addiction issues.

Supportive housing (\$29/day) is an evidence-based, lower-cost resource when compared to either Level 3.7 Medically Monitored Inpatient Withdrawal Management (\$945/ day) or Level 3.2 A&D Residential treatment (\$120/day), and we can provide less restrictive/expensive outpatient treatment while the individual is in supportive housing. 58 supportive housing units can each house two to three clients per year (3-4 month stays). Clients are helped by Housing Support Specialists to access key services that promote health, recovery, stability, and self-sufficiency.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of admissions annually to detoxification ¹	2,470	2,600	2,600	2,600
Outcome	Percentage of supportive housing unit utilization ²	95%	94%	94%	94%
Output	Number of individuals receiving supportive housing ²	324	168	168	168

Performance Measures Descriptions

¹ An admission is a person completing the admission process. There can be multiple admissions per individual.

² Average length of stay in supportive housing is 14-15 weeks. Our outcome measures reflect the annual utilization rate (Measure 2) and estimated annual number of individuals housed (Measure 3).

Legal / Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State service elements. Also, Local 2145 Beer & Wine Tax Revenues are provided to counties on a dedicated formula basis and are restricted to alcohol & drug services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,607,167	\$1,296,616	\$1,515,276	\$671,461
Internal Services	\$23,223	\$0	\$0	\$0
Total GF/non-GF	\$1,630,390	\$1,296,616	\$1,515,276	\$671,461
Program Total:	\$2,927,006		\$2,186,737	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,296,616	\$0	\$671,461
Total Revenue	\$0	\$1,296,616	\$0	\$671,461

Explanation of Revenues

\$ 283,733 - State Mental Health Grant: A&D Community Mental Health Block Grant based on IGA with State of Oregon.
\$ 387,728 - State Mental Health Grant: A&D Community Behavioral and Substance Use Disorder Services based on IGA with State of Oregon.

Significant Program Changes

Last Year this program was: FY 2019: 40089-19 Addictions Detoxification & Post Detoxification Housing

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides a continuum of services for youth in outpatient, residential, early recovery, and culturally-specific outpatient addiction treatment services. Additionally, this program provides alcohol/drug-free supportive housing resources for families of adult parent(s) who are in addictions treatment. Annually, approximately 90 families receive housing supports in family-focused recovery housing communities.

Program Summary

A 2015 report from the Center for Behavioral Health Statistics and Quality cites the fact that around 37,000 adolescents in Oregon (almost 13% of the total adolescents) per year report using illicit drugs. Youth alcohol and drug treatment focuses on the developmental issues of youth, to mitigate the immediate and long-term consequences of substance abuse. Our youth treatment continuum reflects collaboration with schools, juvenile justice, and a network of community-based treatment and recovery support providers. This collaborative network provides outreach/engagement services, outpatient treatment, residential treatment, and recovery support services for youth and families with an income at or less than 200% of Federal Poverty Level.

The Family Alcohol and Drug-Free Network (FAN) is a collaboration of community providers supporting families in 89 units of Central City Concern long-term transitional housing. FAN provides a clean, safe and sober living environment in which parents can raise their children while in a recovery supported environment. FAN offers families an array of services, including: rent assistance, family mentoring, and housing case management. Goals focus on supporting the sobriety and recovery of the parent(s); family reunification in cases of child welfare involvement; supports to enhance family stability, economic self-sufficiency, pro-social/ drug-free relationships and community involvement; and placement in permanent housing. The FAN Housing Coordination program helps those families in early recovery as they transition from residential treatment to locate suitable Alcohol and Drug Free Communities (ADFC) recovery-focused housing, as well as providing assistance with housing maintenance and referrals to other supportive resources. Access to this supportive ADFC housing in turn lays a foundation for families' future self-sufficiency and ability to obtain permanent housing. FAN Rent Assistance provides payment of rent and associated expenses inclusive of deposits, move-in costs, and utilities.

Altogether, the services embedded within the family and youth addictions treatment continuum are vital to serving youth and families, many of whom struggle with a myriad of challenges such as trauma histories, dual diagnoses, generational cycles of poverty, incarceration, and fragmented family structures among other difficulties.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households that received rent assistance	86	85	85	85
Outcome	Exiting families that move into long-term permanent housing	75%	75%	75%	75%
Output	Number of families that received housing coordination services	89	120	90	90
Output	Number of youth served in outpatient treatment	45	45	45	45

Performance Measures Descriptions

The performance measures shown above are consistent with measures attached to these funds by the State, and based on provider quarterly reports submitted to the State via the County. State funds to staff housing coordination were reduced in the current biennium, impacting support to families seeking employment and affordable permanent housing. Measures 1 & 3 were adjusted for FY19 to accurately reflect expectations.

Legal / Contractual Obligation

This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA). Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with regulations regarding State Service Elements. Additionally, Local 2145 Beer & Wine tax revenues are provided to counties on a dedicated formula basis and are restricted to use for alcohol & drug services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$137,727	\$493,647	\$128,073	\$459,216
Total GF/non-GF	\$137,727	\$493,647	\$128,073	\$459,216
Program Total:	\$631,374		\$587,289	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$493,647	\$0	\$459,216
Total Revenue	\$0	\$493,647	\$0	\$459,216

Explanation of Revenues

\$ 27,700 - Local 2145 Beer & Wine Tax

\$ 275,100 - SAPT Block Grant

\$ 156,416 - State Mental Health Grant: A&D Community Behavioral and Substance Use Disorder Services based on 2017-2019 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2019: 40090-19 Family & Youth Addictions Treatment Continuum

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Family Involvement Team (FIT) for Recovery program is a collaborative effort with Oregon Department of Human Services/Child Welfare, alcohol and drug treatment providers, social service agencies, and the Family Dependency Court. In FY19, the FIT for Recovery program connected approximately 270 unique individuals with addictions treatment and provided enhanced services to assist clients to successfully complete treatment and maintain recovery.

Program Summary

The FIT for Recovery Core Team, housed at the Family Dependency Court, works with parents involved with DHS Child Welfare who may have a substance use disorder and be in need of treatment services. Volunteers of America outreach workers, located at Multnomah County DHS offices, begin working with the families by screening parent/s for an addictive disorder and referring to a treatment program.

Once in treatment, FIT case managers at the treatment agencies provide the family with supportive services including case management, family therapy, and family recovery services to assist the parent/family in being successful and in developing a recovery plan. DHS Child Welfare caseworkers assist and collaborate with parent skill building, ensuring child visitation and reunification while in treatment. Peer and parent mentors are also available through the FIT collaborative before, during, and after treatment.

FIT partners include: DHS Child Welfare, Family Dependency Court, Cascadia Behavioral Healthcare, CODA, Inc., Lifeworks NW, Central City Concern, Volunteers of America, Oregon and their Family Recovery Support/Miracles partnership, NARA, Inc., Bridges to Change, Miracles Club, Raphael House and Morrison Center.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of FIT Triage starts per year	878	800	868	800
Outcome	Average monthly number of clients in treatment	93	95	96	NA
Outcome	% of FIT screened clients who enter treatment	86.5%	NA	91%	81&

Performance Measures Descriptions

Output: FIT Triage starts are the number of individuals referred from DHS to FIT Outreach Workers.

Outcome: A target outcome of the collaborative efforts between DHS Child Welfare, FIT Outreach Workers/Screeners, and Agency Case Managers is to engage individuals with child-welfare involvement in substance use disorder treatment, increasing the likelihood of parent/child reunification. FY20 program offer has been updated to be in line with program instructions.

Legal / Contractual Obligation

Multnomah County accepts the State Mental Health Grant, and we are obligated to spend funds in accordance with State Service Elements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$445,107	\$0	\$440,442
Total GF/non-GF	\$0	\$445,107	\$0	\$440,442
Program Total:	\$445,107		\$440,442	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$445,107	\$0	\$440,442
Total Revenue	\$0	\$445,107	\$0	\$440,442

Explanation of Revenues

\$ 440,442 - State Mental Health Grant - Community Behavioral and Substance Use Disorder based on 2017-2019 IGA with the State.

Significant Program Changes

Last Year this program was: FY 2019: 40091-19 Family Involvement Team

FY20 performance measures have been updated to be in line with program instructions. The previous outcome was better defined as an output. The revised outcome (% of FIT screened clients who enter treatment) better demonstrates collaboration between outreach/screening workers and agency case managers to expedite treatment engagement for individuals with child-welfare involvement.

Legal / Contractual Obligation

Risk Accepting Entity contract with Health Share of Oregon CCO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,980,861	\$0	\$4,567,066
Contractual Services	\$0	\$1,529,405	\$0	\$151,678
Materials & Supplies	\$0	\$6,338	\$0	\$8,608
Internal Services	\$0	\$933,781	\$0	\$1,090,694
Total GF/non-GF	\$0	\$6,450,385	\$0	\$5,818,046
Program Total:	\$6,450,385		\$5,818,046	
Program FTE	0.00	35.90	0.00	38.10

Program Revenues				
Intergovernmental	\$0	\$6,450,385	\$0	\$5,818,046
Total Revenue	\$0	\$6,450,385	\$0	\$5,818,046

Explanation of Revenues

\$ 5,725,053 - Healthshare of Oregon (Medicaid): Based on FY19 Medicaid Rates

\$ 80,078 - Ryan White Award

\$ 12,918 - State Mental Health Grant MHS 37 Special Projects based on 2017-2019 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2019: 40094-19 Medicaid Insurance Plan Administration and Operations

Department: Health Department **Program Contact:** Rachael Banks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40048
Program Characteristics:

Executive Summary

The Public Health Office of the Director provides leadership as the local public health authority. The PHD plays a unique and required governmental public health role by being responsible for guiding policies, systems, and programs that promote and protect the health of, and prevent disease for, all residents and diverse communities within Multnomah County. Equity-focused strategies include direct services, policy interventions, public education, and communications, community partnerships, planning, and assessment.

Program Summary

The Office of the Director supports the Multnomah County Board of Health (BOH) in its authority and responsibility to set health policy for the county and ensure health for all residents. The Office of the Director provides regular updates and identifies the most pressing public health issues facing the community to the BOH through sharing health data, community wisdom, and promising practices. The BOH and PHD coordinate to identify policy and systems level changes that reduce health disparities in the leading causes of preventable death and disability in the County. Currently, the focus is on chronic disease and injury prevention policies and systems interventions.

Leadership and Policy: This unit implements the strategic direction and anticipates future needs of public health in Multnomah County through leading division-wide strategies and participating in regional and statewide public health systems. Major areas of focus include assessment and implementation of public health system reform and leadership on the Coalition of Local Health Officials, the Governor-appointed Public Health Advisory Board of the Oregon Health Authority, and the Multnomah County Public Health Advisory Board. Key activities include implementing public health education and communication campaigns.

Community Partnerships and Capacity Building: Community Powered Change, a Community Health Improvement Planning contract with a community partner coalition, identifies and implements community-driven recommendations addressing longstanding and persistent health inequities through aligning Public Health Division activities with community needs and priorities and shifting public health practice and organizational culture toward the elimination of health disparities.

Partnership Coordination: Develops and coordinates division-level health equity work, community engagement, and partnerships to support approaches and policies to decrease health disparities. Strategies include: the Future Generations Collaborative, a culturally-specific, trauma-informed partnership with Native American and Alaska Native community members, Native-serving organizations; Pacific Islander Coordination which convenes and supports the PI Coalition to identify community priorities and address health inequities; support for Community Health Worker (CHW) training for community-based organizations to conduct cultural specific CHW certification training; improving institutional practice on partnerships; and building and maintaining a competent and culturally responsive public health workforce.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Multnomah County Public Health Advisory Board meetings	10	12	13	12
Outcome	Number of policy and/or service system strategies presentations to the BOH	NA	NA	2	5
Output	# internal/external partners provided TA in applying culturally responsive partnership/equity strategies	NA	NA	15	20

Performance Measures Descriptions

1) Measures moved from program offer 40001. 2) New measure. 3) New measure.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$881,883	\$0	\$1,488,431	\$0
Contractual Services	\$439,076	\$150,000	\$975,109	\$150,000
Materials & Supplies	\$95,841	\$0	\$153,504	\$0
Internal Services	\$238,697	\$0	\$254,225	\$0
Total GF/non-GF	\$1,655,497	\$150,000	\$2,871,269	\$150,000
Program Total:	\$1,805,497		\$3,021,269	
Program FTE	6.30	0.00	10.70	0.00

Program Revenues				
Intergovernmental	\$0	\$150,000	\$0	\$150,000
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$150,000	\$0	\$150,000

Explanation of Revenues

\$ 150,000 - State: MCH Child and Adoles

Significant Program Changes

Last Year this program was: FY 2019: 40001-19 Public Health Administration and Quality Management

In FY19, the Leadership and Policy elements of this program offer were included in 40001 Public Health Administration and Quality Improvement. This unit, Community Powered Change (CPC)/Community Health Improvement Plan (CHIP), and health equity staff are core components of the Public Health Division and were moved to this program offer in FY20 as part of divisional and program offer reorganization.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40056, 40055, 40058, 40054
Program Characteristics:

Executive Summary

Maternal, Child, and Family Health (MCFH) Administration provides leadership, compliance, quality, and program data oversight and support to MCFH programs within the Public Health Division. MCFH Administration sets a health equity-focused strategic direction and assures compliance to program and fiscal standards for all MCFH programs.

Program Summary

MCFH Administration supports the following programs: Healthy Birth Initiatives; Nurse Family Partnerships; Healthy Families, Healthy Homes Asthma Home Visiting, and Community Based Health Consulting. MCFH Administration ensures that service delivery is focused on improving health outcomes before, during, and after pregnancy to reduce racial/ethnic disparities in perinatal and birth outcomes. To implement this approach, MCFH Administration provides administrative and leadership functions to its programs.

Administrative functions include fiscal and programmatic compliance; health information technology management; and quality assurance. These functions support assessing and evaluating partner, client, and service delivery needs based on program outcomes; overseeing contracts, billing, health information technology systems, and compliance with Local, State, and Federal guidelines; and implementing quality and process improvements.

Leadership functions include program management, partnership engagement, and health equity-focused strategic planning. These functions support working with clients, program leadership, community-based service-delivery partners, and other County programs to set the strategic direction for MCFH programs. Examples include working to shift the MCFH workforce culture toward the elimination of racial/ethnic disparities by implementing culturally specific and responsive programs and meaningful community partnerships.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of billable visits that meet targeted case management (TCM) requirements	NA	NA	4,519	1,320
Outcome	Percent of partnership contracts in compliance	NA	NA	100%	100%
Quality	Number of monthly chart audits completed	NA	NA	326	200

Performance Measures Descriptions

1) Billing requirements that meet the provision with Medicaid program that allows reimbursement for specific case management services. FY20 Offer reduction due to reduction in NFP services. 2) Contracts are created and executed in compliance with County rules and practice. 3) Provider charts are audited for compliance that meets, HIPAA privacy, nursing charting standards, and TCM requirements.

Legal / Contractual Obligation

MCFH Administration ensures that all MCFH programs comply with a number of legal/contractual guidelines related to model fidelity, Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$941,698	\$21,339	\$978,014	\$20,806
Contractual Services	\$115,100	\$101,388	\$49,300	\$100,000
Materials & Supplies	\$42,579	\$0	\$61,095	\$1,921
Internal Services	\$226,637	\$2,273	\$246,865	\$2,273
Total GF/non-GF	\$1,326,014	\$125,000	\$1,335,274	\$125,000
Program Total:	\$1,451,014		\$1,460,274	
Program FTE	8.35	0.14	8.00	0.13

Program Revenues				
Intergovernmental	\$0	\$125,000	\$0	\$125,000
Total Revenue	\$0	\$125,000	\$0	\$125,000

Explanation of Revenues

\$ 100,000 - State: MCH Child and Adoles Grant
\$ 25,000 - Early Home Visit Grant

Significant Program Changes

Last Year this program was:

This program offer is new for FY20 as part of Public Health Division program offer reorganizations. In previous fiscal years, MCFH Administration was included as part of multiple program offers: 40054 Nurse Family Partnerships; 40055 Home and Community Based Health Consulting, and 40056 Healthy Families. This program offer continues to provide leadership and administrative support to these program offers, as well as 40058 Healthy Birth Initiatives, and does not represent new funding.

Department Overview

Multnomah County Library’s mission: Empowering our community to learn and create

Multnomah County Library uses three-year priorities to shape what we do and explain how we do it. In a world that changes quickly, we build those priorities on four pillars that will not change.

Our pillars:

Free access for all

A trusted guide for learning

The leading advocate for reading

A champion for equity and inclusion

Our priorities:

Making connections for a stronger community

We help people learn, create, have fun and understand their world.

We connect people to help solve shared problems.

We help people build trust and work toward common goals.

Removing barriers

We help people better understand each other and respect differences.

We invest in people who face the greatest barriers in life.

We use public resources in ways that make the greatest impact.

Helping meet basic needs

We work to provide safe, welcoming and clean spaces that serve many different needs.

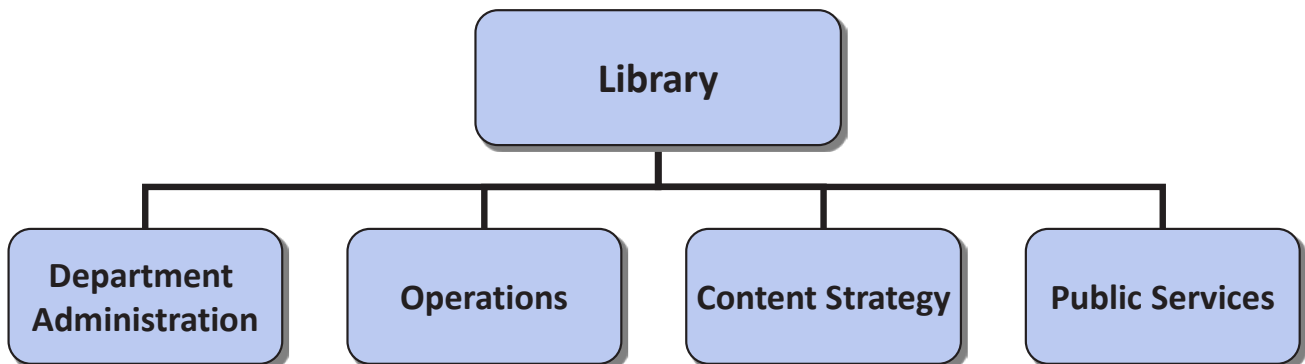
We create services and partnerships that increase personal safety, food security, health, and access to shelter.

Honoring the past and embracing the future

We have books and materials people want.

We protect freedom of thought and expression.

We use research and community input to shape our services and spaces.



Budget Overview

The Library FY 2020 Proposed budget is \$87,228,395, a \$3.1 million increase from the FY 2019 Adopted budget. Library operations were funded exclusively through the independent Multnomah County Library District, which was enacted by voters in 2012. Changes from FY 2019 include the elimination of 6.70 FTE of vacant positions to meet a 1% constraint and a proposed increase in the Library District property tax rate.

The Library’s FY 2020 proposed expenditures of \$87.2 million represent a 3.7% increase over FY 2019. There are no major programmatic changes in this budget. Notable budgetary changes include:

- The Library applied a 1% constraint to current service level. The constraint was met by eliminating 6.70 FTE of vacant positions.
- Library capital expenditures budgeted as Internal Services increased by \$1.1 million above expectation in order to address a maintenance backlog. These resources were reallocated from other areas.
- The Security program offer (80015) was moved from Operations to Public Services, and last year’s Equity & Inclusion program offer was folded in to the Library Director’s Office (80010) with no change in programmatic activity.

In the seventh year of the Library District, the Library proposes to levy a rate of \$1.21 per \$1,000 of assessed value. This rate is an increase from the \$1.20 per \$1,000 of assessed value levied in FY 2019, but is in line with with the District’s original financial plan and below the voter approved maximum of \$1.24 per \$1,000 of assessed value. According to the most recent economic forecast for the Library, expenses will begin to grow faster than revenues in the near future, but annual budget surpluses are still forecast for the next two years.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	542.12	542.45	542.45	532.50	(9.95)
Personnel Services	\$49,177,348	\$51,765,474	\$53,868,963	\$55,987,446	\$2,118,483
Contractual Services	1,282,687	1,632,650	1,712,517	1,586,709	(\$125,808)
Materials & Supplies	10,300,798	12,118,964	12,428,063	11,350,771	(\$1,077,292)
Internal Services	16,055,954	14,189,402	16,070,816	18,283,469	\$2,212,653
Capital Outlay	<u>300</u>	<u>20,047</u>	<u>20,000</u>	<u>20,000</u>	<u>\$0</u>
Total Costs	\$76,817,087	\$79,726,537	\$84,100,359	\$87,228,395	\$3,128,036

Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Multnomah County Library looks to Fiscal Year 2020 with a focus on long-term sustainability, while working to reduce barriers to access wherever possible. As the community's diverse needs continue to shift and become more complex, the library is working to respond and serve in new ways. The library implemented new priorities in Fiscal Year 2019, based on revisions following a yearlong community engagement effort. The FY 2020 budget proposal includes a new set of performance measures centered around that feedback.

Fiscal Year 2019 has involved major technology initiatives for the library. In addition to the countywide Enterprise Resource Planning replacement project and its attendant training needs and business process changes, the library is also replacing another core system. The integrated library system (ILS) is the backbone of a library's technology environment, powering the catalog and tracking materials. Scheduled to launch in May 2019, the new ILS requires training for nearly every library staff member and will have limited impacts on meeting room availability and patrons' ability to place holds shortly before the system goes live.

The library will continue its long term space planning effort into FY 2020. Building on the vision in the Framework for Future Library Spaces, approved by the Board in 2017, the library has continued its due diligence to create models for costs, funding, timelines and staging of projects to achieve the framework's recommendations. Those models will continue to solidify in FY 2020, giving commissioners more detailed information and analysis on which to base decisions and proposals for next steps.

As one of the most public spaces in a community, issues that manifest in a community also manifest in its public library, often related to housing insecurity, addiction and mental health. In the current fiscal year, the library has taken new steps to respond to those issues, including increasing the number of library safety officers in public locations, placing sharps containers in public restrooms and providing the overdose-inhibiting drug Naloxone and training at all libraries. Library staff are engaging people experiencing homelessness to better understand their needs and desires, responding with innovative efforts like "Writing Through It," a group aimed at writers who have or who are experiencing homelessness or "Coffee and Conversation," a recurring forum for discussion and relationship building between staff and patrons.

Looking forward to FY 2020, the library will focus on the challenge presented by a structural deficit, in which costs rise faster than revenues. To mitigate the long term impacts of this deficit, the library reviews every vacancy to ensure that it meets current and future business and community needs, reallocating FTE to locations and programs that demonstrate the greatest community benefit or eliminating vacant positions. Because two-thirds of the library's expenses are personnel-related costs, managing vacancies is the most effective long-term way to control costs and limit the effects on library staff.

Diversity, Equity and Inclusion

Multnomah County Library is working to create a system that equitably nurtures, empowers and lifts staff, patrons and the community to their highest potential. Libraries are uniquely positioned to address barriers to opportunity and access that disproportionately affect families in poverty and communities of color.

Fiscal Year 2020 will be the fourth year of the library’s equity and inclusion (E&I) program. Ongoing efforts include a “leading with race” series training for the library’s Executive Management Team, training for all library managers, membership on the Safety, Trust and Belonging Advisory Council and participating in the Workforce Equity Strategic Plan development process.

The library continued its effort to recruit from a diverse pool of potential applicants in FY 2019. These activities included in-person recruitment efforts at the American Library Association 2019 Midwinter and Annual conferences, a presentation about recruitment at the Joint Conference of Librarians of Color, and attendance at local job fairs and events including, the Diversity Employment Job Fair, the Urban League Job Fair, Pride and Good in the Hood.

The library recruited for the following positions in FY 2019: a Black cultural competency community engagement coordinator; two Black cultural competency library assistants; two Black cultural competency access services assistant; two bilingual Russian library assistants; bilingual Spanish youth librarian; and a bilingual Spanish senior office assistant for the Contact Center. Currently, nearly one in five library positions include a linguistic or cultural competency (though numerous other staff members who identify as people of color serve in non-KSA positions).

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$2,110,377	\$2,110,377	10.00
Operations	0	8,986,265	8,986,265	48.25
Content Strategy	0	22,717,542	22,717,542	44.25
Public Services	0	53,414,211	53,414,211	430.00
Total Library	\$0	\$87,228,395	\$87,228,395	532.50

Department Administration

Department Administration provides executive leadership and strategic vision for the library system; connects the community with library materials and services; and develops and leads proactive equity and inclusion initiatives.

The Director's Office works with elected leaders, stakeholders, residents and staff to ensure that library services meet the needs of Multnomah County residents; provides timely and helpful communication about the library to the public and library staff; develops policies and procedures to help people use library services; and ensures that the library provides relevant information and exceptional customer service to patrons.

Equity and Inclusion leads the library's work to equitably nurture, empower and lift staff, patrons and the community to their highest potential.

Significant Changes

There are no significant changes.

Operations

Operations provides leadership and strategic vision for the operational support of the library system; manages the library's finance and budget operations; ensures accurate and timely delivery of library materials; coordinates building maintenance; promotes the resource management of highly qualified staff; provides flexible staffing coverage for the system; and provides opportunities for people to contribute their time and talents to Multnomah County Library.

Division Management works with stakeholders to ensure the efficient operation of Multnomah County libraries; Business Services manages the library's finance and budget operations; Facilities and Logistics coordinates the movement of books and materials among all 22 locations and coordinates buildings and grounds maintenance; Human Resources/Learning + Organizational Development provides assistance with all aspects of the employment cycle and coordinates training for staff and patrons; Systemwide Staffing provides flexible staffing coverage across the system; and Volunteer Services oversees the recruitment and placement of volunteers for all libraries, outreach programs and The Title Wave Used Bookstore.

Significant Changes

The security program offer (80015) is now located in the Public Services Division. This will allow for better communication and integration of the security program with public services management and operations. The systemwide staffing cost center (803910) will be folded into the Human Resources cost center (803710). Both cost centers currently exist in the Human Resources program offer (80017), so there will be no change to that program offer.

Content Strategy

Content Strategy aligns Collections & Technical Services, Marketing + Online Engagement, and IT Services for selection, curation and development of physical and digital library materials; web, print and social media content; and technology to engage patrons in meaningful ways.

Collections & Technical Services buys, catalogs, digitizes, curates and processes print and electronic/digital resources. It manages interlibrary loan, around 2,500 periodical subscriptions, more than 120 databases and online resources such as OverDrive and Hoopla.

Marketing + Online Engagement connects patrons to library services, programs and collections, through the website, mobile accessibility, social media and email marketing. This group develops brand identity, digital strategy, and patron feedback channels to provide guidance for strategic organizational decisions.

IT Services leads development and support for the library's technology strategy, ensuring robust and sustainable IT for progressive service to a diverse community. IT Services supports staff computing and over 1,000 computers and mobile devices for public use. Wired and wireless networking provides public access to the library catalog, databases, downloadable books/media and websites for job hunting, continuing education and government services.

Significant Changes

There are no significant changes.

Public Services

Public Services includes 19 neighborhood libraries, which are hubs of community engagement, learning and creativity; the contact center, which serves patrons via phone, email, text and chat; security, which provides support for a welcoming library atmosphere; and programming and outreach, which provides services both in libraries and throughout the county.

Neighborhood libraries are welcoming spaces with friendly staff that provide access to books, computers with internet access, free programs and meeting spaces. Patrons visited libraries more than 3.7 million times last year. These libraries provide patrons with access to over two million physical and digital materials and host storytimes in English, Spanish, Russian, Vietnamese, Mandarin, Cantonese and Somali. Dedicated volunteers contributed more than 60,000 hours of service last year.

Programming and outreach provides support for programming, community outreach, public training, creative learning, reader services and partnership initiatives. This includes the Every Child Initiative, which supports kindergarten readiness; the School Age Services team, which works with school districts and afterschool programs to improve student success; and the Summer Reading program, which served more than 100,000 youth in 2018. Adult outreach provides programs and services to older adults, new immigrants, adult learners, people with disabilities and people who are institutionalized or homeless.

Significant Changes

This division now includes the Security program offer (80015). This will allow for better communication and integration of the security program with public services management and operations.

Multnomah County Library

The following table shows the programs that make up the department's total budget. The individual programs follow their respective divisions.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Department Administration					
80010	Library Director's Office	\$0	\$2,110,377	\$2,110,377	10.00
Operations					
80012	Operations Division Management	0	609,814	609,814	4.00
80013	Business Services	0	1,203,206	1,203,206	6.75
80014	Facilities & Logistics	0	3,902,005	3,902,005	15.25
80016	Volunteer Svcs/Title Wave Bookstore	0	677,360	677,360	4.75
80017	Human Resources	0	2,593,880	2,593,880	17.50
Content Strategy					
80018	IT Services	0	8,353,605	8,353,605	1.00
80019	Marketing + Online Engagement	0	1,635,828	1,635,828	9.50
80020	Collections & Technical Services	0	12,728,109	12,728,109	33.75
Public Services					
80001	Central Library	0	14,018,996	14,018,996	113.75
80002	North County Libraries	0	5,164,590	5,164,590	42.75
80003	Inner/South County Libraries	0	12,008,296	12,008,296	102.50
80004	Mid/East County Libraries	0	12,167,516	12,167,516	102.00
80005	Contact Center	0	1,314,772	1,314,772	13.50
80006	School-Age Services	0	1,348,707	1,348,707	8.75
80007	Every Child Initiative	0	1,006,314	1,006,314	6.75
80008	Programming & Community Outreach	0	1,677,918	1,677,918	8.00
80009	Adult Outreach	0	1,113,740	1,113,740	8.25
80015	Security	0	1,641,037	1,641,037	15.00
80021	Programming & Outreach Management	0	258,101	258,101	1.00
80022	Public Services Division Management	0	<u>1,694,224</u>	<u>1,694,224</u>	<u>7.75</u>
Total Library		\$0	\$87,228,395	\$87,228,395	532.50

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Department: Library **Program Contact:** David Ratliff
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for Central Library, which serves the downtown core of the city of Portland along with visitors from the entirety of Multnomah County. Residents visited Central Library 664,000 times last year and benefited from diverse learning, cultural and recreational opportunities. Central Library also serves patrons throughout the county via email reference services provided by Central Library staff. This program offer includes circulation, stacks, and information services for Central Library as well as the John Wilson Special Collections.

Program Summary

Central Library is a community anchor where patrons attend classes, programs, and forums that provide opportunities for neighbors to interact. County residents have access seven days per week, including some evenings, to nearly 675,000 books and other items from this library. Central Library patrons checked out or renewed over 1,750,000 physical items last year. Central Library empowers new immigrants, small business owners, seniors, students and people experiencing homelessness by providing informational tools to develop life skills.

Patrons develop critical life skills through job training resources, book groups, opportunities for civic engagement, and other library programs. To support critical life skill development and digital literacy, Central Library staff conducted 430 individualized patron appointments, a service with a 98% satisfaction rating.

Central Library provides opportunities for diverse neighbors to interact and engender a sense of community. The library partners with other organizations to improve work and life skills through free public programs. Central Library offers space for library-organized and community-led events to discuss ideas and issues of public interest. Central Library presented 740 programs to 11,000 participants last year. Libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless internet. Central Library provides 780,000 internet and wi-fi sessions annually on library and patron devices, including on 162 library-provided public computers. Central Library hosted 140 free computer classes and labs to help attendees develop life and job skills. Children and young people participate in storytimes and Summer Reading at Central Library. Nearly 6,500 people attended youth programs at Central Library last year.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of library visits	664,416	na/-	616,000	615,000
Outcome	% of patrons who found books and items they wanted	91%	90%	90%	90%

Performance Measures Descriptions

New output measure for FY 2020: Number of library visits.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$10,486,989	\$0	\$10,748,437
Contractual Services	\$0	\$147,000	\$0	\$191,700
Materials & Supplies	\$0	\$193,383	\$0	\$139,394
Internal Services	\$0	\$2,769,755	\$0	\$2,939,465
Total GF/non-GF	\$0	\$13,597,127	\$0	\$14,018,996
Program Total:	\$13,597,127		\$14,018,996	
Program FTE	0.00	119.50	0.00	113.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80001-19 Central Library

No significant changes

Department: Library **Program Contact:** David Ratliff
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80003, 80004
Program Characteristics:

Executive Summary

This program offer is for the libraries serving the northern area of Multnomah County: Kenton, North Portland, Northwest and St. Johns libraries. Residents visited these libraries nearly 495,000 times last year and benefited from diverse learning, cultural, and recreational opportunities. These libraries serve a large number of African American and Spanish-speaking patrons with culturally relevant services.

Program Summary

North County libraries are community anchors where patrons attend classes, programs, and community forums that provide opportunities for neighbors to interact. County residents have access seven days per week, including some evenings, to 154,000 books and other items at these libraries, including Spanish language materials. Patrons of North County libraries checked out or renewed more than 1.8 million physical items last year. North Portland Library features a new and growing Black Pacific Northwest Collection that currently features 207 titles.

Patrons develop critical life skills through job training resources, book groups, opportunities for civic engagement and other programs. North County libraries' language learning and educational programs improve employment opportunities and quality of life for those with low English proficiency and limited resources. To support critical life skill development and digital literacy, North County libraries' staff conducted 930 individualized patron appointments, a service with a 98% satisfaction rating.

North County libraries provide opportunities for people to interact through a variety of programs. North County libraries' volunteers from youth to seniors contributed over 7,000 hours of service last year, and community groups used the meeting rooms 290 times. Libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoy over 320 bilingual programs and events each year at North County libraries. Libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless internet. North County libraries provided 95,000 internet sessions on 116 library public computing devices last year. Patrons developed life and job skills at 252 free computer classes and labs. Children and young people participate in storytimes, Summer Reading and after school activities in these libraries. More than 33,000 people attended youth programs at North County libraries last year.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of library visits	494,370	na/-	497,000	495,000
Outcome	% of patrons who found books and items they wanted	93%	90%	90%	90%

Performance Measures Descriptions

New output measure for FY 2020: Number of library visits.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,894,062	\$0	\$4,177,999
Contractual Services	\$0	\$2,900	\$0	\$3,000
Materials & Supplies	\$0	\$76,679	\$0	\$53,375
Internal Services	\$0	\$864,238	\$0	\$930,216
Total GF/non-GF	\$0	\$4,837,879	\$0	\$5,164,590
Program Total:	\$4,837,879		\$5,164,590	
Program FTE	0.00	42.75	0.00	42.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80002-19 North County Libraries

No significant changes.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$9,524,930	\$0	\$10,107,495
Contractual Services	\$0	\$10,300	\$0	\$7,000
Materials & Supplies	\$0	\$166,634	\$0	\$112,075
Internal Services	\$0	\$1,676,832	\$0	\$1,781,726
Total GF/non-GF	\$0	\$11,378,696	\$0	\$12,008,296
Program Total:	\$11,378,696		\$12,008,296	
Program FTE	0.00	102.50	0.00	102.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80003-19 Inner/South County Libraries

No significant changes

Department: Library **Program Contact:** Rita Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80002, 80003
Program Characteristics:

Executive Summary

This program offer is for the libraries that serve the middle and eastern areas of the county: Fairview-Columbia, Gregory Heights, Gresham, Holgate, Midland, Rockwood and Troutdale libraries. Last year, people visited these libraries more than 1.2 million times and benefited from diverse learning, cultural and recreational opportunities. These libraries serve the most culturally and ethnically diverse part of the county, as well as the area with the highest concentration of poverty.

Program Summary

Mid/East County libraries are community anchors where patrons attend classes, programs, and community forums that provide opportunities for neighbors to interact. County residents have access seven days per week, including some evenings, to 427,422 books and other items at these libraries including Spanish, Vietnamese, Chinese and Russian materials. Patrons of Mid/East County libraries checked out or renewed 3.8 million physical items last year.

Patrons develop critical life skills through job training resources, book groups, opportunities for civic engagement and other programs. Mid/East County libraries' language learning and educational programs improve employment opportunities and quality of life for those with low English proficiency and limited resources. To support critical life skill development and digital literacy, Mid/East libraries' staff conducted 2,835 individualized patron appointments, a service with a 98% satisfaction rating.

Mid/East County libraries provide opportunities for neighbors to interact through a variety of programs. Mid/East County Libraries volunteers from youth to seniors contributed over 21,000 hours of service last year, and community groups used the meeting rooms more than 1,300 times. Libraries serve as a bridge for the diverse cultures within Multnomah County. Non-English speakers enjoy over 1,800 bilingual programs and events each year at Mid/East County libraries. Libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless internet. Mid/East County libraries provided 220,557 internet sessions on 252 library public computing devices last year. Patrons developed life and job skills at over 500 free computer classes and labs. Children and young people participate in storytimes, Summer Reading, and after school activities in these libraries. More than 69,000 people attended youth programs at Mid/East libraries last year.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of library visits	1,212,950	na/-	1,184,000	1,180,000
Outcome	% of patrons who found books and items they wanted	92%	90%	90%	90%

Performance Measures Descriptions

New output measure for FY 2020: Number of library visits.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$9,395,868	\$0	\$10,004,417
Contractual Services	\$0	\$12,950	\$0	\$5,700
Materials & Supplies	\$0	\$197,096	\$0	\$106,690
Internal Services	\$0	\$1,924,585	\$0	\$2,050,709
Total GF/non-GF	\$0	\$11,530,499	\$0	\$12,167,516
Program Total:	\$11,530,499		\$12,167,516	
Program FTE	0.00	102.50	0.00	102.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80004-19 Mid/East County Libraries

No significant changes

Department: Library
Program Offer Type: Support

Program Contact: David Ratliff
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Contact Center serves patrons who want to connect with library services via phone and email. A team of virtual service experts helps patrons manage their library accounts, register for programs and classes, check out library e-content, provides answers to basic questions and makes referrals for more complex questions.

Program Summary

The Contact Center answered more than 145,000 questions via phone related to library accounts, service information and quick fact checks. Contact Center staff also responded to more than 14,000 similar information requests received via email. Contact Center staff answer more than 90% of all incoming questions at the first point of contact, referring questions that need specialized assistance to appropriate staff for follow-up. Contact Center staff serve patrons in both English and Spanish, while using IRCO phone translation services to assist patrons in other languages. This service simplifies access for the public by providing a single phone number for all Multnomah County Library users. The Contact Center allows staff in public service locations to concentrate on serving the patrons at those locations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of contacts (phone, email, chat, text) answered by contact center staff	145,000	200,000	150,000	150,000
Outcome	% of contacts answered by contact center staff without the need for a referral	90%	90%	90%	90%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,182,774	\$0	\$1,260,927
Materials & Supplies	\$0	\$17,599	\$0	\$13,150
Internal Services	\$0	\$44,633	\$0	\$40,695
Total GF/non-GF	\$0	\$1,245,006	\$0	\$1,314,772
Program Total:	\$1,245,006		\$1,314,772	
Program FTE	0.00	13.50	0.00	13.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80005-19 Contact Center

No significant changes.

Department: Library **Program Contact:** Jennifer Studebaker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

School-Age Services improves kindergarten through high school students' reading and information literacy by training students to use public library online research tools effectively; by connecting students in libraries or through outreach with dynamic book collections and reading motivation programs; and by offering curriculum support, training and resources for their educators, parents and caregivers. Services are targeted toward students at risk of low literacy. This program contains the School Corps and Books 2 U work units.

Program Summary

School-Age Services staff are trained in research, book-talking and reading promotion. They serve students, educators, parents and caregivers in public and private schools, community agencies, county programs, treatment facilities and other locations serving school-age youth.

Staff provide expertise, information, books, training, recreational programs and technical support to increase students' and invested adults' literacy and information skills. Thousands of quality children's books are delivered to schools and community agencies. School Corps provides direct service to students, parents and educators during the school day, afterschool and during the summer. Librarians collaborate with educators to increase students' academic success and literacy in the county's K-12 schools and SUN programs by training students to use public library resources effectively and efficiently for research and pleasure reading.

Books 2 U staff and volunteers introduce students to high-interest books in the classroom through booktalking programs and by providing paperback copies of books they promote. Their goal is to introduce Multnomah County Library as an educational partner and significant resource. To that end, Books 2 U staff attend and present at parent and family night programs; provide library cards to children served; and promote the library's Summer Reading program and other library services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Youth served in Books 2 U & School Corps (duplicated)	62,677	47,280	55,000	45,000
Outcome	% of students whose research skills increase after School Corps presentation	93%	90%	90%	90%
Quality	% of teachers indicating that they will ask for School Corps services again	100%	95%	95%	95%
Outcome	% of teachers who report Books 2 U helps their students develop a desire and motivation to read	95%	95%	95%	95%

Performance Measures Descriptions

Performance Measure 4: data source is the annual Books 2 U survey led by NPC Research. Survey is now biennial; Previous Year Actual uses most recent survey data available.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,385,406	\$0	\$1,070,368
Contractual Services	\$0	\$5,500	\$0	\$18,500
Materials & Supplies	\$0	\$278,750	\$0	\$216,606
Internal Services	\$0	\$50,628	\$0	\$43,233
Total GF/non-GF	\$0	\$1,720,284	\$0	\$1,348,707
Program Total:	\$1,720,284		\$1,348,707	
Program FTE	0.00	11.50	0.00	8.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80006-19 School-Age Services

No significant changes

Department: Library **Program Contact:** Annie Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

Every Child Initiative (ECI) prepares children for kindergarten by offering education, motivation and support for parents and caregivers to provide language and literacy experiences that foster children's brain development and early literacy skills. This builds the foundation for learning to read. Experts in early learning and literacy, ECI staff deliver engaging programs and hands-on literacy activities that open up the wonder of stories, music, culture and play. Services are directed toward families living in poverty and those learning English.

Program Summary

Every Child staff, who are trained in child development, brain development and early reading research, visit parents and caregivers in social service agencies, childcare centers, Head Start centers, teen parent programs, treatment facilities, and other locations serving adults with children birth to age five. They teach parents and caregivers easy techniques to prepare their preschool children for learning to read. Classes, taught in English, Spanish, Russian, Chinese, Russian and Vietnamese, show adults how to read, talk, sing, play and rhyme with babies, toddlers and preschoolers so that children develop the pre-reading skills they need before they enter kindergarten.

From birth to age five, children go through a critical window for brain development that supports literacy. Reading, talking, singing, playing, writing and rhyming with children during this sensitive time determines a child's future as a reader. Many parents and caregivers don't know how early this window opens — and closes — and how tremendous an impact simple actions can have on their children's future ability to read. Children must have early experiences with language, books, and writing tools to become successful readers.

Research shows that children most at risk for being unprepared for kindergarten are those who live in poverty, have parents who speak a language other than English in the home, have few books in their homes, and whose mothers have limited education and/or low literacy. These children start kindergarten with significantly lower cognitive skills than their more advantaged peers because they likely lacked the opportunity to have rich language and literacy experiences in the five years before they attend school. Every Child Initiative reaches these parents on-site and shows them easy ways to help their children gain pre-reading skills during these important years. Program evaluations show that parents and caregivers gain clear knowledge of their role in their children's preparedness for reading.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of parents, caregivers, and adults served in Every Child Initiative outreach	20,456	21,000	21,000	21,000
Outcome	% of participants who show an increase in five reading and literacy activities	61%	70%	61%	65%
Output	Number of books circulated in Every Child Initiative	1,614,496	1,612,000	1,417,000	1,417,000

Performance Measures Descriptions

Output: The number of parents, caregivers, and adults served in all Every Child Initiative outreach, including those who receive welcome baby gifts for their new baby.

Outcome: The evaluation measures an increase in five behaviors: 1. Reading and sharing books together; 2. Talk about pictures and new words; 3. Rhyming or singing together; 4. Children play with books or pretend to read; 5. Children ask to be read to. The source of the data is the biannual Every Child a Reader program participant survey.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$920,554	\$0	\$775,069
Contractual Services	\$0	\$12,500	\$0	\$24,000
Materials & Supplies	\$0	\$306,898	\$0	\$167,036
Internal Services	\$0	\$43,753	\$0	\$40,209
Total GF/non-GF	\$0	\$1,283,705	\$0	\$1,006,314
Program Total:	\$1,283,705		\$1,006,314	
Program FTE	0.00	8.25	0.00	6.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80007-19 Every Child Initiative

No significant changes.

Department: Library **Program Contact:** June Bass
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Programming and Community Outreach (PCO) leads the library's public programming and training, community outreach, reader services, Summer Reading program and partnership initiatives. PCO ensures that activities align with library priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work and assists in research and evaluation. Responsibilities include program development, scheduling, grant writing, curation, volunteer coordination, staff and public training, event/project management, program coordination, website content, and fiscal oversight.

Program Summary

Programming and Community Outreach meets the needs of library users by providing in-person and virtual activities, experiences, learning opportunities and exhibitions that complement library materials and services. Programs include arts and cultural programming for all ages, author and literature programs, book discussions, and creative learning activities for all ages. PCO staff provided the professional and technical expertise to make more than 12,200 programs possible that served over 209,000 people.

Community outreach extends library services and programs to a broader section of the community by taking services and programs out of the library and into the particular environments of community members who have barriers to using the library. This work ranges from outreach programs and services for new immigrants and marginalized populations to promoting the library and providing information services, community events and presentations to local organizations.

Reader services is responsible for establishing, implementing and keeping the vision for advising the community about reading and the library's content offerings. Staff lead systemwide training, program and service initiatives in this area and work with other divisions to engage the community and generate excitement around reading.

Summer Reading oversees Oregon's largest annual youth reading incentive program. More than 111,000 babies, kids and teens participated in the 2018 program, representing 73% of all youth in Multnomah County. The library partners with school districts, businesses, community organizations and The Library Foundation to encourage youth to build their habit of reading during the summer months. By reading during the summer, youth retain or even improve their reading skills gained during the school year. Summer Reading also engages over 800 youth volunteers serving nearly 15,000 hours of time to administer the program at all 19 library locations.

PCO also leverages partnerships to enhance all of this work. Partnerships make programs like Everybody Reads possible. Partners include, but are not limited to, Oregon Humanities, Portland State University, Portland Community College, Delta Society, Portland Opera, Home Forward and Multnomah County's Aging and Disability Services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of programs offered	12,288	na/-	12,250	12,250
Outcome	% of attendees who say library programs connect them to their community	43%	45%	43%	43%
Outcome	% of attendees who say they learned something new at a library program	79%	80%	79%	79%
Quality	% of attendees of library programs who rate them as good or excellent	97%	97%	97%	97%

Performance Measures Descriptions

New output measure for FY 2020: Number of programs offered.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$945,445	\$0	\$1,043,758
Contractual Services	\$0	\$224,500	\$0	\$301,000
Materials & Supplies	\$0	\$344,297	\$0	\$299,407
Internal Services	\$0	\$30,264	\$0	\$33,753
Total GF/non-GF	\$0	\$1,544,506	\$0	\$1,677,918
Program Total:	\$1,544,506		\$1,677,918	
Program FTE	0.00	8.00	0.00	8.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80008-19 Programming & Community Outreach

No significant changes

Department: Library **Program Contact:** Carole Scholl
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Adult Outreach provides library services and programs to Multnomah County residents underserved by traditional library means, including older and homebound adults, new immigrants, people with disabilities, adult learners, and those who are institutionalized, incarcerated or homeless. Adult Outreach delivers books and other materials to people who are homebound; provides resources and conducts classes and other programs for immigrants, new readers, older adults and GED seekers; and partners with community agencies.

Program Summary

Adult Outreach delivers books and other library materials and services to Multnomah County residents who are homebound, or who live in assisted living facilities, retirement homes, adult care homes, shelters, transitional homes or jails (the last in partnership with Multnomah County Sheriff's Office).

Adult Outreach connects these people with their community by providing library services and programs, such as book discussion groups and instruction. Adult Outreach, in partnership with literacy organizations, supports people whose first language is not English — or who may not read or write well in English — by providing assistance, referrals, resources, and library programs, including citizenship classes, GED labs, literacy tutoring and Talk Time sessions (English conversation practice).

Delivering books, reading to residents of assisted living units, leading book discussion groups for seniors, teaching citizenship classes, leading book groups in the jails, connecting patrons with computer and e-reader classes and leading English conversation practice in neighborhood libraries also provide meaningful opportunities for volunteers, working with outreach staff, to contribute significantly to the lives of vulnerable residents.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Book discussion groups for seniors	276	220	220	200
Outcome	% of homebound patrons who report that library service reduces social isolation	90%	80%	90%	80%
Output	Book deliveries to homebound patrons	700	700	700	750

Performance Measures Descriptions

Legal / Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$937,585	\$0	\$994,855
Materials & Supplies	\$0	\$69,750	\$0	\$74,700
Internal Services	\$0	\$40,367	\$0	\$44,185
Total GF/non-GF	\$0	\$1,047,702	\$0	\$1,113,740
Program Total:	\$1,047,702		\$1,113,740	
Program FTE	0.00	8.25	0.00	8.25

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80009-19 Adult Outreach

No significant changes.

Department: Library **Program Contact:** Vailey Oehlke
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Library Director's Office provides executive leadership and strategic vision for the library system by working with the Board of County Commissioners (BCC), the Multnomah County Library District Board (MCLDB), the Library Advisory Board (LAB), stakeholders, community organizations, businesses, private citizens and staff to ensure that library services are responsive to the evolving needs of Multnomah County residents. This program offer is also responsible for the leadership and direction of the library's equity and inclusion program.

Program Summary

The Library Director's Office envisions the library's role and future in the community; translates that vision into strategic direction in partnership with the BCC, MCLDB, the community, and the LAB; represents Multnomah County Library on local, regional and national levels, working with other libraries and library organizations; partners with The Library Foundation and Friends of the Library to enhance public support and fundraising efforts; leads policy work with the senior management team; and leads in achieving enterprise-wide objectives with county peers.

Since the 2012 voter approval of a library district to fund library programs and services, the Library Director's Office has coordinated with key stakeholders and partners to maintain governance, budgeting and operational practices that comply with applicable statutes and policies. This office is directly responsible to Multnomah County residents for the effectiveness and efficiency of the library system.

The Library Director's Office develops and leads a sustainable process to implement, continuously assess and adapt the Library's goals related to diversity, equity and inclusion. This includes creating and implementing metrics, monitoring, and reporting systems to effectively benchmark organizational progress.

The Library's Equity and Inclusion Manager leads the library's equity and inclusion program and represents the library on the county's Workforce Equity Strategic Plan committee. The manager builds effective collaborations with internal and external partners to leverage resources, advise on organizational policy, advance business needs and carry out organizational initiatives.

This program develops training for front-line staff and managers on how to work effectively with the Library's diverse staff and patrons in a culturally responsive manner. The program also works to foster a common vocabulary and understanding around diversity, inclusion and equity. It also ensures diversity and inclusion are embedded in recruitment, hiring, retention, performance management, leadership development and all other aspects of human capital management.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Retention rate for employees of color	94%	96%	94%	94%
Outcome	Patron satisfaction with the library	96%	95%	95%	95%
Outcome	Recent library users who say they would recommend the library to others (Net Promoter Score)	86	na/-	87	85
Outcome	% of library staff who agree that people in their work unit value diversity.	93%	93%	90%	90%

Performance Measures Descriptions

New measure for FY 2020: Recent library users who say they would recommend the library to others (Net Promoter Score).

Net Promoter Score is an ongoing email survey that routinely samples recent library users to get their feedback: "How likely are you to recommend the library to others?"

Performance Measure 4: Results from library respondents to the biennial Countwide Employee Survey.

Legal / Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,630,189	\$0	\$1,715,072
Contractual Services	\$0	\$260,500	\$0	\$248,659
Materials & Supplies	\$0	\$147,866	\$0	\$85,001
Internal Services	\$0	\$59,653	\$0	\$61,645
Total GF/non-GF	\$0	\$2,098,208	\$0	\$2,110,377
Program Total:	\$2,098,208		\$2,110,377	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Intergovernmental	\$0	\$84,065,359	\$0	\$87,193,395
Other / Miscellaneous	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$0	\$84,100,359	\$0	\$87,228,395

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80010-19 Library Director's Office

The Fiscal Year 2019 program offer for Equity and Inclusion (80011) has been combined with this program offer.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$526,791	\$0	\$566,167
Contractual Services	\$0	\$0	\$0	\$20,000
Materials & Supplies	\$0	\$7,100	\$0	\$4,500
Internal Services	\$0	\$18,592	\$0	\$19,147
Total GF/non-GF	\$0	\$552,483	\$0	\$609,814
Program Total:	\$552,483		\$609,814	
Program FTE	0.00	4.00	0.00	4.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80012-19 Operations Division Management

No significant changes

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,201,892	\$0	\$1,070,316
Contractual Services	\$0	\$14,000	\$0	\$14,000
Materials & Supplies	\$0	\$71,850	\$0	\$70,056
Internal Services	\$0	\$58,504	\$0	\$48,834
Total GF/non-GF	\$0	\$1,346,246	\$0	\$1,203,206
Program Total:	\$1,346,246		\$1,203,206	
Program FTE	0.00	6.50	0.00	6.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80013-19 Business Services

No significant changes.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,274,332	\$0	\$1,425,612
Contractual Services	\$0	\$2,000	\$0	\$4,500
Materials & Supplies	\$0	\$161,911	\$0	\$55,000
Internal Services	\$0	\$1,215,006	\$0	\$2,396,893
Capital Outlay	\$0	\$20,000	\$0	\$20,000
Total GF/non-GF	\$0	\$2,673,249	\$0	\$3,902,005
Program Total:	\$2,673,249		\$3,902,005	
Program FTE	0.00	14.75	0.00	15.25

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80014-19 Facilities & Logistics

This program offer includes a new Facilities Manager position that will be accountable for this program offer.

Department: Library
Program Offer Type: Support

Program Contact: Chris Linn
Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Library Security facilitates and supports the library's efforts to create safe and welcoming environments for patrons and staff at 22 locations. Priorities include security staffing; safety and security training; and related facilities resources, IT resources, and supplies. Security develops and implements related policies and procedures in collaboration with library executive leadership.

Program Summary

Security coordinates the staffing of Library Safety Officers at multiple library locations. Security personnel support library operations by monitoring library facilities, preventing and resolving safety and security concerns, fostering compliance with the library's behavior rules, issuing and enforcing exclusions, coordinating efforts with law enforcement and other support agencies, and providing security training.

Security coordinates related training for library and security personnel. General and role-specific training programs are designed to aid personnel in their efforts to ensure library resources are used safely and appropriately. Within these programs, personal safety is a priority.

Security helps coordinate the acquisition, development, and use of safety and security related material and resources including security cameras, inventory control systems, building access systems, Library Safety Officer uniforms and equipment, and security reporting resources.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Security training opportunities offered	36	28	35	38
Outcome	Library manager satisfaction with support from security team support	90%	90%	84%	90%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,373,408	\$0	\$1,462,988
Contractual Services	\$0	\$9,500	\$0	\$8,000
Materials & Supplies	\$0	\$120,400	\$0	\$19,400
Internal Services	\$0	\$45,787	\$0	\$150,649
Total GF/non-GF	\$0	\$1,549,095	\$0	\$1,641,037
Program Total:	\$1,549,095		\$1,641,037	
Program FTE	0.00	15.00	0.00	15.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80015-19 Security

This program offer is being moved from the Operations Division to the Public Services Division.

Department: Library
Program Offer Type: Support

Program Contact: Becky Blumer
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

Volunteer Services provides opportunities for more than 2,100 people who contribute their time and talents to Multnomah County Library each year. Volunteers are active across the library system, including the 19 neighborhood libraries, the Isom Operations Center, the Title Wave Used Bookstore, and at various outreach programs. The Title Wave Used Bookstore generates revenue for the library through the sale of discarded books and other materials. Opened in 1988, the Title Wave Used Bookstore provides an effective means of recycling the library's collection back into the community.

Program Summary

Volunteer Services oversees the recruitment, screening, placement, performance management, position creation, volunteer policies and recognition of over 2,100 volunteers. Volunteers enhance library services at locations throughout the community. The scope of volunteer opportunities includes booktalking with Books 2 U; conducting citizenship classes; delivering library materials to shelters through Adult Outreach; teaching basic computer skills; and searching for reserved items at all library locations. Volunteers share their skills and are given responsibilities that engage them in their libraries and neighborhoods. About 50 percent of library volunteers are students 10-18 years old. Students and adults are given an experience that provides life skills and engages them in their community. Last year, volunteers contributed more than 64,000 hours of time to the library.

The Title Wave Used Bookstore recycles and sells discarded library books and materials to the community. The store is open 40 hours per week and is staffed by 65 monthly volunteers who are supported by one paid staff person. Because the used books are sold at reasonable prices, many of the Title Wave Used Bookstore's regular customers are teachers/media specialists buying books for their classrooms and libraries. Many home-school families buy books for educational purposes as well. Last year, the Title Wave Used Bookstore generated over \$141,000 in revenue.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Hours contributed by volunteers	64,360	67,000	67,000	68,000
Outcome	% of student volunteers who report using their volunteer service for school/community requirement	38%	38%	34%	34%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$496,446	\$0	\$600,241
Contractual Services	\$0	\$13,300	\$0	\$12,900
Materials & Supplies	\$0	\$47,759	\$0	\$44,595
Internal Services	\$0	\$18,817	\$0	\$19,624
Total GF/non-GF	\$0	\$576,322	\$0	\$677,360
Program Total:	\$576,322		\$677,360	
Program FTE	0.00	4.25	0.00	4.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80016-19 Volunteer Svcs/Title Wave Bookstore

No significant changes.

Department: Library **Program Contact:** Johnette Easter
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Human Resources promotes resource management of highly qualified staff through the employment life cycle, including recruiting, hiring and retaining. This program consults with employees and managers; provides technical assistance, time entry and staff training/development; and plans for future workforce needs.

Program Summary

Human Resources supports the library's mission and goals by ensuring HR systems are collaboratively implemented; assisting and consulting with over 600 regular and 90 on-call/temporary employees and supervisors; and assessing, developing and coordinating employee training needs and learning opportunities. This program provides internal consultation to managers and employees on a wide range of HR, employee and labor relations issues, including performance management to ensure a highly functioning workforce; recruitment to attract highly qualified, diverse applicants to serve the changing needs of county residents; legal, contractual and policy compliance to reduce liability and the costs of unlawful employment actions; and accurate time entry to ensure that employees are paid correctly for hours worked.

Human Resources work with staff and managers to assess organizational needs; provide strategic direction, succession and workforce planning; and provide learning opportunities to ensure highly qualified and competent staff who have the requisite skills to serve their customers. This program partners with Central HR/Labor Relations to develop and implement integrated HR initiatives and solutions.

Human Resources includes the Learning + Organizational Development work group. This work group coordinates library training throughout the system, supports organizational growth through targeted development programs, and supports work groups with planning and team-building.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of library staff who agree that they receive sufficient training and education to do their jobs effectively	89%	89%	89%	89%
Outcome	% of library staff who agree that they can make a difference by working here	94%	91%	92%	92%
Outcome	% of incoming staff participating in New Employee Orientation equity training	95%	85%	95%	95%

Performance Measures Descriptions

Both measures: Results from library respondents to the biennial Countywide Employee Survey. Previous Year Actual represents the latest survey results.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$2,350,948	\$0	\$2,265,851
Contractual Services	\$0	\$52,900	\$0	\$26,500
Materials & Supplies	\$0	\$202,700	\$0	\$228,403
Internal Services	\$0	\$86,923	\$0	\$73,126
Total GF/non-GF	\$0	\$2,693,471	\$0	\$2,593,880
Program Total:	\$2,693,471		\$2,593,880	
Program FTE	0.00	19.70	0.00	17.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80017-19 Human Resources/Learning + Organizational Development/Systemwide

The Systemwide Staffing cost center (803910) is being combined into the Human Resources cost center (803710) within this program offer.

Department: Library

Program Contact: Jon Worona

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

IT Services provides leadership and development resources for the library's technology vision and digital strategy, ensuring that the library has robust and sustainable information technology that supports innovative and progressive service to Multnomah County's diverse community. IT Services maintains computers, mobile devices, and equipment for public and staff use; wired and wireless networks across all library locations; and applications integration, development, security, and support for patron learning, creation and staff productivity.

Program Summary

IT Services works with partners inside and outside the library to plan, define and develop leading edge technology solutions that align with patron and staff needs and support library priorities.

IT Services maintains more than 1,000 public computers and mobile devices, related software and servers, high-speed internet access and a wireless network in library facilities for use by the general public. Library users can search the catalog of books and other materials; view and manage their library accounts; download e-books; stream audio and video content; use research databases and other electronic resources; and access the internet for educational, business and personal use. Children and adults use library computers and tablets to do personal and business research, complete homework assignments, apply for jobs, find recreational reading, communicate with government agencies, manage their library accounts and participate in the social web.

Public computers also provide office automation software, such as word processing, to accomplish personal, business or school work. The library has computers and software in training rooms, teen after school homework lounges, and for checkout to be used in libraries with the library's public wireless network. Many public computer users have no access to a computer or high speed internet at home, so the library is their only window to the world of 21st century technology, communication and information.

IT Services also maintains more than 600 computers, related equipment and software for library staff, supporting general office computing and library systems such as the library catalog, patron database, circulation system, materials acquisition system, website, provision of electronic resources and other internal operations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of public computers	935	1,036	1,036	1,036
Outcome	Patron satisfaction with availability of public computers	94%	na/-	92%	92%
Output	Number of free computer and wi-fi sessions	2,553,476	na/-	2,300,000	2,300,000

Performance Measures Descriptions

New measures for FY 2020: Patron satisfaction with availability of public computers, and Number of free computer and wi-fi sessions.

Performance Measure 3: The library's public wi-fi network is accessed by people using their own devices as well as those using library loaner laptops and tablets; library wi-fi is an important service to bridge the digital divide.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$203,127	\$0	\$220,288
Contractual Services	\$0	\$100,000	\$0	\$300
Materials & Supplies	\$0	\$1,105,100	\$0	\$925,388
Internal Services	\$0	\$6,923,058	\$0	\$7,207,629
Total GF/non-GF	\$0	\$8,331,285	\$0	\$8,353,605
Program Total:	\$8,331,285		\$8,353,605	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80018-19 IT Services

No significant changes

Department: Library **Program Contact:** Jeremy Graybill
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Marketing + Online Engagement connects the community to library services, resources, programs and collections. As the library’s in-house creative and digital strategies team, the section serves the public by maintaining the web portal to library services; creating helpful, effective and compelling informational and promotional materials; analyzing and deploying emerging digital communication strategies; and developing and leveraging the library’s brand into more powerful connections with the community.

Program Summary

Marketing + Online Engagement provides essential services to the library and the more than 21,000 patrons who use it each day, either online or in person. The section employs integrated strategies to create lasting, meaningful relationships with the community; oversees the library's public website, online presence in social media, email marketing and other channels to create rewarding and beneficial online experiences and value; oversees the library's brand and identity; develops strategies to promote library use; creates mechanisms to gather patron feedback and input; maintains the library’s mobile experience; and provides critical guidance and input into systemwide strategic decisions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Active cardholders	253,485	260,000	266,243	260,000
Outcome	Market penetration (active cardholder households as a percentage of all households in the service area)	43%	na/-	44%	44%

Performance Measures Descriptions

Output: Active cardholders are those who have used their library card to check out materials or use the library's computers in the past year.
 New outcome measure FY 2020: Market penetration (active cardholder households as a percentage of all households in the service area).

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,281,621	\$0	\$1,373,604
Contractual Services	\$0	\$36,000	\$0	\$94,500
Materials & Supplies	\$0	\$220,870	\$0	\$125,760
Internal Services	\$0	\$41,890	\$0	\$41,964
Total GF/non-GF	\$0	\$1,580,381	\$0	\$1,635,828
Program Total:	\$1,580,381		\$1,635,828	
Program FTE	0.00	9.50	0.00	9.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80019-19 Marketing + Online Engagement

No significant changes

Department: Library

Program Contact: Javier Gutierrez

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Collections & Technical Services staff select, purchase, catalog and process new books, DVDs, audiobooks, e-books, streaming audio/video and other material added to the library materials collection in order to meet the informational, recreational and cultural needs of Multnomah County residents. This section manages the materials budget, interlibrary loan and digital curation.

Program Summary

Collections & Technical Services staff enable patrons to access a wide variety of books and media, both in print and electronic form.

Selection staff decide what materials to buy using professional reviews, patron suggestions, staff input and established criteria. Their purchasing decisions reflect the diverse interests and needs of Multnomah County residents. Acquisitions staff place orders with vendors, receive shipments, approve invoices for payment and monitor the various funds that make up the library materials budget.

Cataloging staff create bibliographic description records, create metadata schema and assign classification numbers to enable discovery in the online catalog. Cataloging/Processing staff prepare each item for shelving and checkout. This includes applying barcodes, repackaging materials and creating inventory records.

Approximately 25 percent of the materials budget is allocated for new books in English for children, teens and adults. Over three percent is allotted for materials in five "We Speak Your Language" collections (Spanish, Chinese, Vietnamese, Russian and Somali). The remaining funds are budgeted for other formats, including eight percent on media (DVDs, music and audiobook CDs), 46 percent on electronic resources (e-books, downloadable audiobooks, streaming music and video, online periodicals, full-text databases and electronic reference sources) and two percent on print periodicals.

Effective management of the library materials collection allows library patrons to enjoy recreational reading, research specific topics, stay current on local, national and global events, and continue to learn at any stage of life.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of items in the collection, physical & digital	2,380,739	na/-	2,300,000	2,300,000
Outcome	% of patrons who found books and items they wanted	92%	90%	90%	90%
Output	Number of checkouts and renewals, physical & digital	18,554,896	na/-	18,500,000	18,500,000
Outcome	Turnover rate, physical & digital content	7.8	na/-	8.0	8.0

Performance Measures Descriptions

New measures for FY 2020: Number of items in the collection; Number of checkouts and renewals; and Turnover rate. Each of these metrics includes both physical materials & digital content.

Turnover rate is a measure of how heavily the library collection is used (defined as circulation/holdings).

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$3,459,062	\$0	\$3,628,338
Contractual Services	\$0	\$774,167	\$0	\$572,850
Materials & Supplies	\$0	\$8,231,321	\$0	\$8,417,990
Internal Services	\$0	\$105,987	\$0	\$108,931
Total GF/non-GF	\$0	\$12,570,537	\$0	\$12,728,109
Program Total:	\$12,570,537		\$12,728,109	
Program FTE	0.00	34.25	0.00	33.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80020-19 Collections & Technical Services

No significant changes.

Department: Library

Program Contact: Katie O'Dell

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

Programming and Outreach leads the library's public programming, community outreach, public training, reader services, Library Outreach Services (LOS) and Youth Services, including Youth Services Outreach. This department ensures that activities in each of these workgroups align with library priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work and assists in research and evaluation.

Program Summary

This program plans, directs, evaluates, supports and works with executive, supervisory, outreach, and front-line staff to deliver library services that include the informational, educational and entertainment needs of library users by providing a wide array of in person and virtual activities, experiences, learning opportunities and exhibitions that complement library materials and services.

The programming and outreach director coordinates activities with other library services via the Executive Management Team and leads a team that is responsible for allocating library resources and outside funding to design and implement library initiatives and programs; and provides highly responsible, complex staffing assistance to the library director and deputy director in the areas of programming, outreach, and youth services. This program oversees budget, personnel, quality management and program operations.

Programming and Outreach Management represents the library and its program of service to local educators and school administrators, educational advocacy groups, partners, elected officials, nonprofits, and the public. In this leadership role, the programming and outreach director is visible, accessible, proactive in developing relationships, approachable to staff and patrons, and works collaboratively with staff and stakeholders in resolving issues, implementing change and improving service. The programs and staff this position manages are Library Outreach Services, Programming and Community Outreach, Every Child Initiative and School-Age Services.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	% of children and teens countywide who have library cards	52%	50%	50%	50%
Outcome	Staff who report improved/reinforced skills after Youth Services training	90%	90%	90%	90%
Output	% of card-holding children and teens who used their library card within the past year	55%	60%	50%	50%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$210,183	\$0	\$221,020
Contractual Services	\$0	\$1,000	\$0	\$6,000
Materials & Supplies	\$0	\$30,280	\$0	\$24,280
Internal Services	\$0	\$11,756	\$0	\$6,801
Total GF/non-GF	\$0	\$253,219	\$0	\$258,101
Program Total:	\$253,219		\$258,101	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80021-19 Programming & Outreach Management

No significant changes

Department: Library **Program Contact:** Terrilyn Chun
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Public Services Division Management (PSDM) provides leadership and accountability for the library's direct service to the people of Multnomah County including the 19 public libraries. Public Services Division Management plans services, develops and evaluates programs and staff, and administers the budget for all public library locations.

Program Summary

Public Services Division Management (PSDM) provides leadership and accountability for the county's 19 public libraries. This division plans services, develops and evaluates programs and staff, and administers the budget for all public library locations. This program is led by the library's Deputy Director who is accountable for the Public Services Division and backs up the Library Director.

Public Services Division Management communicates with staff at all levels of the organization; develops collaborative relationships with community and governmental organizations to maximize the impact of library services for county residents; sets priorities and policies for libraries to best address community needs and county priorities; and implements best practices for safe and efficient operations. The division also provides resources to individual managers, staff, and work groups to improve their performance through ongoing training, coaching, leadership development and assessments.

Public Services Division Management supports the programs and services of the public libraries which patrons visited more than 3.7 million times last year. These libraries provide learning, cultural and recreational opportunities to all county residents, as well as a community space for civic engagement and lifelong learning.

Public Services Division Management supports the library's focus on equity and inclusion through systemwide management of culturally specific services to the county's African-American, immigrant and refugee communities. The division includes bilingual staff who speak Spanish, Chinese, Vietnamese, Russian and Somali and staff with an African-American cultural competency.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Outreach program attendance	46,817	52,000	46,000	46,000
Outcome	Patron satisfaction with One-on-One book-a-librarian service	98%	95%	100%	95%
Output	E-books and other digital titles checked out	2,588,064	2,400,000	3,200,000	3,000,000

Performance Measures Descriptions

Outcome: Book-a-Librarian service is now known as 'One-on-One Appointments.'

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,187,351	\$0	\$1,254,624
Contractual Services	\$0	\$33,500	\$0	\$27,600
Materials & Supplies	\$0	\$429,820	\$0	\$167,965
Internal Services	\$0	\$39,788	\$0	\$244,035
Total GF/non-GF	\$0	\$1,690,459	\$0	\$1,694,224
Program Total:	\$1,690,459		\$1,694,224	
Program FTE	0.00	5.75	0.00	7.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.69%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.31%).

Significant Program Changes

Last Year this program was: FY 2019: 80022-19 Public Services Division Management

No significant changes

Department Overview

The Nondepartmental budget accounts for programs and countywide functions that do not belong to particular departments. Programs include the Board of County Commissioners and its Chair; the Auditor's Office; the County Attorney's Office; the Communications Office; the offices of Emergency Management, Sustainability, Diversity and Equity, and the Joint Office of Homeless Services; independent County organizations such as the Local Public Safety Coordinating Council and the Citizen Involvement Committee; non-County agencies such as the Regional Arts and Culture Council and the Oregon Historical Society; and entities that account for corporate debt service. Fund-level transactions are also budgeted here.

The Board of County Commissioners provides corporate leadership, policy direction, and strategic direction for Multnomah County. The elected Auditor and staff promote efficient, effective, accountable government. The County Attorney's Office provides legal guidance, advice, and other services. The Communications Office provides information and access to County government for the news media and public. The Office of Emergency Management coordinates countywide emergency disaster preparedness, response, and mitigation activities. Several independent County agencies provide advice, oversight, analysis, and advocacy on behalf of the County and the community. The Citizen Involvement Committee involves citizens in County policy and decision-making processes. The Local Public Safety Coordinating Council coordinates public safety plans, policies, operations, and strategies of local government agencies; and the Tax Supervising and Conservation Commission oversees budget and tax levy authority for taxing districts in the County.

Joint Office of Homeless Services

The Joint Office of Homeless Services (JOHS) administers contracts for homeless services, manages systems of care, oversees system reporting and evaluation, conducts homeless street counts and one night shelter counts, and writes proposals to and monitor funds issued by the US Department of Housing and Urban Development's Continuum of Care program. These operations affect the lives of thousands of homeless singles, youth, and families, as well as survivors of domestic violence in Portland and Multnomah County. Homelessness is an ongoing crisis in the City of Portland and Multnomah County. Recently, our community has come together in unprecedented ways to respond. A Home for Everyone, a multi-jurisdictional collaboration, is helping an unprecedented number of people prevent and end their homelessness.

In FY 2017, the City of Portland and the County consolidated resources and services under the Joint Office, guided by the shared values and common agenda of the A Home for Everyone partners, to maximize the impact from a systems perspective. The Office receives funding and policy direction from the County and the City of Portland, and policy guidance from the City of Gresham and Home Forward, providing a platform of mutual responsibility and accountability for all partners, with the added benefit of integrated staffing for enhanced operational coordination and effectiveness. Due to the size of the budget and the extensive scope of programming, the Joint Office budget is broken out from the rest of Nondepartmental on the following pages.

Budget Overview

Nondepartmental contains County programs, independent County agencies, corporate functions, and payments to other entities that do not belong to County departments. The FY 2020 Nondepartmental budget is \$179,174,329, which is an increase of \$2.8 million over FY 2019. (These figures exclude the Joint Office of Homeless Services, which is detailed on the following page.)

The General Fund (including Video Lottery) has increased by \$3.0 million, with the following highlights:

\$1.7 million for new, ongoing programs:

- Office of Diversity & Equity Civil Rights Admin.
(10017D) - 2.00 FTE \$357,356
- Complaints Investigation Unit (10040) - 6.00 FTE \$1,336,564

\$100,000 for a one-time-only program:

- Complete Count Census 2020 (10035) \$100,000

\$3.6 million of funding in State Mandated Expenses (10021) to cover the debt payment associated with the new Downtown Courthouse.

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	104.28	107.38	107.38	117.39	10.01
Personnel Services	\$14,581,729	\$16,654,150	\$16,994,031	\$19,380,817	\$2,386,786
Contractual Services	81,756,989	\$88,429,236	90,233,914	87,515,655	(\$2,718,259)
Materials & Supplies	964,202	\$1,456,848	1,486,580	1,497,682	\$11,102
Internal Services	9,047,981	\$12,405,954	12,659,137	13,280,409	\$621,272
Debt Service	45,303,400	54,964,645	54,964,645	57,499,766	\$2,535,121
Capital Outlay	<u>37,925</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$151,692,226	\$173,910,834	\$176,338,307	\$179,174,329	\$2,836,022

*Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Budget Overview - Joint Office of Homeless Service

The FY 2020 Joint Office of Homeless Services proposed budget is \$66.56 million, a \$4.48 million decrease from the FY 2019 budget. The decrease in funding is primarily due to a one-time-only Capital funds from FY 2019. The FY 2020 budget funds 27.50 full-time-equivalent positions, an increase of 6.50 FTE from FY 2019, primarily in systems support and data analytics. The FY 2020 budget is comprised of \$26.5 million of County funds (General Fund, Tax Title, Video Lottery, and Permanent Supportive Housing funds).

The FY 2020 General Fund allocation contains new, ongoing County funding for the following programs:

- Data Staff Capacity (10050B) \$52,400
- Expanded Adult Shelter Operations (10052E) \$250,000

Additionally, certain funding that was one-time-only in FY 2019 is made ongoing in FY 2020:

- Gresham Community Outreach OTO Restoration (10053M) \$50,000
- Expanded Housing Assistance (10056C) \$100,000

The FY 2020 General Fund allocation also includes \$3.02 million in one-time-only funding \$2.6 million for Tax Title Affordable Housing (10057) and \$420,000 for Family System OTO Rent Assistance Restoration (10059).

Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	15.00	21.00	21.00	27.50	6.50
Personnel Services	\$1,779,018	\$2,648,244	\$2,702,290	\$3,612,512	\$910,222
Contractual Services	52,699,986	\$59,561,296	60,776,833	61,479,785	702,952
Materials & Supplies	143,071	\$508,792	519,176	241,714	(277,462)
Internal Services	1,449,538	\$784,435	800,444	1,233,814	433,370
Capital Outlay	0	6,125,000	6,250,000	0	(6,250,000)
Total Costs	\$56,071,613	\$69,627,768	\$71,048,743	\$66,567,825	(\$4,480,918)

The table does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes

In the last year, the **County Auditor's Office's** nationally award winning audit on the Office of Emergency Management's performance in the Eagle Creek Fire highlighted the good work during the response, and identified critical steps the County needs to take for future emergencies. Other audits focused on fiscal, security, and risk positions to help ensure effective stewardship of taxpayer funds and information. The Auditor published its 2nd report on the County's ethical culture and the annual Good Government Hotline report.

The **Office of Government Relations'** work in the Legislature resulted in an additional \$600,000 for transitional Housing to individuals who are unable to aid and assist in their defense. Presented on the impact of Ballot Measure 5 and 50 on gentrification in North Portland. Coordinated the federal advocacy to identify and ameliorate the impacts of federal legislation. Supported over \$1.5 million in grants and streamlined grant processes.

The **Office of Diversity and Equity** led adoption of the Workforce Equity Strategic Plan and partnered with the Evaluation Research Unit and IDEA Employee Resource Group to publish recommendations to improve experiences for employees with disabilities. The diverse Multnomah Youth Commission continued to lead policy advocacy for young people. College to County supported over 35 college students in county work and ODE provided training and consultation on the Equity and Empowerment Lens, Gender Inclusive policies, and compliance with federal regulations.

The **Local Public Safety Coordinating Council** launched the Diane Wade House, an Afrocentric transitional housing program for justice-involved women. With the support of the John D. and Catherine T. MacArthur Foundation, LPSCC staff continue to focus on reducing jail use by implementing and evaluating criminal justice policies and practices.

Sustainability's first annual Multnomah County operations "Resource Conservation Report" was published in FY 2018, documenting performance in four key environmental metrics. The County is on target with many adopted goals, including reaching a 65% waste diversion rate.

The **County Attorney's Office** led County efforts to bring attention to important social, political and public health issues like combating climate change, continued funding for teen pregnancy prevention grant, the opioid crisis and validating the constitutionality of voter approved campaign finance legislation. The Office also supported the County's capital project goals by facilitating real property purchasing and leasing and construction projects.

The **Communications Office** led public engagement for over 25 agencies during the Eagle Creek Fire, including 30 press conferences, and more than 40 stories and videos in multiple languages. A new e-newsletter, the Multco Message was launched and the office supported workforce equity through the pronoun use on business cards and culturally specific guidance documents.

The **Joint Office of Homeless Services** served over 35,000 people in 2018 including emergency shelter, housing placement, retention and supportive housing and diversion services. Of those served over 60% were people of color. Homeless Performance measures including the 2015 and 2017 Point-in-Time Counts, indicate a continued high demand for homeless services.

Diversity, Equity, and Inclusion

Nondepartmental is the “home” of the County’s Office of Diversity and Equity (ODE), a hub for countywide diversity and equity initiatives. ODE focuses on ensuring equal opportunity and fair treatment, advancing an inclusive and diverse workplace, uplifting underrepresented voices with and for systems and policy change, and ingraining equity into daily practice.

ODE is responsible for managing and meeting obligations for civil rights, including Affirmative Action and Equal Employment Opportunity compliance, providing training and consultation on the Equity and Empowerment Lens and developing countywide policies and practice guidance in line with the goal of everyone in Multnomah County experiencing safety, trust and belonging. ODE has recently been charged with facilitating the implementation of the Workforce Equity Strategic Plan - an unprecedented countywide initiative.

Workforce equity demands that the County identify and address structural and policy barriers to equal employment opportunity faced by our employees and communities because of their race, ethnicity, national origin, disability, gender and gender identity, sexual orientation and other protected classes. In partnership with ODE, County employees across the organization stepped forward to help develop a strategic plan to create a workplace where everyone can reach their full potential. In April 2018, the Board of County Commissioners adopted the Workforce Equity Strategic Plan.

This strategic plan identified key objectives to improve recruitment, hiring, retention, promotion and organizational culture. It also includes metrics and timelines to measure progress. Over this last fiscal year, departments created specific workforce equity implementation plans and a countywide committee was established to provide input, oversight and accountability for this ongoing work. The Workforce Equity Strategic Plan was also amended in January 2019 to include additional goals, recommendations and next steps for structural change.

Nondepartmental

fy2020 proposed budget

Nondepartmental

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	\$1,802,500	\$0	\$1,802,500	9.45
10001	BCC District 1	716,000	0	716,000	4.00
10002	BCC District 2	716,000	0	716,000	4.00
10003	BCC District 3	716,000	0	716,000	4.00
10004	BCC District 4	716,000	0	716,000	4.00
10005A	Auditor's Office	1,798,230	0	1,798,230	8.29
10005B	Auditor's Office - Restoration	60,240	0	60,240	0.30
10006	Tax Supervising and Conservation Commission	365,340	0	365,340	2.00
10007	Communications Office	1,721,800	0	1,721,800	11.00
10008	County Attorney's Office	0	6,502,530	6,502,530	26.00
10009A	Local Public Safety Coordinating Council	743,880	888,480	1,632,360	3.00
10009B	HB3194 Justice Reinvestment	0	549,360	549,360	1.00
10010	Office of Community Involvement	286,650	0	286,650	2.00
10011	Office of the Board Clerk	1,064,700	0	1,064,700	2.35
10012A	Office of Emergency Management	1,842,760	728,370	2,571,130	9.00
10012B	Emergency Management - Restoration	84,250	0	84,250	0.00
10016	Government Relations Office	1,107,290	0	1,107,290	5.00
10017A	Office of Diversity and Equity	1,087,970	0	1,087,970	6.00
10017B	Multnomah Youth Commission Support	140,830	0	140,830	1.00
10017C	Office of Diversity and Equity - Workforce Equity Program Manager	195,051	0	195,051	1.00
10017D	Office of Diversity and Equity - Civil Rights Administration	357,356	0	357,356	2.00
10018	Office of Sustainability	762,530	100,000	862,530	5.00
10020	Regional Arts & Culture Council	300,000	0	300,000	0.00
10021	State Mandated Expenses	9,867,152	414,993	10,282,145	0.00
10022	Pass-Through Payments to East County Cities	9,352,155	0	9,352,155	0.00
10023	OHS Local Option Levy	0	3,460,788	3,460,788	0.00
10024	County School Fund	0	80,300	80,300	0.00
10025	Convention Center Fund	0	44,094,044	44,094,044	0.00
10026	Capital Debt Retirement Fund	0	37,180,692	37,180,692	0.00
10027	Neighborhood Prosperity Initiative	500,000	0	500,000	0.00

Nondepartmental

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Nondepartmental (cont.)					
10028	PERS Pension Bond Sinking Fund	0	63,525,637	63,525,637	0.00
10029A	Youth Opportunity and Workforce Development Program	0	1,650,000	1,650,000	1.00
10035	Complete Count Census 2020	100,000	0	100,000	0.00
10040	Complaints Investigation Unit	<u>1,336,564</u>	<u>0</u>	<u>1,336,564</u>	<u>6.00</u>
Total Nondepartmental		\$37,741,248	\$159,175,194	\$196,916,442	117.39

**DOES include cash transfers, contingencies, and/or unappropriated balances.*

Joint Office of Homeless Services

The following program offers account for General Fund revenues and other fund level transactions. General Fund expenditures are budgeted in departments.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
10050A	Joint Office of Homeless Services Administration & Operations	\$1,649,700	\$590,045	\$2,239,745	12.00
10050B	Joint Office of Homeless Services Data Staff Capacity	52,400	102,400	154,800	1.50
10051	System Support, Access, & Coordination	418,665	1,683,465	2,102,130	5.00
Safety off the Streets					
10052A	Safety off the Streets - Adult Shelter	129,330	7,405,945	7,535,275	2.00
10052B	Safety off the Streets - Women's Shelter	163,390	3,563,540	3,726,930	0.00
10052C	Safety off the Streets - Alternative Shelter for Adults	0	387,540	387,540	0.00
10052D	Safety off the Streets - Family Shelter	981,680	1,356,900	2,338,580	0.32
10052E	Safety off the Streets - Expanded Adult Shelter Operations	250,000	250,000	500,000	0.00
10052F	Safety off the Streets - Domestic Violence Shelter	856,720	632,310	1,489,030	0.40
10052G	Safety off the Streets - Youth Shelter	1,500,810	245,690	1,746,500	0.00
10052H	Safety off the Streets - Domestic Violence Emergency Motel Voucher Restoration	93,000	0	93,000	0.00
10052I	Safety off the Streets - Winter Shelter & Severe Weather	1,194,650	1,097,980	2,292,630	0.00
Housing Placement and Retention					
10053A	Housing Placement & Retention - Adults & Women Households	22,900	4,137,370	4,160,270	1.00

Nondepartmental

fy2020 proposed budget

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Housing Placement and Retention (cont.)					
10053C	Housing Placement & Retention - Homeless Families	3,712,800	1,196,910	4,909,710	1.68
10053D	Housing Placement & Retention - Placement out of Adult Shelter	67,780	2,429,705	2,497,485	0.00
10053E	Housing Placement & Retention - Domestic Violence	1,766,785	1,129,270	2,896,055	1.60
10053G	Housing Placement & Retention - Medical/ Aging	0	608,690	608,690	0.00
10053H	Housing Placement & Retention - Youth Services	2,853,130	1,732,160	4,585,290	1.00
10053J	Housing Placement & Retention - Veterans	198,300	663,780	862,080	0.00
10053K	Housing Placement & Retention - Family System Rent Assistance Restoration	270,000	0	270,000	0.00
10053L	Housing Placement & Retention - Family System OTO Rent Assistance Restoration	420,000	0	420,000	0.00
10053M	Housing Placement & Retention - Gresham Community Outreach Restoration	50,000	0	50,000	0.00
Supportive Housing					
10054A	Supportive Housing	1,471,540	6,213,940	7,685,480	1.00
10054B	Supportive Housing - Mental Health/ Medical Housing	82,000	4,906,815	4,988,815	0.00
10054C	Supportive Housing - Local Long Term Rental Vouchers	376,760	138,240	515,000	0.00
10054D	Supportive Housing - Families	624,000	0	624,000	0.00
10055A	Diversion Services	1,068,830	1,525,500	2,594,330	0.00
10056A	Employment Programs	0	1,340,260	1,340,260	0.00
10056C	Employment Programs - Expanded Housing Assistance	100,000	0	100,000	0.00
10057	Tax Title Affordable Housing	2,602,200	0	2,602,200	0.00
10059	Adult Shelter and Housing Services Restoration	0	252,000	252,000	0.00
Total Joint Office		\$22,977,370	\$43,590,455	\$66,567,825	27.50

Fund Level Programs

The following program offers account for General Fund revenues and other fund level transactions. General Fund expenditures are budgeted in departments.

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
95000	Fund Level Transactions	\$88,213,953	\$74,016,891	\$162,230,844	0.00
	<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>				
95001	General Fund Revenues	\$541,126,201	\$750,000	\$541,876,201	0.00
	<i>This program offer contains the budget for General Fund revenues. Expenses are budgeted in departments.</i>				

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Department: Nondepartmental **Program Contact:** Deborah Kafoury
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Chair is the Chief Executive Officer of Multnomah County. With both legislative and executive responsibilities, the Chair works closely with the Board of County Commissioners to set the policy direction of Multnomah County and implement that direction as mandated by the Home Rule Charter. All departments and non-departmental offices report to the Chair, including the Office of Diversity and Equity, Office of Sustainability, Communications, Government Relations, the Local Public Safety Coordinating Council and the Office of the Board Clerk.

Program Summary

The Chair oversees a \$2.0 billion budget and more than 6,000 employees. The Chair has broad responsibilities that include: developing an executive budget, appointing department directors, overseeing contracts and financial instruments, presiding over the Board of County Commission meetings, executing policies and ordinances adopted by the Board, and serving as the Chief Personnel Officer of Multnomah County.

Chair Kafoury has long championed issues supporting the most vulnerable in our community such as preventing and ending homelessness, expanding after school programs for kids, creating stability for families, and providing healthcare to underserved populations. She has worked to reduce the use of incarceration for low-level offenders and instead expanded diversion programs. She has also led successful plans to replace unsafe buildings and crumbling bridges.

In FY 2020, Chair Kafoury will focus on the following priorities:

- Practices, programs and partnerships that will better serve those struggling with homelessness, mental illness and interaction with the public safety system.
- Implementing Workforce Equity Strategic Plan initiatives within Multnomah County and supporting external workforce development and apprenticeship programs for underserved communities.
- Protecting the health of our community and built environment through a continued focus on reducing air pollution, climate, strengthening tribal government partnerships and setting a health policy agenda for the Board of Health.
- Continued investments in programs that promote youth success and family stability.
- Continued investments in and support for culturally responsive and culturally specific services that help meet community needs and reduce inequities across Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Ensure broad community input by conducting community listening sessions and budget hearings.	8	10	12	15
Outcome	Respond to constituent emails, phone calls and meeting requests in a timely manner.	100%	100%	100%	100%
Outcome	Proactively communicate with residents through a regular community newsletter.	N/A	N/A	10	10
Outcome	Meet FY 2020 countywide Workforce Equity implementation deadlines.	N/A	N/A	N/A	100%

Performance Measures Descriptions

The Chair's office will continue to provide access and engagement opportunities for the community on the budget and policy development to ensure the County's agenda reflects the needs of the entire community.

Legal / Contractual Obligation

The Multnomah County Chair and Commissioner offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,402,588	\$0	\$1,468,552	\$0
Contractual Services	\$25,880	\$0	\$19,670	\$0
Materials & Supplies	\$71,330	\$0	\$60,700	\$0
Internal Services	\$241,057	\$0	\$253,578	\$0
Total GF/non-GF	\$1,740,855	\$0	\$1,802,500	\$0
Program Total:	\$1,740,855		\$1,802,500	
Program FTE	9.00	0.00	9.45	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10000-19 Chair's Office

Department: Nondepartmental **Program Contact:** Sharon Meieran
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Meieran serves as one of five elected members that make up the governing body of Multnomah County, representing District 1. District 1 includes areas west of the Willamette River, as well as the inner east side of Portland south of Interstate 84. Her responsibilities include adopting a balanced budget, setting policy priorities, and responding to the needs and concerns of her district. She works to make Multnomah County a place where everyone can thrive by supporting programs and policies that allow residents to be safe, healthy, and live with dignity.

Program Summary

Commissioner Meieran is working on issues such as: increasing affordable housing and reducing homelessness, improving access to quality mental health and addiction services, better linking our public safety system with other systems to reduce recidivism and promote alternatives to costly incarceration, conducting a study of the feasibility of municipal broadband in Multnomah County, and advocating for policies that decrease air pollution. She prioritizes programs that provide meaningful and effective services to Multnomah County residents and have clear and measurable goals. She is also a strong advocate for effective policies and funding at the state and federal levels.

During the FY 2020 budget process, Commissioner Meieran will advocate for strategies that address the root causes of intergenerational cycles of poverty. She will prioritize the needs of our most vulnerable residents and focus on the intersection of housing and homelessness, health care, and public safety. She will continue to spearhead efforts to improve mental health and addictions services, focusing on effective, evidence-based strategies, peer support, integration with housing, and connection to health care and other supportive wrap-around services. She will look for opportunities to continue to address the needs of veterans, older adults, and people with disabilities, and she will focus on reproductive health equity as well as public health interventions that improve the health and wellbeing of the whole community. She will actively seek opportunities to improve our resilience in an emergency, including through partnerships with others in the region. She will center the need to enact policies that address the disparities and racial injustices disproportionately faced by people of color.

As a Board liaison to the Association of Oregon Counties, she will advocate for Multnomah County's interests within that organization, ensuring Multnomah County's voice is heard in that organization's legislative agenda and other work.

Finally, Commissioner Meieran will oversee and collaborate with her colleagues on major construction projects in her district, including the Courthouse Project, the Burnside Bridge Lifeline Feasibility Study, and other transportation projects.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Respond to constituent emails, phone calls and meeting requests timely and resolve constituent concerns.	82%	92%	93%	94%
Outcome	Provide testimony and meet directly with state and federal legislators for priority issues.	8 Meetings	12 Meetings	13 Meetings	13 Meetings
Output	Conduct or partner on twice quarterly outreach events.	8 Events	12 Events	14 Events	15 Events
Output	Hours spent proactively connecting with District 1 constituents by meeting them where they are.	N/A	N/A	N/A	52 Hours

Performance Measures Descriptions

1) Timely response is within 10 business days. 2) Priorities for legislative testimony are issues on the County's legislative agenda, including housing and homelessness, health care, mental health care, public health, eliminating domestic violence and reproductive rights and justice. 3) At least four events focusing on mental health care in Multnomah County. 4) Connecting with constituents by meeting them where they are includes knocking on doors and attending community events.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$522,369	\$0	\$541,905	\$0
Contractual Services	\$19,455	\$0	\$20,240	\$0
Materials & Supplies	\$53,330	\$0	\$52,603	\$0
Internal Services	\$96,796	\$0	\$101,252	\$0
Total GF/non-GF	\$691,950	\$0	\$716,000	\$0
Program Total:	\$691,950		\$716,000	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10001-19 BCC District 1

Department: Nondepartmental **Program Contact:** Susheela Jayapal

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

Related Programs:
Program Characteristics:

Executive Summary

Commissioner Susheela Jayapal serves as one of five elected officials tasked with developing policy, coordinating the development of Multnomah County's annual budget, and ensuring that policy and budget support the work of County Departments. She serves District 2, which includes North and Northeast Portland. Commissioner Jayapal is committed to promoting effective, evidence-driven programs and services, ensuring racial equity, and engaging in community driven policy. To learn more about Commissioner Jayapal's office visit the website at <https://multco.us/commissioner-jayapal>.

Program Summary

Our regional economy is booming, but the rising tide is not lifting all boats. On the contrary: too many people in Multnomah County are struggling to survive, much less thrive. District 2 exemplifies this dichotomy, with communities of color and immigrant and refugee communities experiencing severe income inequality and displacement.

Commissioner Jayapal will focus on houselessness and affordable housing, workforce development, and public safety. During the 2020 budget process, she will prioritize programs and strategies that address racial inequities, focus on upstream causes, protect our most vulnerable residents, and deliver results. The commissioner is committed to monitoring and supporting the progress of the Workforce Equity Strategic Plan. Additionally, she will oversee and collaborate with her colleagues on major construction projects in her district, including Walnut Park and the North Williams Center.

Commissioner Jayapal will Chair the Multnomah Sex Trafficking Collaborative and Co-Chair The Gateway Center for Domestic Violence Council as well as the Domestic Violence Fatality Review Committee. She will also be the liaison to the Regional Arts and Culture Council (RACC), and serve on the Metro Advisory Policy Committee (MPAC), Workforce Development Board (Worksystems), Walnut Park Redevelopment Project, and Multnomah County's Audit Committee.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Community engagement and constituent outreach via meetings and events.	N/A	N/A	6	12
Outcome	Ongoing responsiveness to all County departments.	N/A	N/A	100%	100%
Outcome	Ensure Phase Two of Walnut Park planning process is completed on time.	N/A	N/A	100%	100%
Output	Respond to constituent emails, phone calls and meeting requests timely and resolve constituent concerns.	N/A	N/A	100%	100%

Performance Measures Descriptions

1) Measured by number of constituent coffees, neighborhood meetings and community events hosted, attended or led by Commissioner Jayapal and her staff. 2) Measured by percentage of department meetings, briefings and communication requested and completed. 3) Measured by percentage of communications and response provided to constituents of Multnomah County District 2. 4) Timely response is within 10 days.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$520,525	\$0	\$547,391	\$0
Contractual Services	\$17,000	\$0	\$13,383	\$0
Materials & Supplies	\$51,197	\$0	\$51,280	\$0
Internal Services	\$103,228	\$0	\$103,946	\$0
Total GF/non-GF	\$691,950	\$0	\$716,000	\$0
Program Total:	\$691,950		\$716,000	
Program FTE	4.15	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10002-19 BCC District 2

Department: Nondepartmental **Program Contact:** Jessica Vega Pederson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Commissioner Jessica Vega Pederson is one of five elected officials who form the governing body of Multnomah County. She represents District 3, comprising most of SE Portland. Commissioner Vega Pederson focuses on serving her constituents and the needs of East Portland while embracing the county's mission, vision and values of equity, sustainability, inclusivity, social justice, health, public safety, integrity and innovation. To learn more please visit <https://multco.us/commissioner-vega-pederson>.

Program Summary

As the lone locally elected official designated with representing East Portland, Commissioner Jessica Vega Pederson takes her responsibilities to serve this marginalized part of our region very seriously. The Commissioner's top priorities include finding solutions to the disparities and inequities affecting District 3, as well as low income and communities of color generally, such as: the lack of transportation options, including transit and sidewalks; accessible and affordable early childhood education; mitigating the impacts of climate change and pollution on front line communities; and affordable housing. To best work on these priorities, Commissioner Vega Pederson serves as the County's representative at various regional transportation tables, chair's the County's Preschool for All task force, and has championed the County's efforts to combat climate change and pollution.

The Commissioner represents the County on several transportation committees, including the Joint Policy Advisory Committee on Transportation. She serves on the TriMet Transit Advisory Committee, advocating for expanded service to east Portland, as well as converting the TriMet fleet to electric buses. She also co-chairs the Earthquake Ready Burnside Bridge feasibility project, which aims to create a resilient lifeline crossing over the Willamette River in the event of a major earthquake.

Knowing the importance of early learning, Commissioner Vega Pederson chairs the County's Preschool For All task force, which is exploring expanding preschool access across Multnomah County for the thousands of children in our community who are not currently being served. The Commissioner also serves on the Portland Children's Levy allocation committee, which awards nearly \$19 million annually in programs touching on early childhood, hunger relief, mentorship, after school activities, child abuse prevention and supports for foster kids.

Lastly, Commissioner Vega Pederson is the County's liaison to the Advisory Committee on Sustainability and Innovation, which provides guidance to the County on sustainability issues affecting our community, the environment, and the economy. She sponsored the 100by50 resolution, putting the County on the path to being 100 percent renewable by 2050 and has fought to reduce diesel pollution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	State/Federal advocacy for transportation, homelessness, housing, and environmental protection.	8	8	8	8
Outcome	Respond to all constituent emails, phone calls, and meeting requests in a timely manner.	100%	100%	100%	100%
Outcome	Conduct outreach on the recommendations of the Preschool For All task force report.	N/A	N/A	N/A	8
Output	Community engagement and constituent outreach via neighborhood meetings and community events.	12	12	12	12

Performance Measures Descriptions

1) Advocate for County priorities before state and federal lawmakers. 2) Respond to constituents in a timely and accurate manner. 3) Speak with school boards, interest groups, community organizations and the general public about the results from the Preschool For All task force. 4) Attend community events in her district to inform policy and budgetary priorities.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$548,996	\$0	\$583,485	\$0
Contractual Services	\$5,180	\$0	\$3,620	\$0
Materials & Supplies	\$41,728	\$0	\$25,970	\$0
Internal Services	\$96,046	\$0	\$102,925	\$0
Total GF/non-GF	\$691,950	\$0	\$716,000	\$0
Program Total:	\$691,950		\$716,000	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

This is a General Fund Program.

Significant Program Changes

Last Year this program was: FY 2019: 10003-19 BCC District 3

Department: Nondepartmental **Program Contact:** Lori Stegmann
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Lori Stegmann is one of five elected members that comprise the governing body of Multnomah County, representing District 4 in East County. As a member of the board of County commissioners, Commissioner Stegmann is responsible for adopting a balanced budget, setting policy, and effectively representing her district. Commissioner Stegmann is committed to engaging the community, operating in an open and transparent manner, and responding to the needs of constituents in a timely manner. For more information, please visit: <https://multco.us/commissioner-stegmann>

Program Summary

In FY 2020, Commissioner Stegmann continues to prioritize place-based efforts to reduce the impacts of poverty and negative systemic interactions for all residents of East Multnomah County. Specific policy areas include: housing stability and affordability, economic development and workforce collaborations, increased access to health and human services provided through the County, disparities for communities of color and residents involved in the justice system, and effective, ongoing conversations with East County communities.

Commissioner Stegmann is chair of the East Multnomah County Transportation Committee, co-chair of the jail population subcommittee of the Local Public Safety Coordinating Council, and Multnomah County's lead for the East County Caring Community. She represents Multnomah County through leadership with Greater Portland, Inc., East Metro Economic Alliance, Visitor's Development Fund, the Library Advisory Board, the Commission on Economic Dignity and the NE Multnomah County Community Association. Appointed to the Association of Oregon Counties board and the Governor's Metro Regional Solutions leadership team, Commissioner Stegmann continues to bring East County needs to regional and state resource discussions.

This year Commissioner Stegmann will lead Multnomah County's Census 2020 efforts. Convening a regional planning team with Clackamas and Washington Counties, community partners, and regional agency partners, the Commissioner and her team will work with the U.S. Census Bureau, Governor's Office, and collaborative initiatives across Oregon to increase census counts and involvement in historically undercounted communities.

Commissioner Stegmann is committed to implementing the Equity and Empowerment Lens in all policy discussions and actively discuss how decisions may disproportionately impact communities who are underrepresented in those discussions.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of East County community partners engaged.	N/A	2,000	2,000	2,500
Outcome	Increase in awareness of East County issues (reported by attendees of monthly forums)	N/A	N/A	N/A	75%
Output	Number of meetings convened in East County.	N/A	25	25	30
Outcome	Increase in knowledge of East County resources (reported by attendees of monthly forums).	N/A	N/A	N/A	75%

Performance Measures Descriptions

1) Measured by number of individuals involved in topic-specific meetings, gathered through mailing lists and sign in sheets. 2) Measured by survey administered at monthly issue forums. 3) Measured by number of publicized and completed meetings hosted or led by Commissioner Stegmann and her staff. 4) Measured by survey administered at monthly issue forums.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$544,685	\$0	\$553,056	\$0
Contractual Services	\$5,280	\$0	\$5,500	\$0
Materials & Supplies	\$45,671	\$0	\$56,318	\$0
Internal Services	\$96,314	\$0	\$101,126	\$0
Total GF/non-GF	\$691,950	\$0	\$716,000	\$0
Program Total:	\$691,950		\$716,000	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10004-19 BCC District 4

Department: Nondepartmental **Program Contact:** Jennifer McGuirk
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Auditor is elected by voters countywide and answers to the people who live in Multnomah County. The mission of the Auditor's Office is to ensure that County government is efficient, effective, equitable, transparent, and fully accountable to all who live in our county. To meet this mission, we conduct performance audits and special studies that provide accountability to the public and help to improve Multnomah County programs, services, and operations.

Program Summary

County Charter requires the County Auditor to perform duties including conducting performance audits of all County operations and financial affairs, as well as studies intended to measure or improve the performance of county efforts.

The Auditor prioritizes auditing County programs that directly impact people's health and safety. Audits involve hundreds of hours of work, including research, interviews, onsite observations, and data analysis. Audit work includes an intense fact-checking process. Based on sufficient, appropriate evidence, we arrive at logical conclusions. We acknowledge the good work taking place in County programs and identify impediments to the County's mission to help people. We provide meaningful recommendations to County leaders so they can take actions to improve government for the benefit of their constituents, including County employees and the vulnerable people who receive County services.

The Office also operates the Good Government Hotline, providing an avenue for employees and the public to report fraud, waste or abuse, harassment and discrimination, and potential privacy/HIPAA violations. And, per County Code, the Auditor's Office provides technical and clerical support to the Audit Committee, which is a liaison to the Board of County Commissioners, the external auditor, and management for the external financial audits required under Oregon law.

Our program has recurring requirements, including the following to take place in FY 2020.

- 1) Peer review: Charter requires the Office to carry out audits in accordance with generally accepted government auditing standards and these standards require the Office to be reviewed by a committee of its peers. These peer reviews are required every three years to ensure we meet audit standards; our last review was in 2017.
- 2) Salary Commission: County Charter requires the Auditor to appoint a Salary Commission by January 1 each even year. This Commission sets the salaries for the Chair, Commissioners, Sheriff, and the District Attorney's supplement. (Under the Charter, the Auditor's salary is set at 80% of the salary of a Circuit Court Judge.)

All of our reports and audit schedule are at: <https://multco.us/auditor>.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of reports issued (Audit Reports + special studies and annual reports)	10	8+2	7+3	5+2
Outcome	Recommendation implementation rate - within 5 years (implemented or in progress)	92%	92%	94%	92%

Performance Measures Descriptions

The output measure includes reports on audits, special studies, and traditional annual reports on the Good Government Hotline and implementation of audit recommendations. The output measure is reduced due to the 3% budget constraint which translates to a loss of 0.30 FTE. This reduces the number of audits the office can complete in the fiscal year. The outcome measure reports the percentage of audit recommendations that are implemented or in-progress over a rolling five-year period.

Legal / Contractual Obligation

County Charter 8.10 states, "The auditor shall conduct performance audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted government auditing standards. The auditor may also conduct studies intended to measure or improve the performance of county efforts. Government auditing standards outline our practices, including ongoing training and peer reviews; we will be peer reviewed this year. Other Charter duties include the Salary Commission and redistricting after the census every ten years. The County Code establishes the Audit Committee and our work in supporting that function and contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,362,911	\$0	\$1,398,401	\$0
Contractual Services	\$158,000	\$0	\$168,000	\$0
Materials & Supplies	\$29,458	\$0	\$34,491	\$0
Internal Services	\$187,431	\$0	\$197,338	\$0
Total GF/non-GF	\$1,737,800	\$0	\$1,798,230	\$0
Program Total:	\$1,737,800		\$1,798,230	
Program FTE	8.58	0.00	8.29	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10005-19 Auditor's Office

Approximately 98% of the budget is essentially fixed (Personnel, External Audit Contract, Internal Services), which makes it difficult to reach targeted budget decreases.

Department:	Nondepartmental	Program Contact:	Jennifer McGuirk
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	10005A-20		
Program Characteristics:			

Executive Summary

County Charter creates several duties for the County Auditor, including that “the auditor shall conduct performance audits of all county operations and financial affairs.” This is a significant task given the County’s numerous departments, offices, and programs. The County Auditor directs an office including seven staff auditors, whose experience and dedication are essential for the Auditor to meet Charter requirements.

Program Summary

County Charter creates several duties for the County Auditor, including that “the auditor shall conduct performance audits of all county operations and financial affairs.” This is a significant task; County operations take place through numerous departments and offices, including the Departments of Community Justice, County Management, County Assets, and County Human Services, and the Health Department, Sheriff’s Office, District Attorney’s Office, Joint Office for Homeless Services, and Office of Diversity and Equity. The County Auditor directs an office including seven staff auditors, whose experience and dedication are essential for the Auditor to meet Charter requirements.

This program offer represents 0.30 of a staff auditor FTE. During her campaign for office, Auditor McGuirk pledged to start several audits in FY 2020: conditions in County jails, in homes for seniors and individuals with disabilities, and of how vulnerable individuals access County supports to stay in their homes or exit houselessness. The 0.30 FTE represented by this program offer is critical to completing at least two of them during FY 2020, and fulfilling Auditor McGuirk’s promise to County community members, who voted overwhelmingly for her audit agenda. This 0.30 FTE is critical to keeping the County Auditor in compliance with County Charter.

Auditor McGuirk’s office is already understaffed when compared to other auditor’s offices that serve jurisdictions of comparable size and jurisdictional staff. On average, these auditor’s offices have eight staff auditors, plus administrative support. This program offer will keep the County Auditor’s Office from dipping further below this average by maintaining seven staff auditor positions.

All of our reports and audit schedule are at: <https://multco.us/auditor>.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of reports issued (audits)	N/A	N/A	N/A	2
Outcome	Recommendation implementation rate - within 5 years (implemented or in progress)	92%	92%	94%	92%

Performance Measures Descriptions

The output measure represents reports on audits. The outcome measure reports the percentage of audit recommendations that are implemented or in-progress over a rolling five-year period.

Legal / Contractual Obligation

County Charter 8.10 states, "The auditor shall conduct performance audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted government auditing standards. The auditor may also conduct studies intended to measure or improve the performance of county efforts. Government auditing standards outline our practices, including ongoing training and peer reviews; we will be peer reviewed this year. Other Charter duties include the Salary Commission and redistricting after the census every ten years. The County Code establishes the Audit Committee and our work in supporting that function and contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$58,587	\$0
Materials & Supplies	\$0	\$0	\$1,653	\$0
Total GF/non-GF	\$0	\$0	\$60,240	\$0
Program Total:	\$0		\$60,240	
Program FTE	0.00	0.00	0.30	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Craig Gibons
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Tax Supervising and Conservation Commission (TSCC) carries out statutory mandates to oversee budget, debt, and property tax issues of local governments in Multnomah County. In carrying out these mandates, the TSCC protects and represents public interest, ensures local government compliance with Local Budget Law, promotes economy and efficiency within those local governments, and provides budgetary advice and assistance.

Program Summary

The Tax Supervising and Conservation Commission (TSCC), established by the Oregon Legislature in 1919, is an independent and impartial panel of five governor-appointed citizen volunteers that review and monitor the financial affairs of local governments in Multnomah County. The TSCC reviews the budgets of all 41 local governments to ensure compliance with local budget law and is responsible for oversight of its 27 member taxing districts.

The review and oversight includes checking to see that budgets are balanced, property tax revenue projections are reasonable, and that the budget processes comply with state and local budget laws. TSCC staff works closely with the county assessor's office as a double check that property tax levies are requested and calculated accurately. These efforts reduce violations of local budget law, especially if the error results in a property tax levy that exceeds authority.

In addition to its legally mandated oversight role, the TSCC offers training and consulting services to member jurisdictions. Recent examples include: two TSCC budget training workshops, budget law training at the Spring and Fall Oregon Government Finance Officers Association conference, 11 budget hearings, and five tax measure hearings. TSCC staff is also active state-wide on budget and property tax issues in both a practitioner role and a legislative advisory role.

The Commission considers the citizens to be its primary customers and seeks to make the financial affairs of local governments more transparent and accountable to those citizens. Funding for the TSCC comes from two sources: member districts, the share of which is calculated by statutory formula, and the state's County Assessment Function Funding Assistance (CAFFA) Grant.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Provide training and advisory services to member jurisdictions	50	60	85	80
Outcome	Reduce number of objections and recommendations in certification letters	9	10	10	10
Output	Public Hearings Conducted	14	15	15	15

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 294.625 (1) The Commission has jurisdiction over all municipal corporations principally located in Multnomah County with populations exceeding 200,000 and are subject to local budget law. (12 Districts)

ORS 294.625 (2) The Commission has jurisdiction over all municipal corporations principally located in Multnomah County with populations not exceeding 200,000 that are subject to local budget law and have not formally opted out of TSCC's jurisdiction. (29 Districts of which 12 have opted out). The number of non-members has declined recently as three districts have rejoined TSCC in the last three years.

Jurisdiction includes: holding hearings for large districts; reviewing and certifying all budgets for member districts; and compiling and publishing an annual report including all budget, property tax and indebtedness information by district.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$331,827	\$0	\$340,930	\$0
Contractual Services	\$4,930	\$0	\$3,800	\$0
Materials & Supplies	\$15,830	\$0	\$16,620	\$0
Internal Services	\$2,109	\$0	\$3,990	\$0
Total GF/non-GF	\$354,696	\$0	\$365,340	\$0
Program Total:	\$354,696		\$365,340	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10006-19 Tax Supervising and Conservation Commission

Department: Nondepartmental **Program Contact:** Julie Sullivan-Springhetti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Communications Office connects people in Multnomah County to their government and County employees to one another. We do this by providing accurate, timely and responsive information on County services, employees and news. Staff chronicle, curate and disseminate the work of the Board of County Commissioners and County departments. The Office enables citizens to express their needs and ideas by conducting public engagement, providing public records and working effectively with media. The Office also provides emergency and crisis communications.

Program Summary

Communications staff create accessible materials to engage and inform the public through writing, photography, video, audio recordings and graphic design. The Office's overarching value is: "All are welcome here." The understanding is that everyone in Multnomah County and beyond is valued and should have access to services. With that in mind, all our communication strives to provide representation, accessibility and content that is inclusive. All stories, photos, video and graphic design have sensitive and respectful representations of our diverse community and workforce. We are constantly striving to accurately depict the staff, programs, clients, neighborhoods and partners we serve. Accessibility is key to every design, print, broadcast and online product. The effort to reach a full audience drives decisions from language translation, to font size, to video formats. To assure inclusiveness, we begin every task asking: 'Who is most affected?,' 'Who needs to know?' and 'Who is being left out?' This lens helps us include more diverse voices, challenge our assumptions and be a stronger bridge to the community.

The Office creates and maintains more than 20 websites and amplifies that information on the County's main social media accounts: Facebook, Twitter, Instagram. The Office conducts all media relations and media training. Staff create photos, videos and news stories for multco.us and for use by news organizations ranging from culturally specific newspapers to national and international television networks. The Office works 24/7 to monitor and develop emergency health and safety communications for the public and employees. They support County leadership by developing position statements, op-eds and news releases. Using strategic communications, the Communications staff proactively anticipate issues and advise elected and department leaders and staff on critical concerns. The Office develops public education campaigns and convenes public meetings. The staff receive and complete public records requests. The Office also connects all County employees to one another through the weekly Wednesday Wire newsletter. Staff develops a cohesive voice, style and brand for the organization and maintains those through constant interaction across departments. Key objectives for 2020:

- Increase access to County services by increasing public awareness of programs and initiatives.
- Increase connections to populations with low use of existing communication channels.
- Support Workforce Equity through a comprehensive website, glossary, news, surveys and other engagement.
- Increase professionalism and public confidence in County employees through training on media, social media, photography and design standards.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of news stories generated by the office in all media -- TV, print, radio, County website and blogs	1,260	1,700	1,720	1,725
Outcome	Number of multi-media videos/projects produced by the office	44	50	50	52
Output	Number of Twitter users for the County	27,594	28,000	31,000	31,500
Output	Number of Facebook followers for the County	3,700	3,800	5,100	5,150

Performance Measures Descriptions

The performance measure 1 captures traditional media, while 3 and 4 capture social media reach. The multi-media projects capture the number of videos produced and figures have been adjusted based on the capacity of one full-time staff member dedicated to video.

Legal / Contractual Obligation

Meet the spirit and intent of Oregon's public records law ORS 192.410 to 192.505, which governs public bodies and custodians of public records.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,438,507	\$0	\$1,513,764	\$0
Contractual Services	\$10,870	\$0	\$11,310	\$0
Materials & Supplies	\$29,782	\$0	\$28,948	\$0
Internal Services	\$158,271	\$0	\$167,778	\$0
Total GF/non-GF	\$1,637,430	\$0	\$1,721,800	\$0
Program Total:	\$1,637,430		\$1,721,800	
Program FTE	11.00	0.00	11.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10007-19 Communications Office

Department: Nondepartmental **Program Contact:** Jenny Madkour
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The mission of the Office of County Attorney is to provide the highest quality and cost effective legal advice and representation. The Office reviews and advises on the legal aspects of County government operation, defends claims against the County and employees acting in their official capacity, and assists with Federal, State, and County legal requirements. The Office houses the County's Privacy Officer and related Privacy Program. The County Attorney collaborates with risk management, provides legal training and advice before legal issues become legal problems.

Program Summary

The Office of County Attorney prepares and reviews legal documents including contracts, Ordinances, Resolutions, Board Orders, Executive Rules, Administrative Procedures, and others. It provides legal advice and counsel to the Board of County Commissioners, the Chair, the Sheriff, the Auditor, the District Attorney, County Departments, Offices, Advisory Boards, Districts, Commissions and Committees. It prepares formal written opinions deemed necessary by the County Attorney regarding significant interpretations of federal and state laws, the Charter, County Code and other legal requirements. The Office controls and supervises all civil actions and legal proceedings where the County is a party or has a legal interest. The Office represents and defends any legal action, matter or proceeding in any court or tribunal and as requested by the Board.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Attorney Direct Service Hours	26,448	24,000	24,000	24,500
Outcome	Attorney time dedicated to direct client services	92%	91.5%	92%	92%
Input	Number of tort claims received	127	120	113	120

Performance Measures Descriptions

The number of attorney direct service hours represents attorney time dedicated to litigation, legal consultation, legal document preparation and review, and client training. Direct service hours exclude time spent on professional development and administrative tasks. A tort claim is a notice of intent to bring a lawsuit for damages against the County or its employees. Upward and downward trends in these claims indicates future workload and is used for risk management.

Legal / Contractual Obligation

Multnomah County Code Chapter 25 established the Office of County Attorney and charges the County Attorney to be the Chief Legal Officer of the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$4,962,671	\$0	\$5,327,780
Contractual Services	\$0	\$35,000	\$0	\$272,401
Materials & Supplies	\$0	\$238,851	\$0	\$225,310
Internal Services	\$0	\$615,178	\$0	\$677,039
Total GF/non-GF	\$0	\$5,851,700	\$0	\$6,502,530
Program Total:	\$5,851,700		\$6,502,530	
Program FTE	0.00	25.80	0.00	26.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,851,700	\$0	\$6,502,530
Total Revenue	\$0	\$5,851,700	\$0	\$6,502,530

Explanation of Revenues

Funding for the Office of County Attorney is generated through a portion of the liability insurance rate on County payroll expenses.

Significant Program Changes

Last Year this program was: FY 2019: 10008-19 County Attorney's Office

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The central purpose of Multnomah County's Local Public Safety Coordinating Council (LPSCC) is to coordinate the public safety plans, policies, operations, and strategies of local government agencies to improve the local public safety system's cost-effectiveness and responsiveness to the needs of the community. Since 1995, LPSCC has convened leaders from local governments; public safety, social service and education agencies; private service providers and local communities throughout the County to collaborate on and improve public safety system outcomes.

Program Summary

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). To carry out this mission, LPSCC's Executive Committee meets monthly to share information, identify issues and problems affecting public safety, and oversee development of new plans, policies, and strategies. The Executive Committee is co-chaired by Multnomah County Chair Deborah Kafoury and City of Portland Mayor Ted Wheeler.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety system, (b) coordinated policies to improve that system and (c) evidence-based strategies that address issues important to community safety. The Council directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system. Examples include: the Youth and Gang Violence Steering Committee, coordination between the public safety and mental health systems, decreasing Racial and Ethnic Disparities, and overseeing the Justice Reinvestment Program (House Bill 3194 from 2013). It also oversees the operation of Decision Support System-Justice (DSS-J), the County's public safety data warehouse, which is a repository for public safety related data.

In FY 2020, LPSCC will fund the following staff: a full-time Executive Director, who directs and coordinates inter-agency public safety policy discussions; a full-time Research Project Manager, who performs and manages cross-agency data and research projects, a full-time temporary Project Manager (grant funded and noted in 10009B), and a full-time Executive Assistant, who provides organizational and communications support. In addition, to support implementation of the MacArthur Foundation's Safety + Justice Challenge (SJC), LPSCC funds three Limited-Duration Assignment staff; a data analyst, a project manager, and a community engagement specialist.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of LPSCC Executive Committee and Subcommittee Meetings	180	150	160	170
Outcome	Average percentage of statutorily mandated LPSCC representatives present at Executive Committee meeting	68	70	65	65
Output	Number of policy recommendations made to County Commissioners	10	10	10	10

Performance Measures Descriptions

Legal / Contractual Obligation

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). In FY 2010, Multnomah County's Board of Commissioners transferred responsibility for the administration of DSS-J to the County's LPSCC, which agreed to oversee the development and maintenance of DSS-J and ensure data accuracy and security through a Policy Committee.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$41,796	\$619,141	\$0	\$695,847
Contractual Services	\$0	\$21,000	\$0	\$38,500
Materials & Supplies	\$0	\$118,437	\$0	\$96,639
Internal Services	\$687,204	\$33,599	\$743,880	\$57,494
Total GF/non-GF	\$729,000	\$792,177	\$743,880	\$888,480
Program Total:	\$1,521,177		\$1,632,360	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$552,177	\$0	\$584,480
Other / Miscellaneous	\$0	\$240,000	\$0	\$304,000
Total Revenue	\$0	\$792,177	\$0	\$888,480

Explanation of Revenues

State Department of Corrections through SB 1145 - \$584,480
MacArthur Foundation funds are used to implement the Safety + Justice Challenge - \$179,000
MacArthur Community Engagement Project - \$125,000

Significant Program Changes

Last Year this program was: FY 2019: 10009A-19 Local Public Safety Coordinating Council

LPSCC was the recipient of the MacArthur SJC Community Engagement Grant. This grant is intended to support efforts to engage the community to guide our SJC jail-reduction work. With these supplemental funds, Multnomah County will hire a limited duration, community engagement specialist to host community meetings, develop an advisory board for the Diane Wade House, and expand existing community engagement efforts such as the judicial listening sessions.

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The central purpose of Multnomah County's Local Public Safety Coordinating Council (LPSCC) is to coordinate the public safety plans, policies, operations, and strategies of local government agencies to improve the local public safety system's cost-effectiveness and responsiveness to the needs of the community. This program offer is specifically for the justice reinvestment funds allocated from HB 3194 (2013) and HB 3078 (2015).

Program Summary

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). To carry out this mission, LPSCC's Executive Committee meets monthly to share information, identify issues and problems affecting public safety and oversee development of new plans, policies, and strategies. The Executive Committee is co-chaired by Multnomah County Chair Deborah Kafoury and City of Portland Mayor Ted Wheeler.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety system, (b) coordinated policies to improve that system and (c) evidence-based strategies that address issues important to community safety. The Council directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system, including implementation of HB 3194/3078 (Multnomah County Justice Reinvestment Program and services to victims of crime, as directed by 3194/3078 and the Criminal Justice Commission).

This program offer houses the funding for victim's services contracts, part of HB 3194/HB 3078. House Bill 3194 established the Justice Reinvestment Grant Program, which requires 10% of funds be spent on victims services. House Bill 3078 added additional funds to be used for the same victims services programs. The 10% is administered by LPSCC to contract with community-based victims services agencies. The funds must be allocated to underserved populations. As indicated in the rules developed by the Criminal Justice Commission, County LPSCCs are responsible for choosing and contracting with victim's services agencies.

This funding also supports a full time LPSCC Project Manger for the Multnomah County Justice Reinvestment Program.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of contracts executed with community-based victims services agencies*.	3	3	3	3
Outcome	Number of crime victims served with crime victims funding.	449	580	500	500

Performance Measures Descriptions

*Contracts result in services for previously underserved victim populations.

Legal / Contractual Obligation

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities (ORS 423.560). As part of House bill 3194, counties apply for justice reinvestment grant funds. The State Criminal Justice Commission, which oversees statewide implementation of House Bill 3194, stated these applications "must be submitted by a local public safety coordinating council." Via HB3194, the LPSCC is also charge by the CJC to contract with and allocate funds to victim's services agencies.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$158,690	\$0	\$171,166
Contractual Services	\$0	\$507,366	\$0	\$378,194
Total GF/non-GF	\$0	\$666,056	\$0	\$549,360
Program Total:	\$666,056		\$549,360	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$666,056	\$0	\$549,360
Total Revenue	\$0	\$666,056	\$0	\$549,360

Explanation of Revenues

State HB 3194 Criminal Justice Commission (CJC) - \$549,360

Significant Program Changes

Last Year this program was: FY 2019: 10009B-19 HB3194 Justice Reinvestment

FY 2019 included biennial carryover due to the late start up of the program.

Department:	Nondepartmental	Program Contact:	Dani Bernstein
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The Office of Community Involvement (OCI) was established by County Charter to develop and maintain community involvement programs and procedures for the purpose of facilitating direct communication between the people of Multnomah County and the Board of County Commissioners.

Program Summary

The OCI coordinates programs and activities designed to engage people from Multnomah County's diverse communities and support the County's community involvement programs. Programming includes community outreach, supporting county advisory groups, trainings and volunteer recognition. The OCI conducts continual outreach and recruitment to inform communities about opportunities to engage with Multnomah County by attending community events, fostering relationships with community partners and civic leadership programs, and through communications including social media and email.

The OCI maintains a community contact list for communications and sends out a quarterly e-newsletter with opportunities to volunteer on County advisory groups and participate in public input processes. The OCI provides a single point of contact for community members interested in volunteering through information and resources at its physical office, by maintaining lists of committees and other volunteer opportunities, managing inquiry and application processes, referring inquiries from the public to appropriate opportunities and resources, maintaining a database of active and potential volunteers, and facilitating board appointments to the Community Involvement Committee (CIC) and Community Budget Advisory Committees (CBACs). The OCI also hosts an annual volunteer recognition event for all county departments.

The OCI staffs the volunteer members of the CIC, including providing support, training and coordination for CIC meetings. The CIC serves as Multnomah County's advisory body on community engagement and involvement. CIC members engage in an ongoing review of the County's community involvement policies and programs, bring community concerns to County leadership, and assist in facilitating communication between the County and the community.

The OCI manages the CBAC program by leading recruitment to fill vacancies, coordinating CBAC orientation and report submission deadlines, and serving as a resource for county employees who staff CBACs. The OCI also provides staffing and technical and clerical assistance to the County's Central and Non-Departmental CBACs.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of CIC meetings and subcommittee meetings	20	25	3	15
Outcome	Percentage of participants in activities who felt time was well spent	90.5%	90%	90%	90%
Output	Number of community events attended	23	20	20	12
Outcome	Percentage of volunteer positions on CIC and CBACs filled	86%	85%	85%	85%

Performance Measures Descriptions

These measures reflect key activities and outcomes for the OCI according to its primary functions.

For performance measure 1, the CIC was on hiatus beginning June 2018 and is anticipated to resume meetings in Spring 2019.

Legal / Contractual Obligation

Multnomah County Home Rule Charter Chapter 3.75; Resolution 95-245; Multnomah County Code 3.250-3.253, 3.300-3.306, 25.810-25.830. The County Charter states that the commission “shall appropriate sufficient funds for the operation of the office and the committee.”

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$200,544	\$0	\$216,327	\$0
Contractual Services	\$2,000	\$0	\$6,080	\$0
Materials & Supplies	\$16,081	\$0	\$15,530	\$0
Internal Services	\$46,548	\$0	\$48,713	\$0
Total GF/non-GF	\$265,173	\$0	\$286,650	\$0
Program Total:	\$265,173		\$286,650	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10010-19 Office of Community Involvement

Department: Nondepartmental **Program Contact:** Marina Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of the Board Clerk accounts for all functions and expenditures necessary for efficient operation of the Board of County Commissioners, who work on behalf of residents individually and as members of the Board. The Office of the Board Clerk supports the Board as a body by providing those things necessary for the Board to function effectively and collectively and provides information on items brought before the Board and public.

Program Summary

The Office of the Board Clerk manages all Board meetings, agendas, records, indices and schedules. It maintains and disseminates information pertaining to adopted resolutions, orders, ordinances and proclamations.

Board Clerks act to maintain the integrity of all Multnomah County processes and procedures pertaining to the Board of County Commissioners. They uphold the Board of Commissioners' vision and support its mission in their work.

Board Clerks serve as parliamentarians at all meetings, take minutes, prepare meeting records and notices and provide internal and external customer service, information and referral. They perform responsible clerical and research work associated with the proceedings of the meetings and the Board's actions and records. Board Clerks provide information on upcoming board items, post public notices and schedule the use of meetings space and equipment.

Board Clerks are responsible for notifying internal and external customers of scheduled meetings and cancellations; processing, posting and distributing all agenda submissions and official documents that result from board action and directives and ensuring access for future internal and external inquiries. Board clerks provide members of the public with agendas, notices of public hearings, and access to public records. They provide custody of the records, books and documents of the Board and protect and preserve the official County records both electronically and on paper for perpetuity.

The Office pays for the County's memberships in advocacy organizations including the National Association of Counties, Association of Oregon Counties, and Leader's Round Table.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of Board related documents processed.	7,539	7,500	4,781	5,000
Outcome	Board Meeting Minutes uploaded and available to the public within two weeks.	N/A	N/A	N/A	90%
Outcome	Board adopted resolutions, proclamations, orders and ordinances available to the public within 1 week.	N/A	N/A	N/A	90%

Performance Measures Descriptions

Board related documents are digital files and include board packets, proclamations, resolutions, orders, ordinances and other related documents. Output of documents processed is lower than previous years due to increased efficiency of documents saved electronically.

Legal / Contractual Obligation

Commissioners affirm to support the Constitutions of the United States, the State of Oregon, the Multnomah County Home Rule Charter, and Multnomah County Laws. The Board adopts and publishes rules for the conduct of Board meetings, they serve as the governing body for Dunthorpe-Riverdale Sanitary and Service District No. 1; Mid-County Street Lighting Service District No. 14; sit as the County Budget Committee; The Hospital Facilities Authority; Public Contract Review Board; Multnomah County Board of Health and Multnomah County Library District Board.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$286,232	\$0	\$290,493	\$0
Contractual Services	\$31,050	\$0	\$32,300	\$0
Materials & Supplies	\$304,730	\$0	\$285,860	\$0
Internal Services	\$424,348	\$0	\$456,047	\$0
Total GF/non-GF	\$1,046,360	\$0	\$1,064,700	\$0
Program Total:	\$1,046,360		\$1,064,700	
Program FTE	2.00	0.00	2.35	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10011-19 Office of the Board Clerk

The 0.35 FTE reflects increased time spent by the Constituent Relations Coordinator on backup Board Clerk training and monthly duties including supporting board meetings, scheduling meeting space and serving as an initial point of contact for the Board's offices.

Department: Nondepartmental **Program Contact:** Christopher Voss
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Emergency Management (MCEM) coordinates disaster preparedness activities in Multnomah County. This includes planning, training, exercise and equipment procurement for staff and departments and coordination with cities, special districts and nongovernmental organizations. MCEM maintains a 24/7 call number to respond to requests from county and city public safety partners and can quickly set up an operations center to respond to county emergencies. MCEM also authors and updates several plans including the County Mitigation Plan and County Emergency Operations.

Program Summary

The MCEM program focus includes: 1) County general and departmental preparedness, 2) Intergovernmental and regional preparedness, 3) Citizen and community preparedness and resilience and 4) the County's ability to continue critical operations in an emergency situation. MCEM regularly collaborates with local jurisdictions, districts and agencies engaged in emergency planning.

MCEM understands that a resilient community can potentially reduce the burden on limited emergency response capacity in a severe emergency. For that reason, MCEM works with businesses, non-governmental organizations, faith based groups, volunteer organizations and directly with community members to encourage disaster resilience and create a coordinated response to disasters. MCEM fosters citizen preparedness and community resilience through working relationships with a diverse group of community partner organizations.

Program activity is informed by the Emergency Management Performance Grant (EMPG) work agreement, which includes staff training plans, a rigorous disaster exercise schedule, disaster plan management and coordination with volunteer, state and federal partners.

During an emergency, MCEM activates and manages the County Emergency Coordination Center (ECC) which is staffed by employees from various County departments to provide a single location where strategic direction, response coordination and resource support for incident response is carried out.

In a disaster, Emergency Management functions as the state-mandated conduit for obtaining state and federal resources to support local emergency response for the County, cities and districts, and it coordinates emergency and disaster declarations.

After a disaster, Emergency Management coordinates with state and federal agencies that provide post-disaster assistance and also guides the community recovery process.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Annual exercise performance objectives successfully tested.	100%	100%	100%	100%
Outcome	Oregon Emergency Management requirements met for annual performance grant.	100%	100%	100%	100%

Performance Measures Descriptions

Output: Annual exercise of Emergency Coordination Center and evaluation of performance of established objectives in an After Action Report (AAR). Outcome: There are 8 eligible funding areas, each with multiple planning activities, in the Emergency Performance Grant (EMPG). This annual measurement covers activities for a competent emergency management program.

Legal / Contractual Obligation

ORS 401.305 requires Multnomah County to establish an emergency management program and Multnomah County Code Chapter 25.410 establishes the County's Office of Emergency Management.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,031,154	\$266,404	\$1,174,434	\$283,457
Contractual Services	\$129,084	\$80,000	\$109,900	\$290,000
Materials & Supplies	\$129,277	\$13,400	\$43,307	\$103,612
Internal Services	\$501,155	\$7,267	\$515,119	\$51,301
Total GF/non-GF	\$1,790,670	\$367,071	\$1,842,760	\$728,370
Program Total:	\$2,157,741		\$2,571,130	
Program FTE	7.06	1.94	7.30	1.70

Program Revenues				
Intergovernmental	\$0	\$367,071	\$0	\$728,370
Total Revenue	\$0	\$367,071	\$0	\$728,370

Explanation of Revenues

\$305,170 - Emergency Management Performance Grant (EMPG)
\$82,400 - Regional Disaster Preparedness Organization (RDPO) JIT Training Grant
\$76,800 - State of Oregon Homeland Security Grant
\$245,000 - Catastrophic Planning/Continuity of Government grant
\$19,000 - Hazard Mitigation Grant Program

Significant Program Changes

Last Year this program was: FY 2019: 10012A-19 Office of Emergency Management

Department: Nondepartmental **Program Contact:** Christopher Voss
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Emergency Management works closely with key partners to plan, train, exercise and provide an equitable response to emergencies throughout the County. The process begins with an analysis of hazards and the creation of specific programs to reduce or eliminate the impact of those hazards. The Office also coordinates multi-disciplinary responses to disasters where traditional responders, such as fire and police, need to work closely with human service and public works agencies. This program offer will maintain the current programs and services supported by the office.

Program Summary

This program offer restores funding to maintain critical programs and operations within the Office of Emergency Management. This includes the Office's educational and preparedness programs, which included 56 training events in 2018 for 2,258 attendees and coordination for 4,400 volunteer and intern hours that supported emergency activations and emergencies in 2018.

This program offer will also allow the office to maintain certain programs and projects including: county membership in the Regional Disaster Preparedness Organization; Emergency Operations Center systems, which allow us to share information and resource requests across the region and with the State; emergency communication and notification systems, which provides redundant communication after a disaster and also allows the County to send alerts to both County employees and the community via hard line, e-mail, and cell phones; and provides the Office with minimal funding to support the County's response costs during smaller events, which can include blankets during winter shelter operations, call center costs for supporting emergencies, transportation costs, as well as security and cleaning services.

Lastly, this program offer also allows the office to maintain current funding for translation of preparedness materials and the printing of operational plans and training materials.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$25,000	\$0
Materials & Supplies	\$0	\$0	\$59,250	\$0
Total GF/non-GF	\$0	\$0	\$84,250	\$0
Program Total:	\$0		\$84,250	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Jetson Black
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Government Relations represents the Board of Commissioners and county departments before the United State Congress, the Oregon Legislature and local governing bodies to advance Multnomah County's annual state and federal legislative agenda. This function is vital in protecting the interests of Multnomah County.

Program Summary

The Office of Government Relations manages the legislative agenda set by the Board of Commissioners and facilitates interdepartmental cooperation on intergovernmental efforts.

The Director manages budget and compliance issues, manages federal government relations, and together with the Deputy Director serves as the state lobbyist for the county, leads stakeholder and coalition meetings and provides regular updates to the Board of Commissioners, departments and other staff.

The Policy Manager provides analysis on key policy issues and research to support action on county priorities. The Senior Legislative Coordinator is responsible for tracking state and federal legislation and working with county department staff on legislative coordination.

The Senior Grant Coordinator works across departments and systems to increase the county's capacity to secure, track, and successfully implement competitive grants aligned with the County's mission and values.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Develop and pass a comprehensive legislative agenda	1	1	1	1
Outcome	Provide an annual report that details bill outcomes and progress on county priorities	1	1	1	1
Output	Number of trainings, planning groups, and presentations to increase county-wide competitive grant capacity	24	24	24	24

Performance Measures Descriptions

The adoption of the legislative agenda is the culmination of a broad process of broad consultation with employees, departments, elected officials, advocacy organizations and community groups. The annual report provides transparency and identifies both positive and negative results. Planning groups, trainings and presentations ensures broad access to the knowledge, systems and resources necessary for submitting successful grants.

Legal / Contractual Obligation

All government relations activities shall be consistent with federal laws and policies, State of Oregon statutes, the Multnomah County Home Rule Charter and Multnomah County Laws.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$859,643	\$0	\$871,599	\$0
Contractual Services	\$117,900	\$0	\$122,700	\$0
Materials & Supplies	\$30,453	\$0	\$38,531	\$0
Internal Services	\$62,154	\$0	\$74,460	\$0
Total GF/non-GF	\$1,070,150	\$0	\$1,107,290	\$0
Program Total:	\$1,070,150		\$1,107,290	
Program FTE	5.00	0.00	5.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10016-19 Government Relations Office

Department: Nondepartmental **Program Contact:** Ben Duncan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Diversity and Equity (ODE) is a team of professional resource experts and a partner in advancing equity by designing and delivering tangible resources, expertise, best and promising practices, technical support, data and data analysis. ODE works to advance transformational change at the county and develops empowering tools for internal and external communities.

Program Summary

ODE provides leadership and resources for advancing organizational equity and inclusion change efforts that support the business of the county.

ODE works with and within departments to lead, support and complement equity and social justice work throughout the County. Projects and resources include: Civil Rights policy development and compliance, Workforce Equity Strategic Plan implementation, policy analysis, Equity and Empowerment Lens technical assistance and consultation, research and best practices for data collection and analysis, training on equity practice and issues, and participates in regional and national networks. ODE is represented as a Steering Committee jurisdiction for the National Governing Alliance for Racial Equity, and planning partner for the NW Public Employee Diversity Conference.

This offer funds FTE for the ongoing roll-out and evaluation of the Workforce Equity Strategic Plan, application of the Equity and Empowerment Lens with a Racial Justice focus; technical assistance, training, research, development and guidance on policy advancing equity; staffing and leadership development support for the Multnomah Youth Commission; coordination of the College to County Program, and coordination of Employee Resource Groups

This offer also ensures compliance with federal statutes related to Americans with Disabilities, Affirmative Action/Equal Employment Opportunity, and discrimination through Title VI administration.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Employee Resource Groups managed and coordinated	9	9	9	9
Outcome	percentage of Workforce Equity Strategic Plan performance measures met	N/A	N/A	N/A	100%
Output	number of college to county placement	38	n/a	37	40

Performance Measures Descriptions

For performance measure 2, ODE has shifted focus on the implementation of the Workforce Equity Strategic Plan performance measures, which will reflect a multi-year outcome of having 100% of performance targets met through the life of the strategic plan. performance measure aligns with WESP goal of 50 college to county positions by 2022

Legal / Contractual Obligation

Title II, Title VI administration for the County
Affirmative Action, Equal Employment Opportunity
Administers discrimination complaint/grievance processes

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$854,763	\$0	\$899,943	\$0
Contractual Services	\$20,700	\$0	\$21,530	\$0
Materials & Supplies	\$39,210	\$0	\$39,918	\$0
Internal Services	\$118,279	\$0	\$126,579	\$0
Total GF/non-GF	\$1,032,952	\$0	\$1,087,970	\$0
Program Total:	\$1,032,952		\$1,087,970	
Program FTE	6.00	0.00	6.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10017A-19 Office of Diversity and Equity

Department: Nondepartmental **Program Contact:** Ben Duncan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah Youth Commission, the official youth policy body for Multnomah County is a group of 37 young people, ages 13- 21, that strives to provide a voice for youth in the County's work. In addition to its advisory role within local government, the MYC works to improve the community through service projects. The work of MYC is guided by "Our Bill of Rights: Children + Youth," the nation's first Bill of Rights written by and for young people and adopted by a local government.

Program Summary

The Multnomah Youth Commission (MYC) serves the County in several ways. The MYC advises and makes recommendations on policies and programs that impact youth in Multnomah County by engaging with all levels of the organization through committee work, Elected Official Liaison Program, and training and technical assistance for community organizations and government agencies. Through a youth development program and youth policy body, MYC uses authentic youth engagement practices and tools to build the capacity of youth to participate in high-level policy advocacy to ensure that young people form relationships with caring adults, build skills, exercise leadership, and help their communities as they develop into healthy, productive adults. The MYC works with youth and adults throughout our community to change the way violence is viewed and dealt with through the Youth Against Violence Committee and the Rob Ingram Youth Against Violence project mini-grants. These projects aim to empower youth to take lead and work together to address issues most important to their communities, while highlighting and sharing ideas and experiences regarding violence, and building youth-led solutions. All MYC work is guided by "Our Bill of Rights: Children + Youth", the nation's first bill of rights written by and for youth. The MYC is made up of a diverse group of youth dedicated to equity and justice, developing into a nationally recognized youth development program that incorporates participatory action research, policy creation and advocacy, and Youth-Adult Partnership as its foundational underpinnings.

The Office of Diversity and Equity provides leadership and resources for advancing organizational equity and inclusion change efforts. ODE works in collaboration with departments and offices and serves and as equity, inclusion and social justice resource at Multnomah County. The Multnomah Youth Commission (MYC) sits within the Office of Diversity and Equity.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Youth Commission Meetings held	N/A	22	22	22
Outcome	Youth-Led policies impacted and/or advocated for	N/A	N/A	9	12
Output	Number of partnerships established	N/A	N/A	7	10

Performance Measures Descriptions

The outcome measure has shifted to reflect the primary role and responsibility of the Multnomah Youth Commission as the official youth policy body for Multnomah County and the City of Portland. This includes both the role of building partnerships and the impact on policies.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$120,185	\$0	\$130,827	\$0
Materials & Supplies	\$0	\$0	\$10,003	\$0
Total GF/non-GF	\$120,185	\$0	\$140,830	\$0
Program Total:	\$120,185		\$140,830	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10017B-19 Multnomah Youth Commission Support

Manager
Department: Nondepartmental **Program Contact:** Ben Duncan

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

Related Programs:
Program Characteristics:
Executive Summary

The Workforce Equity Strategic Plan (WESP) Project Manager, housed in the Office of Diversity and Equity, will support the Chief Diversity and Equity Officer in the countywide implementation of the WESP. The WESP focuses on four areas: Organizational Culture, Promotion and Professional Development, Retention, and Recruitment and Pipeline Programs.

Program Summary

Workforce equity demands that the County identify and address structural and policy barriers to equal employment opportunity faced by our employees and communities because of their race, ethnicity, national origin, disability, gender and gender identity, sexual orientation and other protected classes.

In April 2018, the Board adopted the countywide Workforce Equity Strategic Plan that established minimum standards, timelines and metrics and amended the plan in January 2019 with additional systemic goals and initiatives.

The Workforce Equity Strategic Plan Project Manager will play a lead role in developing and aligning project requirements, plans and timelines, working with stakeholders across departments and throughout the organization to ensure collaboration and consistent practice. The Project Manager will support the WESP Committee, track progress and function as a central hub for WESP questions and concerns.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Coordinate Workforce Equity Committee meetings	N/A	N/A	3	6
Outcome	WESP departmental performance measures met.	N/A	N/A	N/A	100%

Performance Measures Descriptions

Performance measures for WESP implementation and this position will continue to develop.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$166,657	\$0	\$155,051	\$0
Contractual Services	\$0	\$0	\$3,000	\$0
Materials & Supplies	\$0	\$0	\$12,000	\$0
Internal Services	\$0	\$0	\$25,000	\$0
Total GF/non-GF	\$166,657	\$0	\$195,051	\$0
Program Total:	\$166,657		\$195,051	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 72000C-19 Workforce Strategic Equity Plan

Department: Nondepartmental **Program Contact:** Ben Duncan
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds two positions in a new Civil Rights Unit in the Office of Diversity and Equity, building capacity to meet expanded responsibilities in the Workforce Equity Strategic Plan (WESP). The unit will advance workforce equity by developing, implementing and monitoring federally required Affirmative Action and Equal Employment requirements, supporting countywide best practices in recruitment, hiring, promotion and termination decisions, and ADA accommodation. The unit will also develop and deliver compliance-related trainings and strengthen WESP-related policies.

Program Summary

The Civil Rights Unit within the Office of Diversity and Equity consists of three positions that will be responsible for compliance, exit interviews, policy development, training and consultation and analysis of key hiring, promotion and termination practices and decisions. These three positions are the Civil Rights Administrator, Civil Rights Coordinator (AA/EEO Specialist), and the Equity Specialist for Employees with Disabilities. The Civil Rights Administrator position is currently funded within 10017A - Office of Diversity and Equity. This program offer funds the other two positions.

The Civil Rights Coordinator (AA/EEO Specialist) provides support and additional capacity to the Civil Rights Administrator in executing WESP-related objectives and ensuring regulatory compliance. This position is responsible for ensuring submission and maintenance of all reporting, including: the County's Affirmative Action and Equal Employment Opportunity Plans (EEO-4 report), Vets 4212 report annually, and Title VI reporting in consultation with departmental partners.

The Equity Specialist for Employees with Disabilities works to increase awareness and streamline the formal ADA accommodation process and works to educate, clearly communicate, strengthen and implement policies that support employees with their disabilities in all work spaces. The position will also develop work plans supporting the recommendations in the "Equity and Accommodations for Employees with Disabilities" report (2019), with an emphasis on promoting universal design and other practices that help destigmatize disabilities, and supports Americans with Disability Act policy, practice, and related complaints.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of hires, promotions and terminations analyzed, including prior review of trial service probations	N/A	N/A	N/A	120
Outcome	Percent of exit interviews for voluntary terminations	N/A	N/A	N/A	50%

Performance Measures Descriptions

Performance measure 1: Based on estimates from yearly averages (involuntary terminations, including trial service terminations = 66 per year, promotions into management = 56 per year)

Legal / Contractual Obligation

Americans with Disabilities Act and Title VI Compliance
Affirmative Action, Equal Employment Opportunity

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$277,356	\$0
Contractual Services	\$0	\$0	\$6,000	\$0
Materials & Supplies	\$0	\$0	\$24,000	\$0
Internal Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$357,356	\$0
Program Total:	\$0		\$357,356	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** John Wasiutynski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County Office of Sustainability was established in 2010 to help plan, implement and coordinate the County's environmental sustainability programs. The Office of Sustainability's mission is to work with County Departments and the community to promote programs and policies that lead to a more equitable, prosperous, and environmentally sound Multnomah County. We envision a Multnomah County that is: Equitable, Livable, Healthy, Resilient, and Low-Carbon.

Program Summary

The Office of Sustainability works with the community and County departments to develop unique partnerships that help make Multnomah County a better place to live, work, and do business. The Office of Sustainability is not only committed to a healthy planet but also firmly roots our work in Multnomah County's mission to protect the most vulnerable in our community. This value shapes the way we approach sustainability, an approach based on achieving social, economic, and environmental justice.

Major focus areas for FY 2020 include, implementation of the 2015 Climate Action Plan, implementation of the Commercial Building Property Assessed Clean Energy program (PropertyFit), planting trees in low-income low tree canopy neighborhoods in Gresham, advancing the County's ability to engage in Environmental Justice work through the development of the Board adopted Environmental Justice Snapshot, begin work on the 2020 Climate Action Plan update and supporting a culture of resource-conservation in County operations. The Office of Sustainability will accomplish these goals by working with the County's elected leaders to develop and respond to new policies; by providing technical support to County departments and community organizations; through direct program delivery; and through research, data analysis, and reporting.

Climate Action Plan activities will include implementation of an enterprise-wide tracking and accountability tool meant to capture the County's work on the more than 79 County specific actions covered in the plan. The overall purpose of the plan and these activities is to promote a low carbon and resilient community. The office will also work to develop policies and procedures that the County can advocate for or implement that will advance the goals of the plan, for example, developing a low emissions fleet strategy.

The Office of Sustainability will also work to implement the Board's commitment to 100% renewable energy by 2050 through a partnership with business and community to develop sound strategies that will decarbonize our economy and build wealth and autonomy in our communities. The Office will root our work in the principles of environmental justice by working with the Board and community partners to develop and help to implement an environmental justice policy.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Servings of fresh, culturally appropriate produce donated, by pounds and types of food grown.	9748	10,000	0	0
Outcome	Decrease in community wide greenhouse gas emissions over 1990 levels based on trend line analysis.	21%	22%	21%	22%
Output	Number of volunteer hours contributed to Office of Sustainability events or programs.	878	800	250	250
Output	Number of unique County employees engaged with programming offered by the Office of Sustainability.	1569	1,200	1100	1200

Performance Measures Descriptions

1) Because of transitioning the program to community control the Office will no longer report on this metric. 2) The Office of Sustainability implements BCC adopted Climate Action Plan that calls for Countywide greenhouse gas emissions reduction of 80% over 1990 levels by the year 2050. 3) Most volunteer hours have been generated through the Farm program, without that program, the number of volunteer hours will decrease. 4) The Office seeks to create a culture of conservation through employee engagement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$630,005	\$17,000	\$643,854	\$17,000
Contractual Services	\$5,700	\$126,000	\$10,930	\$83,000
Materials & Supplies	\$29,810	\$0	\$35,063	\$0
Internal Services	\$65,175	\$0	\$72,683	\$0
Total GF/non-GF	\$730,690	\$143,000	\$762,530	\$100,000
Program Total:	\$873,690		\$862,530	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$143,000	\$0	\$100,000
Other / Miscellaneous	\$0	\$0	\$5,000	\$0
Total Revenue	\$0	\$143,000	\$5,000	\$100,000

Explanation of Revenues

\$100,000 - East Multnomah Soil & Water Conservation District Green Gresham/Healthy Gresham Tree Planting Grant (2nd of 3 Years)
 \$5,000 - General Fund - Energy Trust Incentive Rebates

Significant Program Changes

Last Year this program was: FY 2019: 10018-19 Office of Sustainability

In FY 2020 the Office of Sustainability will no longer directly manage the CROPS program and farm. Instead, the Office is transitioning the farm and associated assets into community control. The Urban Agronomist (Program Specialist) position will be eliminated. The Office will add a Program Technician position to support the implementation of the Climate Action Plan and related policy areas. Other focus areas will include the Green Gresham/Healthy Gresham tree planting grant in partnership with the City of Gresham and Friends of Trees. Tree planting will occur in underserved neighborhoods, including Rockwood and Wilkes East. Another area of increased activity will be a focus on developing an analysis of Environmental Justice issues in the community by developing a Multnomah County Environmental Justice snapshot and advancing equity goals through the 2020 CAP update.

Department: Nondepartmental **Program Contact:** Christian Elkin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Regional Arts & Culture Council (RACC) provides contract services to Multnomah County and its residents. Formerly a county bureau (the Metropolitan Arts Commission), RACC became an independent 501(c)(3) organization in 1995 in order to leverage support from other regional government partners and private donors, ultimately investing much more in arts and culture than the County alone can afford. These investments create vibrant neighborhoods, enhance our children's education, and fuel the creative economy with measurable economic benefits for Multnomah County.

Program Summary

RACC plays a vital role in the county's economic and community development efforts. Specifically, RACC provides services in five key areas: (1) Through Advocacy, RACC helps build support and resource for arts and culture. (2) RACC Grants provide artists and arts organizations with the base financial support they need to continue serving our community. (3) RACC's nationally acclaimed Public Art program, including the Multnomah County 2% for Art Ordinance, integrates a wide range of art into public spaces. (4) RACC provides other Community Services including workshops for artists, consulting for arts organizations, and a variety of printed and electronic resources; (5) RACC helps K-8 schools integrate the arts into the standard curriculum, and supports art and music teachers that are funded by Portland's arts tax; and (6) RACC invests in arts-related programming that supports vulnerable populations and marginalized communities in Multnomah County, including low-income Oregonians, veterans, East County residents, seniors and people experiencing homelessness.

Arts and culture activities add measurable value to our region's economy and to our quality of life. Artists and arts organizations bring residents together for shared cultural experiences that stimulate creativity which in turn supports more innovative businesses and a richer educational experience for our children. A vibrant arts community serves as a magnet for young creatives, and Multnomah County's investment in the arts contributes to the competitive advantage we have over other regions competing to attract sustainable businesses and an innovative, well-educated workforce. Multnomah County is home to the vast majority of the region's artists and arts and culture organizations, which together generate more than \$294 million for the local economy and \$12.5 million for local government coffers every year.

Proposed program allocations for FY 2020 County dollars include investments in the following RACC programs: \$244,800 for grants and technical assistance services for artists and arts organizations, \$31,275 for arts education (including The Right Brain Initiative), \$5,000 for advocacy programs including Work for Art, and \$18,925 for general management and sustaining services such as accounting and information technology/web services. RACC receives separate funding from Multnomah County to fund public art projects through the county's percent-for-art ordinance.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Dollars leveraged from other sources	\$8,933,731	\$11 Million	\$11 Million	\$11 Million
Outcome	Multnomah County children engaged in creative learning	9,642	9,750	9,750	9,750
Output	# served by RACC-funded projects (total attendance)	3.5 Million	3.75 Million	3.75 Million	3.75 Million
Outcome	Improvement in reading and math scores	2.5 times	2.5 times	2.5 times	2.5 times

Performance Measures Descriptions

*Evaluation data reveals that as schools work with The Right Brain Initiative, students reading and math scores increase at least 2.5 times more than the average annual rate of increase. This growth is even greater for English Language Learners, whose scores increased 10 times more after schools partnered with Right Brain.

Legal / Contractual Obligation

RACC operates as a steward of Multnomah County investments in arts and culture as per contract #440000704 which expires on June 30, 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$300,000	\$0	\$300,000	\$0
Total GF/non-GF	\$300,000	\$0	\$300,000	\$0
Program Total:	\$300,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10020-19 Regional Arts & Culture Council

Three years ago, Multnomah County funding for RACC was increased by \$130,000 to help RACC provide significantly more grants and services for artists & arts organizations in underrepresented communities including residents of East County, communities of color, low-income Oregonians, and other marginalized populations. This program offer maintains those investments.

Legal / Contractual Obligation

ORS 1.185 reads: "County to provide courtrooms, offices and jury rooms."

(1) The county in which a circuit court is located or holds court shall:

(a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.

(b) Pay expenses of the court in the county other than those expenses required by law to be paid by the state.

(2) Except as provided in subsection (1) of this section, all supplies, materials, equipment and other property necessary for the operation of the circuit courts shall be provided by the state under ORS 1.187. [Formerly 1.165]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,026,772	\$0	\$1,005,000	\$0
Materials & Supplies	\$185,005	\$0	\$84,979	\$0
Internal Services	\$8,692,685	\$414,993	\$8,777,173	\$414,993
Total GF/non-GF	\$9,904,462	\$414,993	\$9,867,152	\$414,993
Program Total:	\$10,319,455		\$10,282,145	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$995,000	\$0	\$1,000,000	\$0
Total Revenue	\$995,000	\$0	\$1,000,000	\$0

Explanation of Revenues

Operating courtrooms is a General Fund obligation of the County. The Multnomah Law Library pass-through payment is fully supported by state-mandated court filing fees.

Debt service on the East County Courts is offset by a rebate received under the Build America Bonds program. Debt service costs were \$414,993 per year (net) from FY 2012 through FY 2020, and \$1.7 million per year from FY 2020 through FY 2030.

Significant Program Changes

Last Year this program was: FY 2019: 10021-19 State Mandated Expenses

In FY 2020, the program includes the \$3.65 million debt service payment for the new Downtown State Courthouse.

Legal / Contractual Obligation

The program is mandated under terms of the IGAs with Gresham, Troutdale, Fairview, and Wood Village. The county is obligated to transfer 25% of the revenue associated with the first 0.6% BIT increment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$8,889,833	\$0	\$9,352,155	\$0
Total GF/non-GF	\$8,889,833	\$0	\$9,352,155	\$0
Program Total:	\$8,889,833		\$9,352,155	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$205,807	\$0	\$0	\$0
Total Revenue	\$205,807	\$0	\$0	\$0

Explanation of Revenues

The BIT pass-through is 25% of the first 0.6% of BIT collections.

Significant Program Changes

Last Year this program was: FY 2019: 10022-19 Pass-Through Payments to East County Cities

Department: Nondepartmental **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Oregon Historical Society (OHS) is a private not-for-profit entity founded in 1898. Since 1899, it has received appropriations from 1) state government (except 2002-6) in recognition of its operation of the state history museum and a large Oregon history research library; 2) Multnomah County (\$335k per year, 1999-2003) as a participant in the county library levy; and 3) Multnomah County special purpose levy 26-174 in May, 2016 that renewed levy support at the rate of \$0.05 per thousand of assessed value and renewal following the expiration of the initial levy.

Program Summary

OHS operates the Oregon History Museum, the Davies Family Research Library, and educational programs for adults, families and school groups (and also serves as the Multnomah County history repository). After nearly a decade of cuts in appropriations, programs, and service hours, the levy funding (which started in 2011) has provided basic operational support, as well as funding to underwrite the improved hours of service in the library, free admission to residents of Multnomah County and all Oregon school groups, improved collections development and care, and new and exciting programming. OHS is committed to serving the diverse communities of the region and the state, and reflects that commitment in every aspect of its operations.

Four east county historical societies of Fairview-Rockwood-Wilkes (renamed East County Historical Organization – ECHO), Gresham, Troutdale and Crown Point Country will together receive \$150,000 per year from the levy proceeds. The levy allocates the balance, estimated at \$3.3 million in FY 2019-20, to the Oregon Historical Society for its programs and operations.

The levy has provided basic operational support and has certainly increased OHS's public services. The library has been open 32 hours a week since the July 2011 levy funding went into effect and will continue to be open 32 hours a week during the duration of the second levy and will continue to serve additional patrons. Due to the levy funding, the increased public programs have reached more Oregonians than ever and will continue to focus on programs to reach all corners of Oregon with the passage of the second levy. The levy provided funds to preserve, maintain and display its vast number of collections and the passage of the second levy will continue OHS' ability to enhance collections care and display more of Oregon's treasures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Multnomah County citizens admitted free of charge	29,171	27,177	27,177	27,500
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	253	250	250	250
Quality	Care of Collections through additional curator/registrar	3	1	1	1

Performance Measures Descriptions

In 2018, the Racing to Change exhibit curated by the Oregon Black Pioneers was a huge success, along with Meier and Frank's Santa Land drawing 7% more Multnomah County resident visits from the previous year. Due to levy funding, public programs continue to increase in number as well as attendance. Four "Family Day" events were launched and these events drew an increasing number of attendees - from around 300 for the first program to approximately 1,000 for the last program.

Legal / Contractual Obligation

Measure 26-174 provides the Oregon Historical Society with a five-year property tax levy at the rate of \$0.05 per thousand dollars of assessed value. Four east county historical societies (Fairview-Rockwood-Wilkes, Gresham, Troutdale, and Crown Point Country) will together receive \$150,000 per year from the levy proceeds.

This levy will continue through FY 2020-21.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$3,233,321	\$0	\$3,453,288
Internal Services	\$0	\$7,500	\$0	\$7,500
Total GF/non-GF	\$0	\$3,240,821	\$0	\$3,460,788
Program Total:	\$3,240,821		\$3,460,788	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$3,221,571	\$0	\$3,382,788
Interest	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$16,250	\$0	\$75,000
Total Revenue	\$0	\$3,240,821	\$0	\$3,460,788

Explanation of Revenues

This is a dedicated local option property tax levy collected by Multnomah County on behalf of the Oregon Historical Society (OHS). OHS receives no other County funding.

Significant Program Changes

Last Year this program was: FY 2019: 10023-19 OHS Local Option Levy

Department: Nondepartmental **Program Contact:** Mike Jaspin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer distributes revenues received from property taxes associated with railroad cars to local school districts. This is a statutory responsibility of Oregon counties (ORS 308.505 to ORS 308.665) and these revenues are dedicated to a County School Fund. It also includes revenues dedicated to the County School Fund received from the sale of timber cut on federal forest land and the Secure Rural Schools (SRS) program. Federal legislation governing the SRS payments has sunset several times, and has not been reauthorized for FY 2018.

Program Summary

Since 1908, all counties in Oregon had received payments from the US government from revenue generated by the sale of timber cut on federal forest lands. State law specified how the revenue was to be allocated.

The federal law authorizing federal timber payments to counties, PL 106-393, sunset as of September 30, 2006. It was reauthorized by Congress for one year in 2007, and was renewed in 2008 for a four-year period, during which time the amount received declined each year. FY 2012 was to have been the last year in this 4-year extension. Congress reauthorized this legislation for one year in FY 2013, and again in FY 2014.

In April of 2015, Congress once again reauthorized the Secure Rural Schools program, but for two years. Payments are retroactive for the County's FY 2015 budget and will provide funds in FY 2016.

The law was not reauthorized for FY 2017, and timber payments will be governed by the 1908 Act as amended. If reauthorization occurs before September 30th, 2018, FY 2018 funds could be paid retroactively. The law has not been reauthorized for FY 2019, and our assumption is that it will not be reauthorized in the future.

The remaining revenue is from the County's portion of the ad valorem tax that is assessed on the value of rail cars as outlined by state statute.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output		N/A	N/A	N/A	N/A
Outcome		N/A	N/A	N/A	N/A

Performance Measures Descriptions

The County School Fund provides a very small amount of the total revenue available to schools in Multnomah County. Arguably, this amount is not large enough to contribute meaningfully toward student academic achievement.

Legal / Contractual Obligation

ORS 328.005-035 outlines the requirement to establish a County School Fund. The apportionment of revenue from the sale of timber on federal forest lands is described in ORS 294.060, which states: "...moneys received by each county...shall be divided 75 percent to the Road Fund and 25 percent to the school fund of the County."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$80,300	\$0	\$80,300
Total GF/non-GF	\$0	\$80,300	\$0	\$80,300
Program Total:	\$80,300		\$80,300	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$80,000	\$0	\$80,000
Interest	\$0	\$100	\$0	\$100
Beginning Working Capital	\$0	\$200	\$0	\$200
Total Revenue	\$0	\$80,300	\$0	\$80,300

Explanation of Revenues

The County School Fund is credited with 25% of the revenue received from the statewide assessment of railroad cars apportioned to each County. Revenues have averaged \$15,000-\$20,000 over the past several years.

Significant Program Changes

Last Year this program was: FY 2019: 10024-19 County School Fund

Department: Nondepartmental **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer budgets the revenue and expenditures associated with the County's commitment to fund the Oregon Convention Center and the Visitors Development Initiative. This program operates under intergovernmental agreements (IGAs) between Multnomah County, the City of Portland, and Metro. The program accounts for proceeds of the Transient Lodging Tax and Motor Vehicle Rental Tax that are passed through to Metro for operation of the Oregon Convention Center and other tourism related entities.

Program Summary

This program accounts for a portion of taxes collected from area hotels, motels, and vehicle rental agencies. The Transient Lodging Tax has supported the Oregon Convention Center since 1986. The tax is set at 11.5% on all hotel and motel room rentals in Multnomah County. Cities retain 5% of the tax generated within their boundaries. Another 1% supports regional tourism promotion. The remaining 5.5% supports programs associated with the Oregon Convention Center, the Regional Arts & Culture Council (RACC), and the Visitors Development Board. The Motor Vehicle Rental Tax was increased by the Board of County Commissioners in April, 2000. This 2.5% increment is entirely dedicated to support the activities noted above.

This program supports the Oregon Convention Center which hosts programs, conferences, and events that bring visitors and business groups to Portland. The tourism and travel industry is among the leading private sector employers in Oregon. Large conventions generate significant activity for local hotels, restaurants, and retail establishments. A report prepared in 2018 by Crossroads Consulting Services documents the dollar impact of the visitors facilities managed by Metro. The report estimates the economic impact at just a little more than \$745 million per year.

The Visitors Facilities Intergovernmental Agreement (VFIGA) was amended in FY 2014 and it established a source of funding for Multnomah County "Visitor Facilities and Operations Support". This funding supports operations and capital improvements related to the established purposes of the agreement. The VFIGA supports regional visitor facilities and visitor industry development in the Portland-Multnomah County area. The agreement is between the City of Portland, Multnomah County, and Metro. The fund allocates \$750,000 annually to Multnomah County and this amount will grow to \$1 million annually beginning in FY 2022.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Impact (\$ in millions) of Convention Center Visitors to County Economy	508	770	570	587
Outcome	Number of Employees in Travel/Tourism Industry (Est.)	4,740	7,700	5,200	5,355

Performance Measures Descriptions

The Oregon Convention Center (OCC) generates significant economic activity to metropolitan Portland and the State. Multnomah County accounts for more than 2/3rds of tourism related activity. Travel/tourism accounts for approximately 10% of metropolitan area employment. Metro provides data analysis on total annual spending in millions of dollars (output) which is estimated to support the total number of people employed (outcome) in the travel/tourism industry.

Legal / Contractual Obligation

This program is mandated by IGAs that dictate how the revenues received in the Special Excise Tax Fund are allocated.

There is no discretion in allocating the revenue - all receipts are turned over per County Code and pursuant to terms specified in the IGAs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$48,228,593	\$0	\$44,094,044
Total GF/non-GF	\$0	\$48,228,593	\$0	\$44,094,044
Program Total:	\$48,228,593		\$44,094,044	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$48,182,465	\$0	\$44,053,663
Interest	\$0	\$8,000	\$0	\$3,000
Beginning Working Capital	\$0	\$38,128	\$0	\$37,381
Total Revenue	\$0	\$48,228,593	\$0	\$44,094,044

Explanation of Revenues

The Transient Lodging Tax was originally established in 1972. A supplemental countywide tax of 3% was adopted in February 1986 and is dedicated primarily to operations of the Oregon Convention Center. The County adopted an additional tax of 2.5% that is dedicated to the Visitors Development Initiative.

The Motor Vehicle Rental Tax was originally established in 1976. The tax was increased to 12.5% in April 2000, with the additional 2.5% dedicated to the Visitors Development Initiative.

Significant Program Changes

Last Year this program was: FY 2019: 10025-19 Convention Center Fund

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$3,000	\$0	\$3,000
Debt Service	\$0	\$31,115,185	\$0	\$32,304,766
Cash Transfers	\$0	\$2,826,830	\$0	\$0
Unappropriated & Contingency	\$0	\$1,186,234	\$0	\$4,872,926
Total GF/non-GF	\$0	\$35,131,249	\$0	\$37,180,692
Program Total:	\$35,131,249		\$37,180,692	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$298,895	\$0	\$298,895
Other / Miscellaneous	\$0	\$28,263,430	\$0	\$30,856,471
Financing Sources	\$0	\$786,209	\$0	\$0
Interest	\$0	\$20,000	\$0	\$20,000
Beginning Working Capital	\$0	\$5,762,715	\$0	\$6,005,326
Total Revenue	\$0	\$35,131,249	\$0	\$37,180,692

Explanation of Revenues

Debt service payments are collected from departments through internal service reimbursements and passed through to the Capital Debt Retirement Fund.

Per House Bill 4093, a District Court surcharge on certain traffic and parking fines will support the Central Courthouse capital construction project.

Significant Program Changes

Last Year this program was: FY 2019: 10026-19 Capital Debt Retirement Fund

Legal / Contractual Obligation

Pursuant to an Intergovernmental Agreement with Prosper Portland dated July 12, 2012, the County has agreed to support the six NPI districts by paying an amount equal to revenues the County receives pursuant to ORS 457.470(4) in connection with each district. This obligation continues until 2022 or until certain funding limits have been reached.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$370,000	\$0	\$500,000	\$0
Total GF/non-GF	\$370,000	\$0	\$500,000	\$0
Program Total:	\$370,000		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

These payments made from the County's General Fund.

Significant Program Changes

Last Year this program was: FY 2019: 10027-19 Neighborhood Prosperity Initiative

Legal / Contractual Obligation

Principal and interest on the PERS Pension Obligation Bond are a binding debt obligation. The County passed Resolution No. 99-218 on November 4, 1999 authorizing the issuance of up to \$200,000,000 of bonds as authorized by state statute.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$25,010,450	\$0	\$25,461,450
Debt Service	\$0	\$23,849,460	\$0	\$25,195,000
Unappropriated & Contingency	\$0	\$26,032,583	\$0	\$12,869,187
Total GF/non-GF	\$0	\$74,892,493	\$0	\$63,525,637
Program Total:	\$74,892,493		\$63,525,637	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$27,700,931	\$0	\$25,257,070
Financing Sources	\$0	\$0	\$0	\$10,054,826
Interest	\$0	\$467,244	\$0	\$553,211
Beginning Working Capital	\$0	\$46,724,318	\$0	\$27,660,530
Total Revenue	\$0	\$74,892,493	\$0	\$63,525,637

Explanation of Revenues

Interest earnings on the fund balance and service charges are assessed to departments as a percentage of payroll. In FY 2020, departments will pay 6.50% of payroll costs toward the retirement of the Pension Obligation Bonds.

Revenue from Comcast's settlement of a tax dispute with the State of Oregon is being used to fund another side account. The County's share of the revenue is \$10.1 million of a total \$155 million settlement.

Significant Program Changes

Last Year this program was: FY 2019: 10028-19 PERS Pension Bond Sinking Fund

The County has established three "side accounts" with PERS using reserves that have accumulated in the fund. A fourth \$25 million payment will be made in FY 2020. When fully amortized, these side accounts will provide rate relief of up to 3% of payroll.

Budgeted expenses for FY 2020 also include \$450,000 to account for the County's obligations to members of the Oregon Public Service Retirement Program (OPSRP) who belong to labor unions covered by collective bargaining agreements.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$221,395	\$0	\$0	\$123,048
Contractual Services	\$46,050	\$1,540,950	\$0	\$1,503,360
Materials & Supplies	\$28,000	\$0	\$0	\$23,097
Internal Services	\$1,800	\$0	\$0	\$495
Total GF/non-GF	\$297,245	\$1,540,950	\$0	\$1,650,000
Program Total:	\$1,838,195		\$1,650,000	
Program FTE	0.85	0.00	0.00	1.00

Program Revenues				
Beginning Working Capital	\$50,000	\$0	\$0	\$0
Total Revenue	\$50,000	\$0	\$0	\$0

Explanation of Revenues

Multnomah County Video Lottery Funds - \$1,650,000

Significant Program Changes**Last Year this program was:** FY 2019: 10029A-19 SummerWorks Internship Program

In FY 2019, the SummerWorks Internship Program was comprised of three program offers:

- 10029A - SummerWorks Internship Program, which funded 540 program slots and included \$50,000 one-time-only
- 10029C - SummerWorks Additional 60 Slots, which funded 60 program slots
- 10029D - SummerWorks - High Risk Youth, which funded 50 program slots on a one-time-only basis

For FY 2020, this program, now known as the Youth Opportunity and Workforce Development Program, has been consolidated into a single program offer in an effort to better align program funding and operational capacity.

Department: Nondepartmental **Program Contact:** Lori Stegmann
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Complete Count Committee and Regional Census Planning work will increase engagement and participation in the 2020 U.S. Census. Coordination of outreach and messaging across local governmental partners in the Portland Metro Area is key in supporting the trust, knowledge, and expertise of community based partners. This effort will be run out of the District 4 office under the leadership of Commissioner Lori Stegmann.

Program Summary

Census population data sets a baseline for regional analysis, growth and service allocation. It impacts the distribution of federal funds for major programs such as transportation, education, health services and housing. Communities rely on census statistics to plan for a variety of needs including new roads, schools, nutrition and emergency services.

Each year, the federal government distributes hundreds of billions of dollars to states and communities based on Census Bureau data. In 2016, Oregon received \$13,452,034,877 through 55 federal spending programs guided by data derived from the 2010 Census.

Communities we don't count well are often some of our most vulnerable populations. Multnomah County's Complete Count Committee seeks to engage our natural networks and service touch points across departments, programming, and partnerships. Strategies will educate and motivate respondents about the census; develop community level partnerships to get out the count; implement best practices to encourage participation among specific populations; encourage the hiring of local, trusted census enumerators; and make information and resources available to respondents filling out their census forms on the internet, a new option in 2020. A key piece tied to the success of this work is to engage organizations embedded within and led by community.

Program activities will include outreach at events, community meetings, service-based outreach, house meetings, door-to-door canvassing and partnerships with culturally specific media.

The 2020 Census will impact funding decisions for the next decade. This data informs policy, program and service decisions as they reflect how Multnomah County is changing. Engagement and involvement of our community based organizations, especially those who are embedded within and led by populations we don't count well, is a critical piece of this complete count effort.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of community information and planning sessions	N/A	N/A	N/A	20
Outcome	Increased participation in the 2020 U.S. Census in specific census tracts and focus population subgroups	N/A	N/A	N/A	TBD
Output	Number of individuals engaged in the development of strategic census efforts	N/A	N/A	N/A	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Marissa Madrigal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Under the direction of the County’s Chief Operating Officer, the Complaints Investigation Unit will investigate discrimination and harassment complaints made by County employees. The creation of a centralized unit will end departmental management of those investigations and allow for countywide coordination and tracking of the investigations and themes. The unit’s creation is one of the recommendations made by the Jemott Rollins Group to support the success of Multnomah County’s Workforce Equity Strategic Plan.

Program Summary

The unit will employ experienced investigators that have multicultural competency, are knowledgeable in trauma informed care, and practice conflict resolution skills. The investigators will view complaints, processes, and proposed actions through the Diversity Equity Inclusion Framework adopted by the County. The investigators will also meet with department and County leadership on a regular basis to discuss investigations and themes.

In addition to conducting investigations, the Complaints Investigation Unit will:

- Create standardized investigation procedures to help employees have the same experience throughout the organization.
- Train HR staff and managers on best practices for conducting non-protected class investigations that departments are responsible for.
- Provide guidance, best practices, and examples of how HR and managers should apply County personnel rules in relation to protect class complaints.
- Track protected class complaints and report key themes to County leadership.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Centrally investigate discrimination and harassment complaints filed by County employees (except for MCSO)	0	0	150	150
Outcome	Employee discrimination and harassment investigations are completed within 60 days.	0	0	75	150

Performance Measures Descriptions

The purpose of the unit will be to conduct all of the discrimination and harassment complaints in the county with the exception of MCSO. A goal of the unit will be to complete the investigations within 60 days.

Legal / Contractual Obligation

The Complaints Investigation Unit will be responsible for identifying potential violations of state and federal employment laws, county personnel rules and collective bargaining agreements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$1,096,564	\$0
Contractual Services	\$0	\$0	\$18,000	\$0
Materials & Supplies	\$0	\$0	\$72,000	\$0
Internal Services	\$0	\$0	\$150,000	\$0
Total GF/non-GF	\$0	\$0	\$1,336,564	\$0
Program Total:	\$0		\$1,336,564	
Program FTE	0.00	0.00	6.00	0.00

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

Explanation of Revenues

No revenues will be generated from this program offer.

Significant Program Changes

Last Year this program was:

This is a new program offer.

Department: Nondepartmental

Program Contact: Marc Jolin

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This offer supports operations for the Joint City-County Office of Homeless Services (JOHS). This office is in the third year of operation. It serves four primary functions: (1) support for community-wide homelessness planning efforts through A Home for Everyone; (2) contracting City, County, and certain and state and federal funds to non-profit providers delivering a full range of homeless services to multiple priority populations; (3) overseeing the development and operations of emergency shelter capacity; and (4) serving as the Continuum of Care "Lead Agency".

Program Summary

Homelessness is an ongoing crisis in the City of Portland and Multnomah County. In the last several years, our community has come together and responded to the crisis with an unprecedented level of coordination and investment guided by the vision, values, and priorities of A Home for Everyone, our community's ending homelessness initiative. In 2016, in response to the call from A Home for Everyone to increase alignment, coordination, and outcome accountability, the City of Portland and Multnomah County consolidated their respective ending homelessness investments into a single entity, the Joint Office of Homeless Services. This program funds the operations of the Joint Office of Homeless Services, which is specifically tasked with:

- (1) Leading community planning related to homelessness, by supporting A Home for Everyone, including its work groups, coordinating board and executive committee, as well as the leadership teams of the multiple population-specific systems of care (adults, youth, families, DV);
- (2) Implementing AHFE and City & County priority homelessness strategies through the execution, administration, and monitoring of contracts for services with approximately 40 non-profits using City, County, State and Federal funds, and through ongoing system quality improvement, reporting and evaluation;
- (3) As the U.S Department of Housing and Urban Development's designated local Continuum of Care (CoC) "Lead Agency," leading local CoC implementation, including the community's annual CoC renewal application, applications for new funding, ongoing system performance measure monitoring and reporting, and street and shelter counts; and
- (4) Leading the planning and implementation process for creating a range of year-round, seasonal, and severe weather emergency shelters, including site selection, developing the sites, programming for the sites, and community engagement related to shelters.

The programs funded by the JOHS are anticipated to provide assistance to more than 30,000 people in Portland and Multnomah County who are or are at imminent risk of experiencing homelessness.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Lead community-based budget recommendation development	1	1	1	1
Outcome	Present budget recommendations to AHFE Executive Committee	1	1	1	1
Outcome	Percentage of financial reports submitted to the satisfaction of the grantor*	100%	99%	99%	99%
Output	Number of AHFE System-Level Quarterly Reports presented to the AHFE Executive Committee**	N/A	N/A	N/A	4

Performance Measures Descriptions

Legal / Contractual Obligation

The Joint Office of Homeless Services is authorized by a five year Intergovernmental Agreement between Multnomah County and the City of Portland executed on June 23, 2016.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,222,723	\$288,893	\$1,366,101	\$418,406
Materials & Supplies	\$96,000	\$14,978	\$77,000	\$7,308
Internal Services	\$181,760	\$130,986	\$206,599	\$164,331
Total GF/non-GF	\$1,500,483	\$434,857	\$1,649,700	\$590,045
Program Total:	\$1,935,340		\$2,239,745	
Program FTE	7.93	3.07	8.17	3.83

Program Revenues				
Intergovernmental	\$0	\$1,179,678	\$0	\$590,045
Total Revenue	\$0	\$1,179,678	\$0	\$590,045

Explanation of Revenues

City of Portland General Fund - \$456,600
HUD Continuum of Care Planning Grant (COC Planning) - \$90,020
City of Portland Housing Bureau HOPWA - \$43,425

Significant Program Changes

Last Year this program was: FY 2019: 10050A-19 Joint Office of Homeless Services Administration & Operations

City of Portland and Multnomah County General funds that were previously contracted funds, are being reallocated into direct staffing to support the ongoing system-wide programming work of JOHS. We expect any reductions in household placements will be offset by improvements in the overall system support and service coordination resulting from more appropriate system staffing.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) seeks to add positions that are critical to the success of its efforts to coordinate county-wide initiatives addressing homelessness, and to build the public’s understanding and engagement in the causes and solutions to homelessness.

Program Summary

A data analyst position will support the additional workload created by the expanded homeless services system. Quality data analysis and reporting is essential to the effective use of JOHS resources. JOHS is seeking to sustain this capacity while continuing to work with the Portland Housing Bureau (PHB) and the Department of County Human Services (DCHS) to conduct a thorough review of how homeless system data needs are met across the City and County. This position would be funded jointly by the City and County.

An alternative shelter specialist will bring enhanced services and supports to existing alternative shelters such as the Kenton Women's Village, allow for relocating existing alternative shelters to new locations, and support the creation of additional alternative shelter options. In FY 2019, this position was funded through the Office of Civic Life and Engagement. This position would be funded by the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$51,863	\$101,863
Materials & Supplies	\$0	\$0	\$537	\$537
Total GF/non-GF	\$0	\$0	\$52,400	\$102,400
Program Total:	\$0		\$154,800	
Program FTE	0.00	0.00	0.50	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$102,400
Total Revenue	\$0	\$0	\$0	\$102,400

Explanation of Revenues

City of Portland General Fund - \$52,400
 Multnomah County General Fund - \$52,400
 City of Portland General Fund - \$50,000 Alternative Shelter

Significant Program Changes

Last Year this program was:

This is a shared commitment between the City and County.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Improving system coordination and access is one of the core strategies of A Home for Everyone. This program funds an array of support services needed to make homeless services easier to access and more effective. These services support systems of care across populations as well as specific sub-populations (adults, families, youth, Veterans and domestic violence survivors). These supports include training, information and referral services, coordinated entry, landlord recruitment, and other similar services.

Program Summary

The effectiveness of homeless services depends on the services funded through this program. These services include:

- **Access:** Equitable and efficient access to services is an essential commitment of A Home for Everyone. This includes information about services in a variety of formats to reach diverse populations, and coordinated entry assessment to connect people to appropriate services. Programs supported in this area include telephone, online and print information and referral; and coordinated entry assessment.
- **Mobile Navigation Services:** Mobile navigation staff work in collaboration with public safety and public space management personnel to provide services that are responsive to people living in unsanctioned camps. This includes connecting individuals with information and resources to accelerate their transition to shelter or housing options, as well as other services such as transportation assistance or health care.
- **Partnership Development:** Ending homelessness is a community-wide effort requiring partnerships that leverage resources in other systems and in the private sector. Programs supported in this area foster such partnerships and include services to recruit and support landlords to make units available for households exiting homelessness, and coordination between these landlords and service providers.
- **Point-In-Time Count:** In order to receive HUD funding, communities must conduct an annual point-in-time count of people sleeping in homeless shelters and a biennial point-in-time count of people sleeping in places not meant for human habitation (i.e. tents, cars, etc.). The sheltered and unsheltered count is a community-wide effort involving more than two dozen organizations. The funding requested provides the necessary administrative support, communication, partner coordination, volunteer recruitment and management, and data entry and evaluation.
- **System Planning, Evaluation & Support:** A key role of the Joint Office is to conduct system planning and evaluation, and to otherwise support A Home for Everyone's work to end homelessness at the community and population-specific level. This includes planning and evaluation related to Coordinated Entry, Permanent Supportive Housing expansion and cross-system alignment, as well as regular evaluation and reporting on system outcomes. This also includes staffing A Home for Everyone workgroups, and coordinating system-wide and population-specific trainings for nonprofit staff. The funding requested supports staff to lead this work.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Shelter and housing service requests	43,972	35,000	45,000	35,000
Outcome	Information and Referral calls answered within 5 minutes	1.82	4 minutes	<4 minutes	4 minutes
Outcome	Number of people staying in encampments placed into emergency shelter	N/A*	N/A*	40	120

Performance Measures Descriptions

*This outcome is connected to the newly funded Navigation Team, which started operating in February 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$14,275	\$437,109	\$44,065	\$555,871
Contractual Services	\$360,220	\$1,045,910	\$374,600	\$1,123,699
Materials & Supplies	\$0	\$0	\$0	\$3,895
Total GF/non-GF	\$374,495	\$1,483,019	\$418,665	\$1,683,465
Program Total:	\$1,857,514		\$2,102,130	
Program FTE	0.10	3.90	0.55	4.45

Program Revenues				
Intergovernmental	\$0	\$1,045,910	\$0	\$1,683,465
Total Revenue	\$0	\$1,045,910	\$0	\$1,683,465

Explanation of Revenues

City of Portland General Fund - \$1,151,740
 HUD COC Planning Grant - \$465,800
 Emergency Solutions Grant - \$65,925

Significant Program Changes

Last Year this program was: FY 2019: 10051-19 System Support, Access, & Coordination

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$168,764	\$110,347	\$129,179	\$104,545
Contractual Services	\$966,866	\$5,252,646	\$0	\$6,617,490
Materials & Supplies	\$0	\$318,198	\$151	\$34,703
Internal Services	\$0	\$279,894	\$0	\$649,207
Total GF/non-GF	\$1,135,630	\$5,961,085	\$129,330	\$7,405,945
Program Total:	\$7,096,715		\$7,535,275	
Program FTE	1.50	0.50	1.10	0.90

Program Revenues				
Intergovernmental	\$0	\$5,677,974	\$0	\$5,789,325
Total Revenue	\$0	\$5,677,974	\$0	\$5,789,325

Explanation of Revenues

City of Portland General Fund - \$5,311,150
 Multnomah County Video Lottery Funds - \$1,616,620
 Emergency Solutions Grant (ESG) - \$478,175

Significant Program Changes

Last Year this program was: FY 2019: 10052A-19 Safety off the Streets - Adult Shelter

In FY 2020, two new shelter sites will open to serve homeless adults, including men, women, and couples. Combined these will provide 220 beds of year-round 24/7 high quality shelter. Fully funding this expansion requires the purchase of program 10052E.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized maintaining year-round shelter, particularly for people who are more vulnerable on the street such as women, seniors and people with disabilities. This program offer maintains essential funding for 336 beds of year-round 24/7 emergency shelter for women, including the Gresham Women's Shelter, a Domestic Violence (DV) informed low-barrier shelter that opened Fall 2016.

Program Summary

A January 2015 Point-in-Time count found 566 women living on the streets. The AHFE Executive Committee increased local investment in shelter for women, and two years later the 2017 count showed a nearly 17% decrease. While good news, there were still 471 unsheltered women on a given night in Multnomah County, which requires ongoing commitment to prioritize shelter and housing resources for this population.

While it does not end a person's homelessness, emergency shelter is vital to protecting the basic health and safety of individuals while they are experiencing homelessness. This program funds 336 emergency shelter beds for women. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials and supplies, and on-site services.

These beds include the Gresham Women's Shelter, which opened in the Fall of 2016 with 90 year-round, 24/7 emergency shelter beds. It is the first publicly funded year-round shelter for adults in Gresham. The shelter is DV-informed and designed to alleviate the pressure points in the DV system while providing homeless women with emergency shelter options. This shelter partners with 211, The Gateway Center, and Call to Safety to screen for eligibility and coordinate intake.

In addition to providing a safe place to stay, these shelters are essential locations for women to learn about and access the services they need to find permanent housing, acquire an income, and receive health-related services. Services are delivered through contractors that adhere to A Home for Everyone's Community Guidelines for shelter, which includes delivering services in accordance with the principles of assertive engagement and trauma-informed care.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of year-round emergency shelter beds	330	330	336	336
Outcome	People served in year-round emergency shelter beds*	2,113	3,310	1,750	1,750

Performance Measures Descriptions

*FY19 Purchased Outcomes were based on FY17 outcomes, that were much higher than anticipated. The rapid shelter turnover in FY17 was anomalous and we are returning to rates more similar to previous years. We are also seeing longer shelter stays because of an increasingly high need population in shelter and continuing difficulties finding permanent housing.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$142,830	\$3,428,510	\$148,550	\$3,485,310
Materials & Supplies	\$90,000	\$0	\$14,840	\$78,230
Total GF/non-GF	\$232,830	\$3,428,510	\$163,390	\$3,563,540
Program Total:	\$3,661,340		\$3,726,930	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,428,510	\$0	\$3,485,310
Total Revenue	\$0	\$3,428,510	\$0	\$3,485,310

Explanation of Revenues

City of Portland General Fund - \$2,686,800
 State Homeless Assistance Program (SHAP) - \$290,420
 State of Oregon Emergency Housing Assistance (EHA) - \$508,090
 Multnomah County Video Lottery Funds - \$78,230

Significant Program Changes

Last Year this program was: FY 2019: 10052B-19 Safety off the Streets - Women's Shelter

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$772,630	\$0	\$387,540
Total GF/non-GF	\$0	\$772,630	\$0	\$387,540
Program Total:	\$772,630		\$387,540	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$772,630	\$0	\$387,540
Total Revenue	\$0	\$772,630	\$0	\$387,540

Explanation of Revenues

City of Portland General Fund - \$387,540

Significant Program Changes

Last Year this program was: FY 2019: 10052A-19 Safety off the Streets - Adult Shelter

In FY 2019, this program offer included \$300,000 of one-time-only capital to assist with the expense of relocating one or more the current alternative shelter sites to new locations. Additionally, the Vehicle Pilot Project that was part of this offer in FY 19 was eliminated as part of the City of Portland's 1% General Fund reductions; see 10059 for the proposed restoration of this pilot project.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$44,308	\$0
Contractual Services	\$884,960	\$1,444,790	\$937,180	\$1,356,900
Materials & Supplies	\$0	\$0	\$192	\$0
Total GF/non-GF	\$884,960	\$1,444,790	\$981,680	\$1,356,900
Program Total:	\$2,329,750		\$2,338,580	
Program FTE	0.00	0.00	0.32	0.00

Program Revenues				
Intergovernmental	\$0	\$1,444,790	\$0	\$1,356,900
Beginning Working Capital	\$100,000	\$0	\$104,000	\$0
Total Revenue	\$100,000	\$1,444,790	\$104,000	\$1,356,900

Explanation of Revenues

State of Oregon Emergency Housing Assistance (EHA) - \$321,310
 State of Oregon Emergency Solutions Grant (ESG)- \$118,000
 State Homeless Assistance Program (SHAP) - \$712,300
 City of Portland General Fund - \$205,290
 Multnomah County Tax Title - \$104,000

Significant Program Changes

Last Year this program was: FY 2019: 10052D-19 Safety off the Streets - Family Shelter

Combines the following FY 2019 program offers: 10052D and 10052E - Youth Shelter Activities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$250,000	\$250,000
Total GF/non-GF	\$0	\$0	\$250,000	\$250,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$250,000
Total Revenue	\$0	\$0	\$0	\$250,000

Explanation of Revenues

City of Portland General Fund - \$250,000
 Multnomah County General Fund - \$250,000

Significant Program Changes

Last Year this program was:

This is a shared commitment between the City and County.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10052H
Program Characteristics:

Executive Summary

A Home for Everyone has prioritized expanding shelter for vulnerable populations. Domestic violence emergency shelters provide immediate safety and offer crisis intervention support to survivors and children fleeing domestic violence or experiencing homelessness as a result of a recent incident of intimate partner violence. These shelters provide year-round beds and are accessed by hundreds of survivors annually, 83% identifying as people of color.

Program Summary

Domestic violence (DV) is a significant contributing factor to homelessness and housing instability. Nearly four in ten women who experience domestic violence will become homeless as a result. Additionally, leaving an abusive relationship is often the most dangerous time, and survivors are frequently navigating multiple complex systems, such as child welfare, the civil legal system, and immigration. Access to a confidential emergency shelter and trauma-informed, survivor-driven services is critical for survivors seeking to establish safety for themselves and their children.

This offer supports confidential, domestic violence shelter beds, as well as crisis intervention services that are vital to protecting the health and safety of individuals and children fleeing domestic violence. Funds support shelter operation costs, staffing, limited client assistance, and wrap-around support services at four DV emergency shelters. Services include intensive DV advocacy and support, safety planning, provision of basic needs, co-advocacy within DV continuum service providers, and information and referrals to community-based services and housing programs.

This offer supports four shelters in two models: facility-based emergency shelter and master-leased units. Three facility-based confidential shelters offer 24-hour security and staff seven days a week. A fourth shelter utilizes four scattered site master-leased apartments to provide safety and wrap-around crisis intervention services for survivors. These scattered site units allow multi-generational and/or larger families directly impacted by DV to access services. All four shelters offer a 90-day length of stay with the possibility for extension and jointly serve more than 100 individuals per night. To ensure that survivors who are at greater danger are prioritized for these confidential shelter beds, all shelters use a coordinated triage system and a common, locally-developed screening tool (Safety and Stabilization Assessment) to articulate survivors' needs and match survivors with available shelter space.

Additionally, this program supports emergency vouchers that are used to assist survivors in staying safe when shelter beds are full, act as a bridge voucher to housing when survivors are homeless and in the process of attaining a permanent housing placement, and finally as a respite for women and children who are unable to safely stay in the shelters. This funding provides 7 additional safe "year-round equivalent" beds for the DV system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of year-round confidential emergency shelter beds + year-round equivalent emergency voucher beds*	147	138	147	147
Outcome	Number of individuals receiving emergency shelter services*	471	484	484	484
Outcome	Number of individuals served with domestic violence emergency vouchers**	270	183	231	183

Performance Measures Descriptions

*In FY 2018, 30 shelter beds were added to the system. These additional 30 beds were fully incorporated by mid-FY 2019.

**In FY 2019, we anticipated measuring the "number of individuals served with DV emergency vouchers". Current data reflects outcomes for households served. A conversion was applied to convert households into individuals to meet the measure.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$25,891	\$0	\$44,490
Contractual Services	\$956,620	\$520,190	\$856,720	\$586,150
Materials & Supplies	\$0	\$0	\$0	\$480
Internal Services	\$0	\$0	\$0	\$1,190
Total GF/non-GF	\$956,620	\$546,081	\$856,720	\$632,310
Program Total:	\$1,502,701		\$1,489,030	
Program FTE	0.00	0.42	0.00	0.40

Program Revenues				
Intergovernmental	\$0	\$520,190	\$0	\$632,310
Total Revenue	\$0	\$520,190	\$0	\$632,310

Explanation of Revenues

State of Oregon Homeless Assistance Program (SHAP) - \$587,100
 City of Portland General Fund - \$45,210

Significant Program Changes

Last Year this program was: FY 2019: 10052F-19 Safety off the Streets - Domestic Violence Shelter

The Domestic Violence Emergency motel voucher program was reduced by nearly 50% as part of the County's 3% General Fund reductions, see program 10052H.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Reinforcing our community value that no one should be forced to sleep outside, this program continues funding the Homeless Youth Continuum's Access Center that provides low-barrier, immediate access to 60 crisis and short-term shelter options, day programs, and 24 hour coordinated access to screening, crisis and basic needs services for youth in Multnomah County. Through the Access Center, shelter and day programs, linkages are provided to a continuum of services and supports for the youth population.

Program Summary

The Homeless Youth Continuum (HYC) is a highly collaborative and coordinated system comprised of four non-profit agencies, including a culturally specific agency, that provides a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment, pregnancy and parenting support, and health services to youth up to age 25.

Homeless youth are particularly vulnerable as they attempt to survive on the streets. Over 30% of homeless youth have prior involvement in Department of Human Services (DHS) or the Juvenile Justice system, and a significant number have experienced complex trauma. Ensuring a 24-hour safety net for these youth is critical to addressing basic needs and providing linkage to longer term care options within the HYC.

The Access Center is co-located with the shelter programs and provides centralized screening via mobile and stationary staff who make eligibility determinations and refer youth to HYC programs or other appropriate systems of care. Emergency shelter is provided through a downtown-located facility with capacity for 60 people, except in winter when capacity increases to 70. All youth residing in shelter have access to meals, hygiene, information/referral, and assertive engagement (case management) services.

Day Programs are available at two locations and offer meals, hygiene, access to computers, transportation, assessment for service needs, and provide opportunities for further engagement in system services. An average of 200 youth participate in Day Programs on a daily basis.

The HYC service model is based on an assertive engagement practice that follows the principles of Positive Youth Development, and ensures services are client directed, strength-based, non-judgmental and offer relational continuity. Services are integrated with public safety and other service systems, ensuring joint planning and coordination in addressing the needs of this population.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth screened via the Access Center	554	700	600	600
Outcome	Number of youth provided with Safety Services	1,100	1,200	1,200	1,200
Output	Number of shelter bed nights	21,584*	22,500	22,500	22,500
Output	Number of youth served in crisis and short-term shelter*	664	650	650	650

Performance Measures Descriptions

* Not all winter shelter expansion beds were utilized from November - March, 2018 due to a milder winter season and not all beds were at 100% capacity every night of the year. Shelter was at a 92% average capacity over this time span.

**In FY 2017 and FY 2018, the number of youth served in shelter was under-target due to longer lengths of stay in shelter (and therefore fewer youth served) caused by a lack of affordable housing options in which to place youth. Average length of stay was 86 days in crisis and short term shelter combined.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,486,780	\$236,240	\$1,500,810	\$245,690
Total GF/non-GF	\$1,486,780	\$236,240	\$1,500,810	\$245,690
Program Total:	\$1,723,020		\$1,746,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$236,240	\$0	\$245,690
Total Revenue	\$0	\$236,240	\$0	\$245,690

Explanation of Revenues

City of Portland General Fund - \$245,690

Significant Program Changes

Last Year this program was: FY 2019: 10052G-19 Safety off the Streets - Youth Shelter

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$93,000	\$0
Total GF/non-GF	\$0	\$0	\$93,000	\$0
Program Total:	\$0		\$93,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10052F-19 Safety off the Streets - Domestic Violence Shelter

This program reduction was proposed as part of the County's 3% General Fund constraint.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Even with significant expansion of year-round emergency shelter, the urgent need persists for expanded winter and severe weather shelter capacity. This program funds additional beds of winter shelter for adults and families, expanded winter shelter for Veterans and youth, as well as severe weather services across the County.

Program Summary

This program funds winter shelter and severe weather shelter capacity.

- **Temporary/Winter Shelter:** People with disabilities, older adults and those in poor health are particularly at risk in cold winter conditions. In FY 2019, JOHS opened additional winter shelter beds for adults, youth, Veterans, and families. These beds have all been fully utilized. This program will allow similar capacity to be created next winter.
- **Severe Weather Shelter:** In the event of severe weather that significantly elevates the risk to people sleeping unsheltered in our community, additional shelter capacity is created that remains in place for the duration of the severe weather event. The JOHS invests in base funding for severe weather warming centers, through contracted nonprofit agencies, that opens as needed during the course of the year. In addition, the JOHS invests in expanded shelter capacity to ensure that no one is turned away from shelter. The winter storms of 2016-2017 demonstrated the need to have a reliable funded system of additional severe weather shelter in East County. This program includes severe weather capacity in several sites throughout the County, provided by contracted nonprofit partners.
- **Emergency assistance:** This program also funds an array of services associated with ensuring basic safety, including staffing, flexible funding for material needs, transportation and outreach coordination, as well as extended information and referral services during winter months.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adult temporary/winter shelter beds*	225	225	225	225
Outcome	Percentage of unsheltered who seek and receive shelter during a declared severe weather event	100%	100%	100%	100%
Output	Number of winter shelter beds for families	N/A	75	75	75
Output	Winter shelter beds for youth	10	10	10	10

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$666,030	\$1,103,360	\$1,194,650	\$1,097,980
Total GF/non-GF	\$666,030	\$1,103,360	\$1,194,650	\$1,097,980
Program Total:	\$1,769,390		\$2,292,630	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$856,490	\$0	\$1,097,980
Beginning Working Capital	\$0	\$0	\$545,000	\$0
Total Revenue	\$0	\$856,490	\$545,000	\$1,097,980

Explanation of Revenues

City of Portland General Fund - \$1,097,980
 Multnomah County Tax Title Funds - \$545,000

Significant Program Changes

Last Year this program was: FY 2019: 10052I-19 Safety off the Streets - Winter Shelter/Severe Weather

Through the use of Tax Title Funding and community partnerships, the JOHS has committed to providing 75 beds of Family Shelter during the winter season. This program now accounts for all of the funding for severe weather and temporary shelters some of which existed in program 10052A in FY 2019.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized a range of highly effective housing placement and retention strategies in order to significantly reduce homelessness among vulnerable adult households and respond to increases in homeless women. This program supports existing programming to house and retain hundreds of men and women experiencing homelessness through limited duration rental assistance, mobile housing placement and retention support staffing.

Program Summary

For the majority of people experiencing homelessness, returning to permanent housing requires a combination of limited duration, flexible rent assistance, housing placement and retention support staffing, and access to income acquisition assistance. This housing placement and retention strategy, often referred to as “rapid rehousing” is a recognized best practice and critical element of the housing placement strategies prioritized through A Home for Everyone to significantly decrease homelessness among vulnerable adults in Multnomah County.

In the 2017 Multnomah County Point in Time Count, 471 adult women were counted sleeping outside and women were one of the fastest growing groups within the overall homeless population (16.7% increase between 2015-17). In response to this growing unmet need, the JOHS increased prevention, housing placement, and shelter resources to reduce unsheltered homelessness among women. The count also revealed that women of color are disproportionately represented in the unsheltered and sheltered population. Therefore, the direction of the AHFE Executive Committee was not only to reduce homelessness among adult women, but more specifically to decrease racial disparities among homeless women.

This program continues a range of existing housing placement and retention strategies developed and coordinated through A Home for Everyone, including key elements of the housing placement capacity expansion initiated during FY 2017. These investments in rapid rehousing programs for adult households leverage significant federal, state and local resources to support the efforts of people experiencing homelessness to secure and retain permanent housing. Services are delivered by a range of skilled nonprofit partners and directed to communities of color, women, and other vulnerable adults experiencing homelessness. They include flexible rent assistance and housing placement and retention staffing accessed through:

- Culturally-specific service providers serving Multnomah County’s communities of color
- Shelters, day centers and street outreach programs, including targeted outreach in Gresham and East County
- The countywide Short Term Rent Assistance program that consolidates multiple federal, state and local funding streams into aligned eviction prevention and rapid rehousing delivered through 19 non-profit partners

Through these investments, hundreds of people will move into permanent housing and receive the housing placement, retention, and income acquisition supports they need to retain their housing. Based on current data, more than 45% of the people housed are expected to be people of color.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households placed or retained in permanent housing through the STRA program	869	580	600	600
Outcome	Percentage of households retaining housing at 6 months post-exit*	88%	80%	85%	80%
Output	Number of households placed or retained in permanent housing with sources other than STRA program	1,232	600**	1,100	1,100

Performance Measures Descriptions

*In addition to the non-STRA programs in this program offer, reported retention rate includes results for the entire STRA program, as opposed to only STRA recipients funded through JOHS.

**Original current year purchased number (600) was due to a mathematical error.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$101,558	\$0	\$110,326
Contractual Services	\$864,710	\$3,326,486	\$22,900	\$4,026,990
Materials & Supplies	\$0	\$0	\$0	\$54
Total GF/non-GF	\$864,710	\$3,428,044	\$22,900	\$4,137,370
Program Total:	\$4,292,754		\$4,160,270	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$4,106,366	\$0	\$3,482,450
Total Revenue	\$0	\$4,106,366	\$0	\$3,482,450

Explanation of Revenues

City of Portland General Fund - \$3,372,070
 HUD Continuum of Care Planning Grant - \$110,380
 Multnomah County Video Lottery Funds - \$654,920

Significant Program Changes

Last Year this program was: FY 2019: 10053A-19 Housing Placement & Retention - Adults Only Households

In FY 2019, this program included \$50,000 of one-time-only County General Funds to support a Community Volunteer Coordinator in partnership with the City of Gresham, see program 10053M. \$150,000 of County General Funds, previously contracted funds, are being reallocated into direct staffing to support the ongoing system-wide programming work of JOHS. The JOHS expects any reductions in household placements will be offset by improvements in the overall system support and service coordination resulting from more appropriate system staffing.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053K, 10053L
Program Characteristics:

Executive Summary

The Homeless Family System of Care (HFSC) works collaboratively as a leadership/direct service team to address the unique needs of homeless families in Multnomah County. The Mobile Housing Team (MHT) will maintain its current capacity to house hundreds of families, and provide housing placement, ongoing support and flexible rent assistance and retention to the community's most vulnerable homeless families. MHT is a collaboration of Multnomah County and seven homeless service providers, the majority culturally specific agencies.

Program Summary

The Homeless Family System of Care (HFSC) is the primary coordinated effort to assist families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. It is a collaboration of agency leaders and direct service staff that practice shared budgeting, leveraging of resources, shared accountability, case consultation and ongoing process improvement. The system has shared values that include the practice of assertive engagement, using an equity lens to assure racial and social justice, and a shared belief that all homeless families should be housed. The majority of agencies in the collaborative are culturally-specific providers.

This program offer continues housing placement/retention services, including short- to medium-term flexible rent assistance (0-12 months) and client assistance for families experiencing homelessness. Eligible families may be living in shelter, doubled-up, experiencing domestic violence, living on the streets or in cars, or other places not meant for human habitation. A broad definition of homelessness allows us to equitably serve families that are most vulnerable in a variety of living situations. In FY 2018, 78% of the families served through MHT identified as being from communities of color, achieving the A Home for Everyone goal of improving access and outcomes for these communities.

Homeless families access the system through Coordinated Access staff, who screen families for immediate safety and overall vulnerability. Because many more families are seeking housing assistance than MHT is resourced to provide, families are prioritized based on vulnerability, housing opportunity and provider capacity.

This program leverages federal and state funding including U.S. Department of Housing and Urban Development grants. The system collaborates with the Department of Human Services (DHS), which provides a full-time DHS staff who is an integrated member of the team and provides eligibility assistance and benefits acquisition.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households newly placed or retained in housing	621	600*	800	640
Outcome	Percentage of households retaining housing at 12 months post-exit**	90%	80%	80%	80%

Performance Measures Descriptions

*FY19 purchase number changed due to a change in the measure from Households newly placed to Households newly placed or retained.

**These percentages are based on the retention rate for households who were successfully contacted via follow-up.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$33,199	\$94,490	\$101,324	\$94,153
Contractual Services	\$3,811,710	\$991,920	\$3,606,870	\$1,100,270
Materials & Supplies	\$0	\$0	\$4,606	\$0
Internal Services	\$0	\$0	\$0	\$2,487
Total GF/non-GF	\$3,844,909	\$1,086,410	\$3,712,800	\$1,196,910
Program Total:	\$4,931,319		\$4,909,710	
Program FTE	0.26	0.74	1.00	0.68

Program Revenues				
Intergovernmental	\$0	\$991,920	\$0	\$1,196,910
Beginning Working Capital	\$0	\$0	\$364,000	\$0
Total Revenue	\$0	\$991,920	\$364,000	\$1,196,910

Explanation of Revenues

City of Portland General Fund - \$1,100,270
 Emergency Housing Assistance (EHA) - \$96,640
 Multnomah County Tax Title Funds -\$364,000

Significant Program Changes

Last Year this program was: FY 2019: 10053C-19 Housing Placement & Retention - Homeless Families

Rent assistance for the Mobile Housing Team that serves homeless families was reduced as part of the County's 3% General Fund reductions, see program 10053K.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$213,990	\$2,766,390	\$67,780	\$2,429,705
Total GF/non-GF	\$213,990	\$2,766,390	\$67,780	\$2,429,705
Program Total:	\$2,980,380		\$2,497,485	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,986,510	\$0	\$2,429,705
Total Revenue	\$0	\$1,986,510	\$0	\$2,429,705

Explanation of Revenues

City of Portland General Fund - \$2,429,705

Significant Program Changes

Last Year this program was: FY 2019: 10053D-19 Housing Placement & Retention - Placement out of Shelter

\$185,000 of City General Funds, previously contracted funds, are being reallocated into direct staffing to support the ongoing system-wide programming work of JOHS. We expect any reductions in household placements will be offset by improvements in the overall system support and service coordination resulting from more appropriate system staffing. This program includes reductions to the nonprofits who provide housing placement, and housing retention staffing and rental assistance available to the more the 1,000 adults who are sleeping in facility-based and other alternative shelter settings as part of the County's 3% General Fund constraint, see program 10059.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$46,078	\$13,312	\$66,736	\$122,589
Contractual Services	\$1,633,084	\$838,630	\$1,699,780	\$988,726
Materials & Supplies	\$0	\$0	\$269	\$17,955
Total GF/non-GF	\$1,679,162	\$851,942	\$1,766,785	\$1,129,270
Program Total:	\$2,531,104		\$2,896,055	
Program FTE	0.45	0.13	0.60	1.00

Program Revenues				
Intergovernmental	\$0	\$838,630	\$0	\$1,129,270
Total Revenue	\$0	\$838,630	\$0	\$1,129,270

Explanation of Revenues

Department of Justice Office of Violence Against Women (OVW) - \$333,000
 Housing & Urban Development Horizons Domestic Violence - \$671,000
 City of Portland General Fund - \$44,970
 HUD Continuum of Care Planning Grant - \$80,300

Significant Program Changes

Last Year this program was: FY 2019: 10053E-19 Housing Placement & Retention - Domestic Violence

Through the HUD Continuum of Care Grant, the JOHS was awarded a 1.00 Domestic Violence Coordinated Access Coordinator to strengthen and support the Domestic Violence System of Care.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized a range of effective housing placement and retention strategies in order to reduce homelessness among highly vulnerable adult households including seniors. This program supports existing programming coordinated through AHFE, including rent assistance, housing placement and retention, and supportive services to provide stability for seniors experiencing or at risk of homelessness.

Program Summary

In the 2017 Point In Time Count, nearly 20% (816) of those counted were 55 and older. There was a 14.5% increase from 2015 in adults ages 55 to 69 experiencing homelessness on the night of the count. In addition, 44 of those counted were 70 and older, a nearly 50% increase from 2015.

For the majority of seniors experiencing homelessness, returning to permanent housing requires a combination of limited duration, highly flexible rent assistance, housing placement, retention support staffing, and benefits acquisition assistance. This housing placement and retention strategy, often referred to as “rapid rehousing” is a recognized national best practice and critical element of the housing placement strategies prioritized through A Home for Everyone to significantly decrease homelessness among highly vulnerable adults experiencing homelessness throughout Multnomah County.

This program continues housing placement and retention strategies developed and coordinated through A Home for Everyone, specifically targeted to meet the permanent housing needs of seniors. These targeted investments highly leverage other federal, state and local resources including Medicaid, affordable housing units and permanent rental subsidies to support the needs of seniors experiencing homelessness. Services are delivered by a highly skilled nonprofit partner that provides flexible rent assistance and housing placement and retention staffing to assist seniors experiencing or at risk of homelessness into other leveraged permanent housing resources.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of seniors placed into permanent housing or prevented from eviction	647*	400	500*	400
Outcome	Percentage of senior households retaining housing 12 months post-exit	84%	80%	80%	80%

Performance Measures Descriptions

*Outcomes exceeded original projections due to one time increases in rent assistance that we do not foresee being able to provide in FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$585,270	\$0	\$608,690
Total GF/non-GF	\$0	\$585,270	\$0	\$608,690
Program Total:	\$585,270		\$608,690	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$585,270	\$0	\$608,690
Total Revenue	\$0	\$585,270	\$0	\$608,690

Explanation of Revenues

City of Portland General Fund - \$608,690

Significant Program Changes

Last Year this program was: FY 2019: 10053G-19 Housing Placement & Retention - Medical/Aging

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone partners have prioritized permanent housing placement for vulnerable populations, including homeless youth. The Homeless Youth Continuum, through this program and program 10052G, maintains existing capacity to provide services essential to achieving successful housing and developmental outcomes for homeless youth, including case management, recovery-oriented services, peer mentorship, health and parenting resources, as well as housing placement/retention.

Program Summary

The Homeless Youth Continuum (HYC) is a highly collaborative and coordinated system comprised of four non-profit agencies, including a culturally-specific agency, that provides a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment, pregnancy and parenting support, and health services to homeless youth up to age 25. This program maintains current capacity to provide essential housing and developmental supports for youth, including Assertive Engagement, Parenting Education, Recovery Oriented Supports & Engagement (ROSE), and housing placement and retention supports. Services include:

- **Assertive Engagement (case management):** These services are fundamental to moving youth into independence by providing access, assessment, transition planning and support by staff that are relationship-focused, mobile, and operate throughout Multnomah County. AE staff provide linkage to education, employment, health, mental health and addictions treatment, housing services, and provide follow up care upon exit from programs.
- **Parenting Support:** Over the last four years, HYC has seen a 25% increase in the number of youth accessing services who are pregnant and parenting. With supports on-site and at mobile locations, HYC can provide both culturally appropriate services and meet the developmental needs of pregnant and parenting youth. Housing placement funds are provided to house youth in appropriate housing options.
- **Recovery Oriented Supports & Engagement (ROSE):** For the majority of youth served, access to mental health and addiction recovery support services is essential to their housing and developmental success. 93% of youth served have either addiction or mental health issues, with 53% reporting co-occurring issues. The ROSE program provides certified staff and peer mentors who engage homeless youth in recovery supports, conduct assessments, and connect youth to formal treatment programs, provide follow up care, on-going support in group settings, and healthy recreation alternatives.
- **Housing:** Programs provide a range of developmentally appropriate housing options. Many homeless youth lack rental histories or have other barriers to finding safe, stable housing. Housing options include onsite housing with 24 hour staffing, scattered site housing, rapid re-housing, shared, and group housing. Youth can access the options that best fit their needs and can move within the types of housing as needed. Housing navigators help youth search for best fit housing and provide retention supports.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of youth receiving recovery support services	768	700	700	700
Outcome	Percentage of youth households retaining housing at 6 months post-exit	88%	75%	75%	75%
Output	Number of youth receiving pregnancy and parenting supports	132	120	120	120
Output	Number of youth newly placed or retained in transitional or permanent housing	534	460	460	460

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$128,537	\$0	\$139,383	\$0
Contractual Services	\$2,607,780	\$1,702,639	\$2,713,630	\$1,731,470
Materials & Supplies	\$0	\$0	\$117	\$690
Total GF/non-GF	\$2,736,317	\$1,702,639	\$2,853,130	\$1,732,160
Program Total:	\$4,438,956		\$4,585,290	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,702,639	\$0	\$1,732,160
Total Revenue	\$0	\$1,702,639	\$0	\$1,732,160

Explanation of Revenues

Housing & Urban Development Homesafe - \$490,900
 Housing & Urban Development Horizons Youth - \$207,400
 Housing & Urban Development Pathways Housing for Youth with Mental Health - \$46,800
 Housing & Urban Development Pathways Youth Housing - \$22,400
 State of Oregon Emergency Housing Assistance (EHA) - \$215,160
 City of Portland General Fund - \$749,500

Significant Program Changes

Last Year this program was: FY 2019: 10053H-19 Housing Placement & Retention - Youth Services

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone's "A Home for Every Veteran" initiative successfully created a system capable of offering permanent housing to more than 600 homeless Veterans during last fiscal year. This program offer will ensure that we continue to leverage federal HUD and VA resources, as well as State EHA funds, to meet the short-term rent assistance and barrier mitigation needs of Veterans who become homeless in our community. This program will help more than 200 Veteran households end or prevent their homelessness.

Program Summary

In January 2015, the County Chair and Portland's Mayor joined the national "Mayors' Challenge to End Veteran Homelessness" and Portland was chosen to participate in the federal 25 Cities Initiative to End Veteran Homelessness. In order to achieve a functional end to Veteran homelessness, our community was required to build a system that could offer permanent housing to at least as many Veterans as are expected to become homeless in Multnomah County during a single year. Based on a point-in-time count conducted in January 2015, that number was estimated at 690. As of the end of December 2015, we had successfully housed 695 Veterans and by the end of 2016 more than 1,300 Veterans had returned to permanent housing. As a result of our efforts, Portland was the first West Coast city certified by the U.S. Interagency Council on Homelessness as having effectively ended Veteran homelessness.

The capacity to house this number of Veterans depends, to a significant extent, on federal funding in the form of Veterans Affairs Supportive Housing (VASH) and Supportive Services for Veteran Families (SSVF). It also relies on a commitment of 50 Housing Choice Vouchers and 50 subsidized housing units by Home Forward. While we anticipate that federal funding will remain available in FY 2020, these federal funds are not enough to help Veterans move into housing if they have significant barriers or lack security deposit funds. The federal funds also have limitations on eviction prevention assistance, and eligibility restrictions that limit who among homeless Veterans can be served.

The flexible rent assistance and barrier mitigation funds available through this program offer allow nonprofit organizations to assist Veterans with an array of housing services. This includes security deposits, helping with utility/past property debts, limited term rent assistance, legal fees and moving fees.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households placed or retained in housing	216	175	215	215
Outcome	Percentage of households retaining housing 12 months post-exit or post-subsidy*	80%	75%	70%	70%

Performance Measures Descriptions

*These percentages are based on the retention rate for households who were successfully contacted via follow-up.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$190,670	\$695,526	\$198,300	\$663,630
Materials & Supplies	\$0	\$0	\$0	\$150
Total GF/non-GF	\$190,670	\$695,526	\$198,300	\$663,780
Program Total:	\$886,196		\$862,080	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$695,526	\$0	\$663,780
Total Revenue	\$0	\$695,526	\$0	\$663,780

Explanation of Revenues

State of Oregon Emergency Housing Assistance (EHA Veterans) - \$72,200
 City of Portland General Fund - \$591,580

Significant Program Changes

Last Year this program was: FY 2019: 10053J-19 Housing Placement & Retention - Veterans

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$270,000	\$0
Total GF/non-GF	\$0	\$0	\$270,000	\$0
Program Total:	\$0		\$270,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10053C-19 Housing Placement & Retention - Homeless Families

This program reduction is proposed as part of the County's 3% General Fund constraint.



Program #10053L - Housing Placement & Retention - Family System OTO Rent Assistance Restoration 4/18/2019

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053C, 10053K
Program Characteristics: One-Time-Only Request

Executive Summary

The Homeless Family System of Care (HFSC) works collaboratively as a leadership and direct service team to address the unique needs of homeless families in Multnomah County. When combined with program 10053C and 10053K, the Mobile Housing Team (MHT) will maintain its current capacity to provide housing placement, ongoing support and flexible rental assistance to our community’s most vulnerable homeless families. MHT is a collaboration of Multnomah County and nine homeless service providers a majority of whom are culturally specific agencies.

Program Summary

The HFSC assists families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. It is a collaboration of agency leaders and direct service staff that practice shared budgeting, leveraging of resources, shared accountability, case consultation and ongoing process improvement. The system has shared values that include the practice of assertive engagement, using an equity lens to assure racial and social justice and a shared belief that all homeless families should be housed. The majority of agencies in the collaborative are culturally-specific providers. Homeless families access the system through a coordinated entry process that first screens them for immediate safety and then for overall vulnerability. Because many more families are seeking housing assistance than MHT is resourced to provide, families are prioritized based on vulnerability, housing opportunity and provider capacity.

When combined with 10053C and 10053K, MHT currently has capacity to provide 750 families with housing placement/retention services per year using short-medium term flexible rental assistance (0-12 months) and client assistance. Eligible families may be living in shelter, doubled up, experiencing domestic violence, living on the streets, in cars or places not meant for habitation. A broad definition of homelessness allows us to equitably serve families that are most vulnerable in a variety of living situations. 78% of the families served through MHT identified as being from communities of color, achieving the system goal of improving access and outcomes for these communities. This program leverages federal and state funding including a number of HUD grants.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of households newly placed or retained in housing				68
Outcome	Percentage of households retaining housing at 12 months, post-exit*				80%

Performance Measures Descriptions

*This percentage is based on the percentage of households who were confirmed to be successfully housed at 12 months.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$420,000	\$0
Total GF/non-GF	\$0	\$0	\$420,000	\$0
Program Total:	\$0		\$420,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10053C-19 Housing Placement & Retention - Homeless Families

This program was funded with one-time-only funding in FY 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10053A-19 Housing Placement & Retention - Adults Only Households

This program was funded with one-time-only funding in FY 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$0	\$117,310
Contractual Services	\$1,347,840	\$6,336,370	\$1,471,540	\$6,096,630
Total GF/non-GF	\$1,347,840	\$6,336,370	\$1,471,540	\$6,213,940
Program Total:	\$7,684,210		\$7,685,480	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$6,336,370	\$0	\$6,213,940
Total Revenue	\$0	\$6,336,370	\$0	\$6,213,940

Explanation of Revenues

City of Portland General Fund - \$6,213,940

Significant Program Changes

Last Year this program was: FY 2019: 10054A-19 Supportive Housing

The Coordinated Housing Assessment Team (CHAT) is proposed to be reduced as part of the City of Portland's General Fund reductions. CHAT is tasked with reaching out to and engaging chronically homeless people, who often do not physically show up at other partner agencies and are not already engaged in services, in order to assess them for permanent supportive housing and other services, see program 10059.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized a range of supported housing programs to meet the needs of hundreds of adults experiencing homelessness who are disabled by mental illness or medical conditions including HIV/AIDS. This offer continues highly effective permanently affordable rent assistance and longer-term wrap around support services that will assist people to access or retain permanent housing. These supportive housing strategies are nationally recognized best practices, and local funds are coordinated through AHFE to highly leverage other state, local and federal resources.

Program Summary

On any given night, there are nearly 1,300 individuals who have been homeless for more than a year and are living with one or more severe disabilities. These individuals are considered chronically homeless. This program provides continued support for permanent supportive housing (PSH) for adults who are disabled by a variety of medical/mental health conditions, including HIV/AIDS. The program continues a range of housing placement and retention strategies developed and coordinated through A Home for Everyone, each specifically targeted to meet the needs of chronically homeless individuals. These targeted investments highly leverage other federal, state and local resources including the U.S. Department of Housing and Urban Development's Housing Opportunities for Persons with AIDS (HOPWA) and Continuum of Care (CoC) programs, Medicaid, affordable housing units and permanent rental subsidies to support the needs of vulnerable adults experiencing homelessness to secure and retain permanent housing.

Permanent Supportive Housing (PSH) programs are our community's most effective response to chronic homelessness. Offering a combination of permanently affordable housing and ongoing support services has proven locally and nationally to be the most effective and cost effective strategy. This program offer supports a range of PSH programs for highly vulnerable adult households disabled by mental illness and/or or serious health conditions, including HIV/AIDS. In some cases, funding is used only to provide match for a HUD CoC or HOPWA grant. In other cases, funds support primarily the long term rental subsidy needs of program participants, and support services are leveraged through other systems.

Services are delivered by skilled nonprofit partners that provide housing, intensive case management and support services for chronically homeless adults who have a combination of diagnoses including chemical dependency, mental illness, cognitive and/or physical disabilities, and/or chronic medical conditions. Other specific activities include, intensive street engagement staffing working in collaboration with Portland Police Bureau Neighborhood Response Team officers to provide housing placement and retention for people with mental illnesses; mental health street outreach coupled with flexible housing placement and permanent rental assistance subsidies; supportive service staffing to support facility-based permanent supportive housing for people with mental illnesses; facility- and tenant-based supportive housing rental assistance and staffing for those who are exiting the Unity Center or for people living with HIV/AIDS.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of people newly placed into or retained in permanent housing	736	650*	900	800
Outcome	Percentage of households retaining housing at 6 months post-exit	78%	80%	77%	80%

Performance Measures Descriptions

*The purchased number for prior years included transitional housing. Measures now include only people placed or retained in permanent housing.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$50,000	\$4,714,821	\$82,000	\$4,696,815
Internal Services	\$0	\$207,804	\$0	\$210,000
Total GF/non-GF	\$50,000	\$4,922,625	\$82,000	\$4,906,815
Program Total:	\$4,972,625		\$4,988,815	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,922,625	\$0	\$4,156,815
Total Revenue	\$0	\$4,922,625	\$0	\$4,156,815

Explanation of Revenues

City of Portland General Fund - \$2,602,840
 Federal Housing for Persons Living with AIDS (HOPWA) - \$187,000
 City of Portland Housing Bureau HOPWA - \$1,366,975
 Multnomah County Supportive Housing Fund - \$750,000

Significant Program Changes

Last Year this program was: FY 2019: 10054B-19 Supportive Housing - Mental Health/Medical Supportive Housing
 \$750,000 of County General Fund is budgeted in the Supportive Housing Fund (1521). Although shown in the program as "Other Funds" this funding is County General Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$362,260	\$0	\$376,760	\$138,240
Total GF/non-GF	\$362,260	\$0	\$376,760	\$138,240
Program Total:	\$362,260		\$515,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$138,240
Total Revenue	\$0	\$0	\$0	\$138,240

Explanation of Revenues

City of Portland General Fund - \$138,240

Significant Program Changes

Last Year this program was: FY 2019: 10054C-19 Supportive Housing - Local Long Term Rental Vouchers

The voucher program was increased by 10 vouchers.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized supportive housing programs to meet the needs of families with long-term experiences of homelessness and at least one family member who has a significant disability. This program creates longer-term rent assistance and wrap around support services to help move families from family shelters into permanent housing. Supportive housing strategies are nationally recognized best practices and can leverage existing market-rate and new affordable housing.

Program Summary

The Executive Committee of A Home for Everyone (AHFE) adopted a set of recommendations to significantly reduce: (a) unmet need for permanent housing, (b) the over-representation of people of color among the homeless population, and (c) unsheltered homelessness among women, Veterans and people with severe and persistent mental illness. Within AHFE priority populations are families with long-term experiences of homelessness and at least one family member who has a significant disability.

Between 2015 and 2017, the number of people in chronically homeless families in emergency shelter increased by more than 30%. Other families experiencing homelessness also face multiple barriers to housing and will require long-term assistance to gain and retain housing. These families are disproportionately families of color, are among some of the hardest to house, and are the longest-term stayers in our family shelters. This program expands supportive housing resources to serve these families, offering them access to permanent housing while freeing up scarce and expensive shelter capacity for other families.

Offering a combination of longer-term rental support and appropriate ongoing support services has proven to be an effective and cost effective to end homelessness. This program will expand supportive housing programming for highly vulnerable, long-term shelter families with children by providing rental assistance vouchers and wrap-around services. While not a permanent rental subsidy, the 24 month subsidy is long enough to leverage existing market-rate and newly developed or acquired affordable housing and to use progressive engagement strategies to either transition families off of subsidies altogether or, if needed, on to a more permanent subsidy program.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of people in families placed into or retained in permanent housing	N/A	25	30	30
Outcome	Percentage of households retaining housing at 6 months post-exit	N/A	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$600,000	\$0	\$624,000	\$0
Total GF/non-GF	\$600,000	\$0	\$624,000	\$0
Program Total:	\$600,000		\$624,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10054D-19 Supportive Housing - Families

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone has identified diversion as a critical strategy to reduce the number of people experiencing street and shelter homelessness in our community. This program continues existing capacity to divert people from homelessness through partnerships with the domestic violence system, the family system, the corrections and healthcare systems, as well as 211info. Together these investments will divert hundreds of men, women and children from street and shelter homelessness.

Program Summary

Diversion programs vary by implementation, but have in common the assessment of an individual who is facing living on the streets or in shelter to determine whether they have a housing option they could access with a modest, typically one-time, investment. Diversion is recognized nationally and locally as a critical tool in reducing street and shelter homelessness.

- Family Diversion has been a successful intervention for both preventing families from coming to emergency shelter and moving families out of shelter quickly. All families are surveyed to determine if they have an immediate housing option and, if so, diversion resources are used to help them capitalize on that opportunity.
- Corrections Diversion resources are directed to people leaving incarceration through a partnership with DCJ that offers access to employment, treatment, and housing assistance resources to ensure that they do not become homeless.
- DV Diversion services focus on preventing homelessness and diverting domestic violence survivors and their children from shelters through eviction prevention or housing placement. Diversion services offer flexible, rapid responses that allows survivors to avoid the trauma and safety risks of becoming homeless. These services reach hundreds of survivors annually and serve a diverse population, with 75% identifying as people of color.
- Hospital Diversion partners with the hospital system to provide essential rental assistance and care coordination resources to hospital discharge workers to allow patients to discharge to housing options and not to the streets or shelter.
- Transportation Program diverts individuals from the streets and shelter through one-time transportation assistance to a location where they have a verified housing option. Most commonly this program reunites individuals with family in other communities.
- Benefit Assistance serves homeless and formerly homeless individuals with assistance in securing Supplemental Security Income (SSI), Social Security Disability Income (SSDI), and/or Medicaid and Medicare benefits. A team of disability specialists, and a workflow system with federal and local benefits agencies, streamline and expedite the application process. When individuals are awarded benefits, not only do they have income which helps them pay for housing, they are awarded Medicaid which brings a tremendous amount of resources to the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of participants receiving diversion services	2,303	1,830	1,800	1,800
Outcome	% of exits to permanent housing	89%	95%	95%	95%
Output	Number of DV survivors diverted from homelessness	534	500	500	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$1,027,710	\$1,466,815	\$1,068,830	\$1,525,500
Total GF/non-GF	\$1,027,710	\$1,466,815	\$1,068,830	\$1,525,500
Program Total:	\$2,494,525		\$2,594,330	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,466,815	\$0	\$1,525,500
Beginning Working Capital	\$370,000	\$0	\$384,800	\$0
Total Revenue	\$370,000	\$1,466,815	\$384,800	\$1,525,500

Explanation of Revenues

City of Portland General Fund - \$1,525,500
 Multnomah County Tax Title Fund - \$384,800

Significant Program Changes

Last Year this program was: FY 2019: 10055A-19 Diversion Services

This program combines FY 2019 programs 10055A and 10055B.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone partners have prioritized alignment of employment and housing resources to help people who are experiencing or at-risk of homelessness achieve long-term economic and housing stability. This highly effective program connects employment and housing resources for homeless families, youth and communities of color.

Program Summary

Following recommendations of the A Home For Everyone (AHFE) Workforce & Economic Opportunity Workgroup, this program sustains critical capacity in several targeted employment and housing initiatives, with an emphasis on meeting the needs of families, youth, and communities of color. All programs assist households experiencing homelessness or housing instability by offering a combination of housing assistance and access to a range of workforce supports, provided in a culturally specific or culturally responsive manner. Together, these programs will provide approximately 400 individuals with employment services and 100 households with rent assistance or eviction prevention supports. 75% of the participants served with employment and housing supports will be from communities of color. Programs include:

- Family Employment Services provide capacity to an existing network of six nonprofit employment providers, to connect families to career track employment services, housing resources and community-based support, and to the Employment Opportunity Program (EOP). Participants who are survivors of domestic violence and/or who are eligible for Supplemental Nutrition Assistance Program (SNAP) are prioritized.
- Youth Employment Services expand capacity provided by Homeless Youth Continuum partners to improve employment and housing alignment through pre-readiness support, job training, day labor opportunities and work experiences/internships.
- Equitable Access to Employment, implemented by a culturally-specific provider, supports individuals and families seeking employment and experiencing homelessness to secure employment services.
- Adult Employment Services and Rent Assistance provides capacity through the EOP, and its multiple culturally-specific providers, to offer employment and housing support for adults, including adults in couples or parents with adult children, rent assistance for housing placement, and career coaching and expanded one-stop employment services and resources to serve young adults of color, many of whom are exiting the corrections system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Individuals receiving employment services and supports*	435	320	400	400
Outcome	Number of employment placements	161*	185	185	185
Outcome	Number of households receiving rent assistance or eviction prevention	83	110	100	100

Performance Measures Descriptions

*FY18 was the first full year of funding; original outcomes were baseline targets that are being evaluated as the program evolves.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$100,000	\$1,418,630	\$0	\$1,340,260
Total GF/non-GF	\$100,000	\$1,418,630	\$0	\$1,340,260
Program Total:	\$1,518,630		\$1,340,260	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$889,480	\$0	\$925,100
Total Revenue	\$0	\$889,480	\$0	\$925,100

Explanation of Revenues

City of Portland General Fund - \$925,100
 Multnomah County Video Lottery Fund - \$415,160

Significant Program Changes

Last Year this program was: FY 2019: 10056A-19 Employment Programs

The youth employment program is proposed to be reduced by 50% as part of the County's 3% General Fund constraint, see program 10056B.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone partners have prioritized alignment of employment and housing resources to help people experiencing/at-risk of homelessness achieve long-term housing stability. This provides additional resources to connect employment and housing resources for families, youth, and communities of color. It also help maximize the benefits of employment and housing assistance by ensuring they are appropriately integrated.

Program Summary

Following recommendations of the A Home for Everyone (AHFE) Economic Opportunity Workgroup, this program assists households experiencing homelessness or housing instability by combining housing assistance and access to a range of workforce supports, provided in a culturally-specific or culturally-responsive manner. This program offer represents an expansion of rent assistance funding for 50 participants through the Employment Opportunity Program (EOP), that has demonstrated to be a highly effective system's alignment of housing and employment supports.

Employment Services and Rent Assistance provides capacity through the EOP, and its multiple culturally-specific providers, to offer employment and housing support for adults, including adults in couples or parents with adult children, rent assistance for housing placement, eviction prevention, and career coaching; expanded one-stop employment services at an employment express center and dedicated rental assistance funding to serve young adults of color, many of whom are exiting the corrections system.

EOP partners have seen that participants who are homeless or struggling to maintain their housing face many challenges engaging in employment services, and often leave the program without completing their career goals. A recent report commissioned by Meyer Memorial Trust showed that 67% of participants who received rent assistance supports were more likely to obtain career track employment and increased their income at double the rate of those without housing assistance. Housing supports give participants the stability they need to focus on and commit to their career goals, leading to higher wages at program exit and allow them to meet the ever-rising cost of housing in our region.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Individuals receiving housing supports (rent assistance or eviction prevention)	43	55	50	50
Outcome	Individuals remaining in stable housing at 6 months	100%	80%	80%	80%
Outcome	Individuals remaining in stable housing at 12 months	100%	70%	70%	70%

Performance Measures Descriptions

*Majority of the individuals served with housing assistance were provided with eviction prevention assistance.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 10056B-19 Employment Programs - Expanded Housing Assistance

This program was funded with one-time-only funding in FY 2019.

Legal / Contractual Obligation

HB 2195, approved by the Oregon Legislature in 2015, amends ORS 275.275, and is effective January 1, 2016. That statute defines the expenses to be paid from proceeds of sales of real property acquired by foreclosure of a delinquent tax lien or by exchange for land originally acquired by foreclosure of delinquent tax liens; and the purposes for which the net proceeds must be used.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$3,805,000	\$0	\$2,602,200	\$0
Total GF/non-GF	\$3,805,000	\$0	\$2,602,200	\$0
Program Total:	\$3,805,000		\$2,602,200	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$3,805,000	\$0	\$2,602,200	\$0
Total Revenue	\$3,805,000	\$0	\$2,602,200	\$0

Explanation of Revenues

This program includes \$2.6 million of carryover from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 10057-19 Tax Title Affordable Housing

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10052C, 10054A
Program Characteristics:

Executive Summary

This program restores the program reductions resulting from the City of Portland 1% constraint. Specifically, it continues a safe parking pilot program in partnership with faith communities and retains full staffing for a chronic homeless outreach and assessment team (CHAT team).

Program Summary

A Home for Everyone identified the importance of developing a range of service interventions that are balanced, integrated, and appropriately scaled to achieve the best possible outcomes given limited resources. The A Home for Everyone Coordinating Board adopted principles to guide any decisions around budget reductions. The Joint Office of Homeless Services applied those principles, and considerations of overall system impacts, in deciding how to make the proposed program reductions required by the City and County constraints. However, given the continuing crisis and tremendous unmet need for services of all types within the homeless response system, this offer requests the restoration of those program reductions in order to maintain overall system capacity. Specifically, this offer will:

- Maintain a safe parking pilot program that partners with faith institutions to host people sleeping in vehicles, RVs, or sleeping pods in their parking lots as a form of safety off the streets. This funding provides the professional non-profit management and support services for the pilot project.
- Maintains full staffing for the Coordinated Housing Assessment Team (CHAT). The CHAT is tasked with reaching out to and engaging chronically homeless people, who often do not physically show up at other partner agencies and are not already engaged in services, in order to assess them for permanent supportive housing and other services. CHAT members also work with people who have, or will soon have, access to a permanent housing unit to make sure that they have all the documents they will need to establish tenancy. The capacity that this offer supports will allow the CHAT to effectively serve highly vulnerable people who need more intensive staff engagement and support to transition out of homelessness, and to move people more quickly from homelessness into housing.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of nights of safe vehicle parking (number of parking spaces x 365 nights)	N/A	N/A	1,500*	7,000
Outcome	Percentage of households using vehicle pilot transitioning to shelter or housing	N/A	N/A	35%	35%
Output	Number of people placed or retained in housing	N/A	N/A	N/A	23
Outcome	Percentage of households retaining housing at 6 months post-exit**	N/A	N/A	N/A	80%

Performance Measures Descriptions

- *The pilot has had a slower than anticipated launch this fiscal year. If continued, the project is anticipated to host at least 20 vehicles per night.
- **These percentages are based on the retention rate for households who were successfully contacted via follow-up.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Contractual Services	\$0	\$0	\$0	\$252,000
Total GF/non-GF	\$0	\$0	\$0	\$252,000
Program Total:	\$0		\$252,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$252,000
Total Revenue	\$0	\$0	\$0	\$252,000

Explanation of Revenues

City of Portland General Fund - \$252,000

Significant Program Changes

Last Year this program was: FY 2019: 10054A-19 Supportive Housing

This program includes a reduction from the County's 3% General Fund constraint for the homeless adult system of care including a reduction for housing placement, and housing retention staffing and rental assistance available to maintain current service level for adults who are sleeping in facility-based and other alternative shelter settings (including sheltering communities like Dignity Village). This capacity is critical to maximizing the effectiveness of our shelter beds, and assisting people to end their homelessness as rapidly as possible.

Legal / Contractual Obligation

Reserve and contingency accounts reflect prudent financial management of county resources. The reserve has been established at 10% - a level that Moody's Investors Service uses as a benchmark. The goal in developing the reserve policy was to shield the County from fluctuations in revenues available to fund ongoing programs. The policy articulates the conditions under which reserves will be used and outlines a process for replenishing them should they fall below the goal. The General Fund contingency cannot be accessed unless the Board takes affirmative action to transfer it. Conditions under which the the contingency can be used are limited, in most cases, to one-time-only expenditures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Cash Transfers	\$22,610,152	\$4,525,000	\$10,510,664	\$1,729,162
Unappropriated & Contingency	\$54,028,178	\$65,755,459	\$77,703,289	\$72,287,729
Total GF/non-GF	\$76,638,330	\$70,280,459	\$88,213,953	\$74,016,891
Program Total:	\$146,918,789		\$162,230,844	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,125,000	\$0	\$6,982,287
Other / Miscellaneous	\$150,000	\$1,025,000	\$0	\$0
Financing Sources	\$0	\$5,000,000	\$150,000	\$3,000,000
Interest	\$0	\$992,959	\$0	\$1,574,200
Beginning Working Capital	\$250,000	\$60,229,483	\$150,000	\$72,714,527
Total Revenue	\$400,000	\$72,372,442	\$300,000	\$84,271,014

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 95000-19 Fund Level Transactions

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Unappropriated & Contingency	\$1,600,108	\$0	\$0	\$0
Total GF/non-GF	\$1,600,108	\$0	\$0	\$0
Program Total:	\$1,600,108		\$0	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$7,082,354	\$0	\$7,322,058	\$750,000
Taxes	\$420,195,483	\$0	\$434,960,208	\$0
Other / Miscellaneous	\$6,653,516	\$0	\$6,963,938	\$0
Interest	\$1,517,310	\$0	\$3,500,000	\$0
Beginning Working Capital	\$76,184,097	\$0	\$88,379,997	\$0
Total Revenue	\$511,632,760	\$0	\$541,126,201	\$750,000

Explanation of Revenues

A handful of revenues make up the bulk of the General Fund. These include (in order of size) - property tax, business income taxes, and motor vehicle rental taxes. The property tax is the single largest revenue in the General Fund at approximately two-thirds of ongoing revenue. It is governed by state statute and its' growth is limited by two constitutional measures which have been approved by the Oregon electorate. An explanation of the limitations imposed by Measure 5 and Measure 47/50 can be found in the Summaries section of Volume 1 of the budget document.

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

Significant Program Changes

Last Year this program was: FY 2019: 95001-19 General Fund Revenues

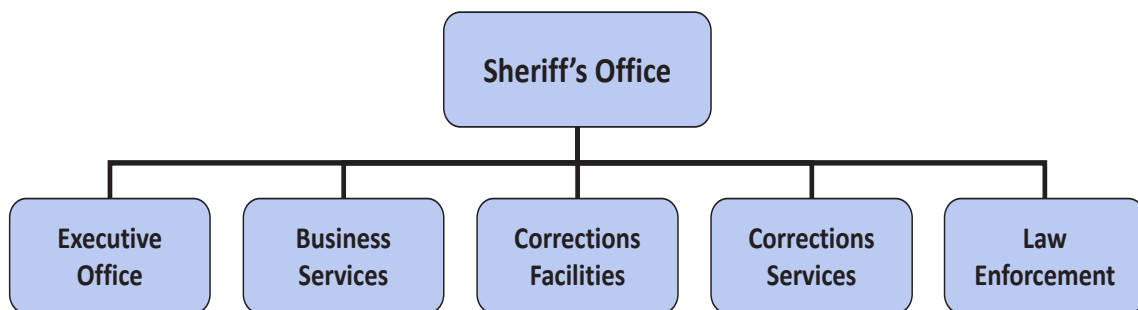
Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exceptional service to the populations it serves, underscoring its values of dignity, respect, and fairness. Whether providing services to the public, responding to public safety calls for service, or managing the jail population, the community can expect professional and respectful service regardless of one's socio-economic status, religious beliefs, personal beliefs, race, ethnicity, gender identity, sexual orientation, or immigration status.

Under the management of the Law Enforcement Division, the community depends on well-trained deputies to keep its communities safe by vigilantly patrolling land and waterways, enforcing laws, conducting search and rescue operations, responding to all emergencies, investigating criminal offenses, working collaboratively with the community and other agencies, and through the management of a civil process. The Law Enforcement Division provides services to approximately 70,000 residents within unincorporated areas and contract cities, and more than three million visitors annually to the Columbia River Gorge. In FY 2020, MCSO's HOPE Team will continue its innovative and collaborative approach to working with residents, business owners, other agencies, social service organizations, and members of the homeless community.

The MCSO Corrections Divisions oversee the operations of two jails and all corrections programs operated within the system. The jail capacity is budgeted for 1,192 jail beds in FY 2020. MCSO will continue its collaboration with State Courts and system partners to provide incarcerated persons appropriate services and will continue to focus on mental health and substance abuse disorder services to ensure adequate assessments and treatment are provided as close to intake as possible. The goal is to provide specific medical assistance for improved patient outcomes, shortened jail stays, and programs that provide alternatives to traditional incarceration.

The Business Services Division will continue to support MCSO operations by managing innovative initiatives, providing accurate data, managing MCSO resources, and overseeing public programs.



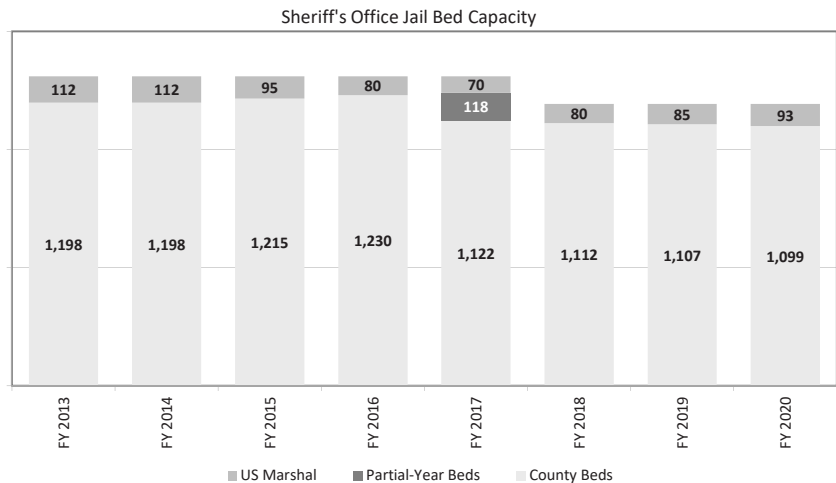
Budget Overview

The FY 2020 Sheriff's Office Proposed budget is \$159.1 million, a \$6.7 million (4.4%) increase from the FY 2019 budget. The General Fund accounts for 88.0% of the total budget, and General Fund expenses increased by \$6.6 million (4.9%). The increase is primarily due to higher internal services and personnel costs. Other Funds increased by \$100,231 (0.5%). The budgeted jail bed capacity has remained at 1,192 beds for FY 2020.

Significant changes include a net decrease of 8.00 FTE. Civil Process (60510A) decreased from 11.00 FTE to 8.00 FTE. Facility Security-Courts (60415A) was reduced by 2.00 FTE facility security officers. The 1.00 FTE Intercept Detective was removed in the Detectives program (60520A), and the Gun Dispossession/VRO Detail program (60555) with 1.00 FTE was eliminated in the FY 2020 budget.

The FY 2020 General Fund allocation includes \$432,571 in new ongoing funding for two programs: \$167,778 for the Workforce Equity Program Manager (60112) and \$264,793 for the Homeless Outreach and Programs Engagement (HOPE) Team (60540). The HOPE team was funded as one-time-only in FY 2019.

The budget includes \$424,826 one-time-only funding for the MCDC Detention Electronics Program (60315). When combined with DCA's related program offer 78221, the total FY 2020 budget for this project is \$3.8 million. A list of programs funded as one-time-only can be found in the Budget Director's message.



Budget Trends	FY 2018	FY 2019	FY 2019	FY 2020	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	813.49	815.85	815.85	807.85	(8.00)
Personnel Services	\$117,508,718	\$121,739,879	\$121,088,240	\$126,599,474	\$5,511,234
Contractual Services	1,024,573	991,746	1,383,435	992,246	(391,189)
Materials & Supplies	6,834,109	8,556,059	9,188,997	8,781,903	(407,094)
Internal Services	18,713,466	19,642,979	19,854,169	21,745,202	1,891,033
Capital Outlay	575,146	609,095	897,085	998,970	101,885
Total Costs	\$144,656,012	\$151,539,758	\$152,411,926	\$159,117,795	\$6,705,869

Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Successes - Sheriff Michael Reese took command of MCSO in August 2016. His vision and noted leadership skills are grounded by 27 years of Oregon law enforcement experience, four and a half of those years as Chief of the Portland Police Bureau. His commitment to transparency, fairness, effective communication, collaboration, and sound stewardship of public resources serve as cornerstones of his philosophy. He redesigned MCSO's command structure by bifurcating the massive Corrections Division into two entities, Corrections Facilities Operations and Corrections Support Services. This split allowed for the creation of a second Chief Deputy which strengthened executive oversight and enhanced leadership of programs and personnel.

MCSO has implemented hiring strategies that have allowed for the Law Enforcement Division to achieve full staffing of Deputy Sheriffs in 2018. Two of the strategies that were employed were hiring Deputy Sheriffs from other agencies as lateral transfers, as well as establishing a roadmap for Corrections Deputies to become Deputy Sheriffs. Hiring has been more challenging for the Corrections Deputy position vacancies with fewer qualified candidates applying for entry level public safety jobs, which reflects a national trend. Despite the challenging hiring environment, MCSO is dedicating resources to creative recruitment strategies and is working aggressively to fill vacant positions in an effort to better serve the community, implement systems of accountability, and make MCSO more efficient by reducing overtime expenditures. The Sheriff continues to maintain employee training as one of his highest priorities, and as such has ensured that the Training Unit continues to develop new courses, expands online training, and upholds the mandated training standards that have been established.

Challenges - MCSO continues to operate the County's jail system in a climate of decreasing resources, decreased capacity, increased demands on the system for alternative treatments and programs, inflexible facilities, and a jail population that overall has higher needs and is incarcerated for more serious crimes. The justice system partners rely upon MCSO to be able to effectively triage, house, and treat adults that come into the County jails, and with the current and projected demands placed on the system, the Sheriff's Office is challenged by diminished resources.

Other external challenges facing MCSO include homelessness, mental illness, substance use including opioid addiction, and gun violence. MCSO's HOPE Team works collaboratively with community and governmental partners to combine resources to address homelessness issues in the County for a greater overall impact. The Sheriff's Office continues to work on strategies to address the issues of mental illness and substance use experienced by the adults who come into MCSO's custody. In addition, MCSO continues to work collaboratively with health system and community partners to develop programs that address the growing opioid crisis. Additionally, Sheriff Reese continues to lead an innovative public safety initiative targeting persons involved in gun violence and gun trafficking.

Diversity, Equity, and Inclusion

Multnomah County Sheriff's Office is committed to workplace diversity and equity and to maintaining the highest standards for ethical and professional behavior. MCSO, as an agency, is dedicated to integrate greater diversity into its hiring, promotional and staffing practices and to providing its employees with expanded opportunities for future professional growth. During FY 2019, MCSO promoted eight command and exempt-level managers, and thirteen supervisors. Of those employees promoted, 30% are people of color and 20% are women. MCSO will continue its commitment to diversity and supports Multnomah County-wide efforts in this regard (e.g. participate in the Office of Diversity and Equity's College-to-County employment experience). The Sheriff's Office remains dedicated to the core tenants of procedural justice, treating all persons with dignity, respect, and fairness, regardless of race, national origin, gender, age, religion, mental illness or physical disability, economic or any other status. MCSO upholds the organizational values of transparency, engaged leadership, professionalism, respect for those it serves, and protecting the constitutional rights for all. MCSO staff is dedicated to serve the diverse populations of Multnomah County and is focused on providing equitable and excellent services.

Budget by Division

Division Name	FY 2020 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$5,976,697	\$0	\$5,976,697	31.00
Business Services	17,098,208	1,402,420	18,500,628	64.17
Corrections Facilities Division	66,296,918	11,291,367	77,588,285	402.40
Corrections Services Division	26,281,337	2,236,923	28,518,260	178.43
Law Enforcement	<u>24,431,694</u>	<u>4,102,231</u>	<u>28,533,925</u>	<u>131.85</u>
Total Sheriff's Office	\$140,084,854	\$19,032,941	\$159,117,795	807.85

Executive Office

The Office of the Sheriff is committed to providing the citizens of Multnomah County exceptional public safety services through a professional, well-trained and respectful workforce. The Sheriff and his executive team provide leadership, guidance, and direction to MCSO employees and work collaboratively with county, city, state, federal, and private partners to ensure Multnomah County is at the forefront of best practices in public safety service. The Office prioritizes business efficiencies, improved service levels, and cost savings, which, in turn, benefits the community, MCSO, Multnomah County Government, and our allied agencies.

The Sheriff has established four basic tenants which guide the Office in providing service to the community. These tenants are 1) a commitment to public safety, 2) earning and keeping community trust, 3) creating a positive work environment, and 4) ensuring sound fiscal stewardship at all levels within MCSO. The Sheriff is committed to transparency, cooperation, collaboration, and fairness in all aspects of Sheriff's Office operations and administration. He values and practices constructive dialogue with public and private partners on topics of concern; these discussions enable collaborative problem solving with stakeholders and ensure all parties are informed on matters of mutual interest. Additionally, the Sheriff is dedicated to community outreach, which includes soliciting public comment prior to enacting policy, resulting in establishing confidence, trust and support from the community.

Significant Changes

- Time & Attendance program offer 60111A moved from the Fiscal Unit to Human Resources as part of Workday implementation. One position was reduced in the Time & Attendance program offer to meet the budget constraint.
- A new Equity Program Manager has been added in program offer 60112. This position will guide MCSO's efforts with the County's Workforce Equity Strategic Plan and, as such, will serve as MCSO's liaison with the Countywide initiative partners, the EEOC office, community partners and MCSO members, as well as lead the MCSO Equity Committee. The position will be responsible for the development and implementation of the Sheriff's Office Workforce Equity Strategic Plan, help MCSO leadership team to identify and address structural and policy barriers, ensure that an equity lens is applied across all business processes, and support MCSO employees in understanding and enacting new behavioral and cultural expectations.

Business Services

In FY 2020 the Business Services Division (BSD) will oversee five administrative units that support MCSO Operations and the Sheriff's Executive Office. BSD will oversee fiscal stewardship, budget management, data analysis and utilization to inform organizational decision making, collaboration with Multnomah County and regional agency partners, accurate record keeping, integration of business and operational efficiencies, development of innovative technological solutions, appropriate resource allocation across the agency's work units, and the integration of standards and best practices in agency business processes. All BSD efforts will be geared toward ensuring that MCSO employees have the resources and support to optimally perform their work, and thereby be able to provide exceptional service to the public. BSD oversees the Fiscal Unit which is responsible for the professional management and utilization of all funds allocated to MCSO. Within the Planning and Research Unit, accurate data is collected, analyzed and reported upon to facilitate data-driven decision making. The Law Enforcement Support Unit documents, archives, and retrieves investigative information in support of an around-the-clock enforcement effort. The Criminal Justice Information System Unit provides innovative technology solutions to over 3,000 users across a wide range of platforms. The Training Unit prepares, delivers, and tracks training for all employees to ensure compliance and certification requirements are met as well as provides skills training and professional development training for the agency's sworn and civilian members.

Significant Changes

- The Time & Attendance program offer 60111A moved from the Fiscal Unit to Human Resources in the Executive Office as part of Workday implementation.

Corrections Facilities Division

The Corrections Facilities Division is comprised of 1,192 budgeted jail beds managed through two facilities; the Multnomah County Detention Center (MCDC), which is located in downtown Portland and includes booking and release operations, and the Multnomah County Inverness Jail (MCIJ) which is located on the east side of Portland. Additionally, this Division oversees the Corrections Records Unit which processes releases, transports, court orders, and approximately 31,000 new bookings annually.

The Corrections Facilities Division delivers professional, compassionate service, while encompassing safety and security, when providing care and supervision of adults in custody. The foundation of providing a safe environment for staff and adults in custody is the integration of a comprehensive intake process for arrestees, which involves Corrections Deputies, Multnomah County Corrections Health personnel, and various other staff members. The information obtained through this process guides decisions with respect to the most appropriate and least restrictive housing opportunities at MCDC or MCIJ. Additionally, this process allows for efficient coordination with community services to assist in facilitating a successful re-entry into the community.

Understanding that the corrections environment presents challenges, in part due to the increase in adults experiencing addiction and mental health crisis, it is essential that a robust, integrated system of support staff, program staff, and medical personnel exists to provide essential rehabilitation and transition services.

- The Corrections Facilities Division has been funded at the current service level of 402.40 FTE for the FY 2020 budget.

Significant Changes

Corrections Services Division

The Corrections Services Division includes specialized units focused on utilizing creative, efficient solutions to deliver quality, cost-effective service to the community. The Auxiliary Services Unit supports agency-wide operations by ensuring adequate supplies are received and distributed to multiple facilities, and provides commissary, laundry, and property storage services for adults in custody. The Facility Security Unit provides secure access and information services to citizens, employees, and the judiciary at several Multnomah County facilities. Utilizing an objective jail classification instrument, the Classification Unit determines appropriate housing for adults in custody to allow for maximum access to programs and services. The Programs Unit provides a variety of services to adults in custody, including access to education, mental health and substance use resources, and housing and employment services, which are designed to aid in a successful transition back into the community. The Close Street Supervision Unit is an intensive pre-trial supervision program that effectively manages individuals in the community while they are proceeding through the court process. The Court Services Unit provides a variety of public safety services including courtroom security, working with the judiciary to ensure adults in custody are present for court hearings, as well as managing the weekend turn-self in program. The Transport Unit ensures that adults in custody are transported to and from their court hearings, and when required, to other jurisdictions. The efficient collaboration of these units directly support the daily operations of the MCSO, as well as the overall public safety system.

Significant Changes

- Two facility security officers in program offer 60415A were reduced to meet the budgetary constraint.

Law Enforcement

The Law Enforcement (LE) Division provides 24/7 service to the community in both urban and rural settings, including public safety policing services to 53,000 residents in unincorporated Multnomah County and the cities of Wood Village, Maywood Park, Troutdale, and Fairview. The Patrol Unit responds to over 30,000 calls for service across more than 431 square miles of land and 110 miles of waterways in the County. Additionally, the LE Division provides safety and security to the more than three million visitors who travel to Multnomah County to enjoy national scenic and recreation areas. LE is the first responder to the remote and difficult-to-reach areas of the County, which include Oregon State Parks, the Columbia River Gorge, and the Sauvie Island Wildlife Area.

The LE Division provides countywide programs including East County Major Crimes Team, Domestic Violence/Gun Dispossession supervision, Multnomah County Justice Reinvestment Program enforcement and supervision, Homeless Outreach and Programs Engagement, East Metro Gang Enforcement Team, Special Investigations Narcotics Enforcement Team, Vehicle Crimes Team, SWAT and Rapid Response Team. Detectives are focused on Human Trafficking, Elder Abuse, Domestic Violence, Online Predators of Children, and Metro Parks Services. Additionally, LE provides Hazardous Materials Response, Clandestine Drug Lab Response, Community Resource Deputies, School Resource Officers in Reynolds and Corbett School Districts, River Patrol, Dive Team and Swift Water Rescue, and conducts county-wide Search and Rescue services as mandated by statute.

Significant Changes

- The Civil Process program offer 60510A reduced 3.00 FTE deputies to meet the budgetary constraint.
- The Intercept Detective (1.00 FTE) was reduced from the Detectives program offer 60520A to meet the budgetary constraint.
- The In-Jail Human Trafficking Sergeant program offer 60521 (1.00 FTE), which was funded one-time-only in FY 2019 is not being funded in the FY 2020 budget.
- The Homeless Outreach and Programs Engagement (HOPE) Team program offer 60540 (2.00 FTE) has been restored with ongoing funding.
- The Gun Dispossession/VRO Detail program offer 60555 (1.00 FTE) was reduced to meet the budgetary constraint.

Sheriff's Office

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

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60100	Executive Office	\$1,574,296	\$0	\$1,574,296	6.00
60110	Human Resources	1,574,191	0	1,574,191	10.00
60111A	Time & Attendance Unit	520,645	0	520,645	4.00
60112	Workforce Equity Program Manager	167,778	0	167,778	1.00
60115	Communications Unit	510,248	0	510,248	3.00
60120	Professional Standards	1,629,539	0	1,629,539	7.00
Business Services					
60200	Business Services Admin	1,633,072	0	1,633,072	1.00
60205	Criminal Justice Information Systems	7,064,025	0	7,064,025	7.00
60210	Fiscal Unit	1,373,458	0	1,373,458	8.67
60220	Planning & Research Unit	662,787	0	662,787	4.00
60225	Enforcement Division Support	2,857,247	0	2,857,247	27.00
60230	Alarm Program	0	259,000	259,000	1.50
60235	Concealed Handgun Permits	3,045	1,064,450	1,067,495	4.00
60250	Training Unit	3,504,574	78,970	3,583,544	11.00
Corrections Facilities Division					
60300	Corrections Facilities Admin	899,238	0	899,238	2.00
60305A	Booking & Release	9,501,800	0	9,501,800	59.24
60305B	Gresham Temporary Hold	163,016	0	163,016	0.00
60310A	MCDC Core Jail & 4th Floor	15,952,635	0	15,952,635	62.72
60310B	MCDC 5th Floor	4,478,139	0	4,478,139	25.48
60310C	MCDC 6th Floor	2,304,673	0	2,304,673	14.04
60310D	MCDC 7th Floor	3,811,386	0	3,811,386	27.30
60310E	MCDC 8th Floor	2,186,918	0	2,186,918	16.38
60311	Clinic Escort Deputies	227,244	0	227,244	2.00
60315	MCDC Detention Electronics	424,826	0	424,826	0.00
60330A	MCIJ Dorms 10, 11 & 18	9,962,583	9,913,789	19,876,372	75.20
60330B	MCIJ Dorms 12 & 13	3,543,940	0	3,543,940	20.02

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Corrections Facilities Division cont.					
60330C	MCIJ Dorms 14 & 15	2,162,514	0	2,162,514	12.74
60330D	MCIJ Dorms 16 & 17	575,598	0	575,598	3.64
60330E	MCIJ Dorms 6 & 7	2,108,579	0	2,108,579	14.56
60330F	MCIJ East Control Center	1,009,699	0	1,009,699	7.28
60330G	MCIJ Dorm 8	740,586	0	740,586	5.46
60330H	MCIJ Dorm 9	512,567	0	512,567	3.64
60340	MCIJ Work Crews	1,436,158	1,217,707	2,653,865	12.40
60345	CERT/CNT	185,136	0	185,136	0.00
60350	HB3194 Justice Reinvestment - Escorts	0	159,871	159,871	1.30
60360	Corrections Support	4,109,683	0	4,109,683	37.00
Corrections Services Division					
60400	Corrections Services Division Admin	521,787	0	521,787	2.00
60405	Transport	3,305,232	0	3,305,232	16.00
60410A	Court Services - Courthouse	4,522,752	0	4,522,752	23.00
60410B	Court Services - Justice Center	1,187,657	0	1,187,657	7.00
60410C	Court Services - JJC	149,632	0	149,632	1.00
60410D	Turn Self In Program	272,585	0	272,585	2.00
60415A	Facility Security - Courts	1,262,896	780,445	2,043,341	14.60
60415B	Facility Security - Jails	2,518,882	0	2,518,882	22.50
60415C	Facility Security - Library	294,997	0	294,997	3.00
60415D	Facility Security - JJC	179,589	0	179,589	2.00
60415E	Domestic Violence Gateway One Stop	89,880	0	89,880	1.00
60420	Classification	3,558,623	0	3,558,623	20.00
60425	MCDC Behavioral Health Team	317,406	0	317,406	2.00
60430	Inmate Programs	2,970,909	0	2,970,909	22.50
60435	Volunteers	126,926	0	126,926	1.00
60440	HB3194 Justice Reinvestment - Program Administrator	0	165,818	165,818	1.00
60445A	Close Street	1,255,791	0	1,255,791	7.00
60450	Warehouse	1,082,248	0	1,082,248	6.60
60455	Property & Laundry	2,663,545	0	2,663,545	20.00
60460	Commissary & Inmate Welfare	0	1,290,660	1,290,660	4.23

Prog. #	Program Name	FY 2020 General Fund	Other Funds	Total Cost	FTE
Law Enforcement Division					
60500	Enforcement Division Admin	756,227	0	756,227	2.00
60505	Patrol	14,275,843	285,375	14,561,218	61.75
60510A	Civil Process	1,504,888	0	1,504,888	8.00
60515A	River Patrol	2,039,543	784,870	2,824,413	12.50
60520A	Detectives and Elder Abuse	2,376,774	42,244	2,419,018	12.15
60520B	U-Visa Detective	157,964	0	157,964	1.00
60525	Special Investigations Unit	1,235,135	470,000	1,705,135	7.00
60530	TriMet Transit Police	0	1,189,142	1,189,142	7.00
60535A	School & Community Resource Officer Program	810,328	53,142	863,470	5.00
60535B	Community Resource Deputy - Corbett	157,964	0	157,964	1.00
60535C	Community Resource Deputy - Sauvie Island	147,535	0	147,535	1.00
60540	Homeless Outreach and Programs Engagement (HOPE) Team	264,793	0	264,793	2.00
60545	Gang Enforcement Deputy	40,590	515,086	555,676	3.00
60550	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,730	0	20,730	0.00
60560	HB3194 Justice Reinvestment - Enforcement Deputy	0	157,964	157,964	1.00
60565	Metro Unit	0	604,408	604,408	3.45
60570	Logistics Unit	<u>643,380</u>	<u>0</u>	<u>643,380</u>	<u>4.00</u>
Total Sheriff's Office		\$140,084,854	\$19,032,941	\$159,117,795	807.85

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$971,937	\$0	\$1,002,834	\$0
Contractual Services	\$85,223	\$0	\$36,632	\$0
Materials & Supplies	\$141,233	\$0	\$144,765	\$0
Internal Services	\$406,155	\$0	\$390,065	\$0
Total GF/non-GF	\$1,604,548	\$0	\$1,574,296	\$0
Program Total:	\$1,604,548		\$1,574,296	
Program FTE	6.00	0.00	6.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60100-19 Executive Office

Department: Sheriff

Program Contact: Jennifer Ott

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Sheriff's Office Human Resources perform the staffing and personnel functions for its approximately 800 positions and employees.

Program Summary

This program conducts staffing-related functions including: recruitment, position tracking, promotional assessment centers, interviews, fingerprinting, documentation, arrangements for psychological testing, hiring, photography and preparation of identification cards, records maintenance (including compliance with HIPAA rules regarding medical files), termination activities, conduct of labor-management interaction, affirmative action, leave administration including the Family Medical Leave Act, the Oregon Family Leave Act, military leave, Workers' Compensation and administrative leave. This program is essential to support all of the Sheriff's Office's staffing functions. The Sheriff's Office has three unions that represent its members, is a 24/7 workplace, conducts thorough and in-depth backgrounds of all employees and maintains a high level of staff security. These conditions require HR to function in a highly specialized environment.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	720	800	789	800
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100%	100%	100%	100%

Performance Measures Descriptions

HR strives to ensure that the increased number of applications is processed in a timely manner and ensuring employees' appropriate and applicable state and federally-protected coverage is applied. This comes in an environment of increased FMLA/OFLA usage and where HR also continues to address inappropriate sick time usage. The number of paid parental leave requests have increased substantially. Data are from SAP.

Legal / Contractual Obligation

Support for Sheriff's Mandates, including ORS Chapters 206 and 169. Family Medical Leave Act (FMLA) of 1994. Health Insurance Portability and Accountability Act (HIPAA) of 1996.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,365,920	\$0	\$1,413,991	\$0
Contractual Services	\$11,657	\$0	\$12,124	\$0
Materials & Supplies	\$27,413	\$0	\$28,099	\$0
Internal Services	\$105,052	\$0	\$119,977	\$0
Total GF/non-GF	\$1,510,042	\$0	\$1,574,191	\$0
Program Total:	\$1,510,042		\$1,574,191	
Program FTE	10.00	0.00	10.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60110-19 Human Resources

Legal / Contractual Obligation

Local 88 Contract; Multnomah County Deputy Sheriff's Contract; Multnomah County Corrections Deputy Association Contract; Multnomah County Personnel Rules; Federal Fair Labor Standards Act; Oregon BOLI laws

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$483,777	\$0	\$443,499	\$0
Materials & Supplies	\$14,531	\$0	\$14,895	\$0
Internal Services	\$58,657	\$0	\$62,251	\$0
Total GF/non-GF	\$556,965	\$0	\$520,645	\$0
Program Total:	\$556,965		\$520,645	
Program FTE	5.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60215-19 Time & Attendance Unit

Moved this Unit from Business Services Division to the Exec. Office Division in FY20.
Reduced 1.0 FTE to meet constraint for FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$167,778	\$0
Total GF/non-GF	\$0	\$0	\$167,778	\$0
Program Total:	\$0		\$167,778	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$477,157	\$0	\$480,122	\$0
Materials & Supplies	\$0	\$0	\$28,800	\$0
Internal Services	\$0	\$0	\$1,326	\$0
Total GF/non-GF	\$477,157	\$0	\$510,248	\$0
Program Total:	\$477,157		\$510,248	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60115-19 Communications Unit

Legal / Contractual Obligation

Labor contracts: Deputy Sheriff's Assn.: Article 19 Local 88: Article 17 Mult. Cty. Corr. Deputies Assn: Article 18, MCSO
Agency manual

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,303,138	\$0	\$1,396,544	\$0
Contractual Services	\$22,440	\$0	\$23,338	\$0
Materials & Supplies	\$83,552	\$0	\$85,643	\$0
Internal Services	\$113,414	\$0	\$124,014	\$0
Total GF/non-GF	\$1,522,544	\$0	\$1,629,539	\$0
Program Total:	\$1,522,544		\$1,629,539	
Program FTE	7.00	0.00	7.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60120-19 Professional Standards

Department: Sheriff **Program Contact:** Kezia Wanner
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Business Services Division (BSD) oversees five professional units, each supportive of MCSO Law Enforcement, Corrections, and the Office of the Sheriff. BSD prioritizes budget formulation, data-driven decision making, executive liaison and collaboration within Multnomah County Government and allied agencies, accurate record keeping, business efficiencies, technological solutions and well supplied and resourced operational, support and administrative units. All of the efforts of the Division are focused on providing exceptional service to visitors and residents of Multnomah County.

Program Summary

The BSD mission includes the primary objective of providing exceptional support across MCSO's divisions and to the Sheriff, as well as to Multnomah County Government, the public, and partner agencies. The Division oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to MCSO. This is accomplished through management oversight of business processes, proper business controls in place, and collaboration with our partner County departments. The Planning and Research Unit collects, analyzes, and reports key data that enables agency data-driven decision making. Planning and Research work closely with allied state and regional agencies to develop data resources that informs the operational decisions of MCSO Law Enforcement, Corrections, and Administration. The Law Enforcement Records Unit archives and retrieves investigative information in support of a 24/7 enforcement effort throughout the year. Additionally, BSD manages the Burglary Alarms Program and the Concealed Handgun License Programs. The Criminal Justice Information System (CJIS) Unit provides IT support for MCSO, specifically supporting technology solutions for over 3,000 users across a wide range of platforms. The Training Unit develops and delivers training to ensure compliance and certification requirements are met, as well as provides skills and professional development training for MCSO's sworn and civilian employees.

The Division manages the MCSO Community Budget Advisory Committee (CBAC) through regularly-scheduled business meetings, is an MCSO point of contact for the Local Public Safety Coordinating Council (LPSCC), and is a point of contact for regional, state and federal allies supportive of collaborative public safety programs and approaches. BSD focuses on developing partnerships and innovative opportunities with other agencies and organizations in order to maximize the benefit to the public we serve. The Division works closely with the Sheriff on agency-wide initiatives, vision, and direction, to ensure that MCSO operations and administration perform in concert with the Sheriff's priorities and are consistent with the values of Multnomah County government.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Performance Measures Met within Division	87%	90%	87%	90%
Outcome	MCSO Employee Wellness Program Goals Underway	na/-	na/-	na/-	5

Performance Measures Descriptions

MCSO Employee Wellness Goals is a new performance measure.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$362,459	\$0	\$372,694	\$0
Contractual Services	\$112,724	\$0	\$13,233	\$0
Materials & Supplies	\$1,206,901	\$0	\$1,123,638	\$0
Internal Services	\$21,688	\$0	\$123,507	\$0
Total GF/non-GF	\$1,703,772	\$0	\$1,633,072	\$0
Program Total:	\$1,703,772		\$1,633,072	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,154,779	\$0	\$1,359,535	\$0
Total Revenue	\$1,154,779	\$0	\$1,359,535	\$0

Explanation of Revenues

General Fund:
 \$1,359,535 - Departmental Indirect Revenue

Significant Program Changes

Last Year this program was: FY 2019: 60200-19 Business Services Admin

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,269,434	\$0	\$1,362,311	\$0
Contractual Services	\$20,859	\$0	\$21,693	\$0
Materials & Supplies	\$410,623	\$0	\$613,397	\$0
Internal Services	\$4,658,436	\$0	\$5,066,624	\$0
Total GF/non-GF	\$6,359,352	\$0	\$7,064,025	\$0
Program Total:	\$6,359,352		\$7,064,025	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$8,440	\$0	\$8,440	\$0
Total Revenue	\$8,440	\$0	\$8,440	\$0

Explanation of Revenues

General Fund:
 \$7,200 - Requests for Arrest Reports
 \$1,240 - Crime Capture Reports - PPB & Gresham

Significant Program Changes

Last Year this program was: FY 2019: 60205-19 Criminal Justice Information Systems

Legal / Contractual Obligation

Assist in the contract development and procurement process as well as provide accounting and time information reports on contracts, grants and IGA's for the Sheriff's Office.

ORS Chapter 294 — County and Municipal Financial Administration

ORS 206.020 Keeping records of and disposition of fees.

ORS 294.085 Examining books and papers of county officers.

ORS 297.515 County audits include judicial and law enforcement agencies and officers

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,158,419	\$0	\$1,268,346	\$0
Materials & Supplies	\$14,981	\$0	\$16,355	\$0
Internal Services	\$70,899	\$0	\$88,757	\$0
Total GF/non-GF	\$1,244,299	\$0	\$1,373,458	\$0
Program Total:	\$1,244,299		\$1,373,458	
Program FTE	8.67	0.00	8.67	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60210-19 Fiscal Unit

Moved 1.67 FTE from PO 60450 (Warehouse Unit) to this program offer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$561,330	\$0	\$607,059	\$0
Materials & Supplies	\$6,215	\$0	\$6,370	\$0
Internal Services	\$45,176	\$0	\$49,358	\$0
Total GF/non-GF	\$612,721	\$0	\$662,787	\$0
Program Total:	\$612,721		\$662,787	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60220-19 Planning & Research Unit

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Enforcement Support Unit plays an integral part in the success of the Law Enforcement Division. The Unit supports enforcement efforts through its Enforcement Records, Civil Support, and Word Processing components. Each component ensures that the activities of the Law Enforcement Division are documented, recorded, and processed such that gleaned information is properly managed and retrievable consistent with governing provisions.

Program Summary

Within the Enforcement Support Unit, Enforcement Records operates 24/7, throughout the year and receives, processes and maintains law enforcement, warrant, and protective order records for the County and is often the first point of contact for the public, other agencies, and other law enforcement personnel. Accurate and timely processing of requests is critical to the overall success of enforcement operations and has a direct effect on timely arrests, detention of prisoners and public and police officer safety.

Civil Support ensures that the service of court papers and enforcement of court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers are dealt with in timely manner and accurately recorded. Civil Support also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork.

Word Processing Unit is responsible for preparing accurate and well formatted reports, archiving documentation, and supporting Enforcement Command Staff and investigations. Their responsibilities are critical to the success of enforcement and investigative efforts and supportive of prosecution.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of warrants received and entered	17,080	21,000	21,000	21,000
Outcome	Number of protective orders received and entered	2,933	3,000	3,000	3,000
Output	Number of law enforcement records entered	11,263	15,000	15,000	15,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	17,540	17,000	18,000	18,000

Performance Measures Descriptions

Data generated from monthly reports which are compiled from daily tally sheets. "Warrants entered" is verified by a SWIS report. The report numbers issued performance measure is generated out of ReJIN.

Legal / Contractual Obligation

ORS 206.010 General duties of sheriff. (3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law. (4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law. (4) Support the record requirements of the cities with police services contracts through the Multnomah County Sheriff's Office. These cities include Maywood Park, Troutdale, Fairview and Wood Village. (5) Record validation is required monthly by the Oregon State Police and the FBI.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,639,848	\$0	\$2,711,656	\$0
Contractual Services	\$13,450	\$0	\$13,988	\$0
Materials & Supplies	\$75,860	\$0	\$77,757	\$0
Internal Services	\$44,795	\$0	\$53,846	\$0
Total GF/non-GF	\$2,773,953	\$0	\$2,857,247	\$0
Program Total:	\$2,773,953		\$2,857,247	
Program FTE	28.00	0.00	27.00	0.00

Program Revenues				
Fees, Permits & Charges	\$20,000	\$0	\$16,000	\$0
Other / Miscellaneous	\$22,000	\$0	\$50,000	\$0
Total Revenue	\$42,000	\$0	\$66,000	\$0

Explanation of Revenues

General Fund:
 \$16,000 - Tow Fees
 \$50,000 - Report Requests

This amount is based on what was received during the first 6 months of FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60225-19 Enforcement Division Support

Moved 1.0 FTE from this program offer to Program Offer 60235 (Concealed Handgun Unit).

Legal / Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Fairview, Troutdale, Wood Village and Maywood Park.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$134,178	\$0	\$129,469
Contractual Services	\$0	\$121,785	\$0	\$97,358
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$28,413	\$0	\$29,549
Total GF/non-GF	\$0	\$287,000	\$0	\$259,000
Program Total:	\$287,000		\$259,000	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Fees, Permits & Charges	\$0	\$167,000	\$0	\$154,000
Other / Miscellaneous	\$0	\$80,000	\$0	\$65,000
Beginning Working Capital	\$0	\$40,000	\$0	\$40,000
Total Revenue	\$0	\$287,000	\$0	\$259,000

Explanation of Revenues

Special Ops Fund:
 \$40,000 - Carry-over from Fiscal Year 2019
 \$14,000 - Alarms Late Fees
 \$140,000 - Alarms Permits
 \$65,000 - False Alarms Fines

Significant Program Changes

Last Year this program was: FY 2019: 60230-19 Alarm Program

Legal / Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$420,129	\$0	\$522,058
Contractual Services	\$0	\$194,242	\$0	\$43,991
Materials & Supplies	\$1,308	\$251,420	\$1,341	\$78,640
Internal Services	\$0	\$76,359	\$1,704	\$95,114
Capital Outlay	\$0	\$60,000	\$0	\$324,647
Total GF/non-GF	\$1,308	\$1,002,150	\$3,045	\$1,064,450
Program Total:	\$1,003,458		\$1,067,495	
Program FTE	0.00	3.00	0.00	4.00

Program Revenues				
Fees, Permits & Charges	\$0	\$436,890	\$0	\$375,350
Beginning Working Capital	\$0	\$560,000	\$0	\$585,000
Service Charges	\$99,350	\$5,260	\$78,880	\$104,100
Total Revenue	\$99,350	\$1,002,150	\$78,880	\$1,064,450

Explanation of Revenues

General Fund:

\$78,880 - Facility Access ID Badges

Special Ops Fund:

\$585,000 - Carry-over from Fiscal Year 2019

\$2,240 - OLCC Fees

\$373,110 - Concealed Handgun Licenses

\$104,100 - In-Person Handgun Safety Classes and On-line Handgun Safety Course

Significant Program Changes

Last Year this program was: FY 2019: 60235-19 Concealed Handgun Permits

This program will begin offering On-line Handgun Safety Courses for Oregon and Washington residents. This will add \$100,000 in new revenue to this program. With this new revenue, 1.0 Office Assistant Senior position is moving from the General Fund budget to this Dedicated Fund budget.

Legal / Contractual Obligation

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025 (1)
Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (5) Certification requirements for enforcement and corrections middle managers - OAR 259-008-0025 (6) Law Enforcement members must maintain a certain number and type of training hours under maintenance standards for police; the same standards are now recommended for corrections officers - OAR 259-008-0065 (2) (a, b)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,780,866	\$4,508	\$2,934,651	\$70,421
Materials & Supplies	\$361,966	\$0	\$371,015	\$0
Internal Services	\$201,026	\$492	\$198,908	\$8,549
Total GF/non-GF	\$3,343,858	\$5,000	\$3,504,574	\$78,970
Program Total:	\$3,348,858		\$3,583,544	
Program FTE	11.00	0.00	10.50	0.50

Program Revenues				
Service Charges	\$0	\$5,000	\$0	\$78,970
Total Revenue	\$0	\$5,000	\$0	\$78,970

Explanation of Revenues

\$78,970 - Reimbursement for use of Training Facility

Significant Program Changes

Last Year this program was: FY 2019: 60250-19 Training Unit

In FY20, additional training will be conducted for other inter-governmental agencies which will generate additional revenue. Due to the additional revenue, .5 FTE position will be moved from the General Fund to this Dedicated Fund.

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Division facilities administration provides administrative leadership and strategic direction to the Sheriff's Office Corrections Division. The Division administration turns Sheriff's policies and directives into the Corrections program offers that support the citizens of Multnomah County by providing safe and considerate processing of arrestees and constitutionally sound supervision of adults in custody and sentenced offenders.

Program Summary

The Corrections Division provides correctional supervision and services within the Sheriff's Office. The Division's priorities are to enhance public safety by ensuring jail system capacity is maintained and properly supervised, and to collaborate with the Department of Community Justice and other criminal justice partners to create an effective corrections continuum.

The programs operated by the Corrections Division support the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide opportunities for treatment and provide rehabilitation resources and pro-social cognitive training.

Division Directors are responsible for policy development, the assignment of resources and oversight for all Division functions. They provide effective supervision, coordination and management to the Divisions by working with the operational managers and the Executive Office to ensure cost-effective and culturally competent programs for Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Percent performance measurements met in Division	91%	95%	86%	93%
Outcome	Number of new hires in Corrections Division	38	43	40	42

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin. New hires data from HR.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$452,717	\$0	\$486,258	\$0
Contractual Services	\$280,500	\$0	\$291,720	\$0
Materials & Supplies	\$60,809	\$0	\$62,329	\$0
Internal Services	\$24,270	\$0	\$58,931	\$0
Total GF/non-GF	\$818,296	\$0	\$899,238	\$0
Program Total:	\$818,296		\$899,238	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,000	\$0	\$600	\$0
Service Charges	\$300	\$0	\$150	\$0
Total Revenue	\$1,300	\$0	\$750	\$0

Explanation of Revenues

General Fund:
 \$150 - Marriage Fees & Room and Board
 \$600 - Restitution Fines

Significant Program Changes

Last Year this program was: FY 2019: 60300-19 Corrections Facilities Admin

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies. The Booking Facility has 18 beds that are included in the jail system bed count.

Program Summary

Booking is located in the basement of the Multnomah County Detention Center. Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained staff process these people to safely admit them to the criminal justice system. The booking process includes thorough checks for identity and for possible additional warrants.

Booking works collaboratively with Corrections Health who provide medical screening and care to those arrested. A registered nurse from Corrections Health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and inmate who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the “Enter” and “Exit” doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Corrections Health is the only health care available inside the jail.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of standard and in transit bookings processed	30,497	29,400	30,948	31,000
Outcome	Number of releases processed to MCDC	30,076	29,000	30,522	31,000

Performance Measures Descriptions

The number of bookings processed and the number of releases processed to MCDC are distinct measures. Booking is a program that processes arrestees into the corrections system. The booking process includes search, identification, corrections health and state recog as well as property storage. Booking is a process and not a program per se. Release is a function that supports booking as well as the entire system. Programs may be associated with release as to placement and transition back into the community.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under those same laws, local detention facility managers are mandated to operate safe and humane facilities. The right to health care in jail is legally mandated under Federal and state law. When an individual is arrested and incarcerated, the obligation for health care falls upon the government as a matter of constitutional law, enforceable under the U.S. Constitution's 8th Amendment and the 14th Amendment's due process clause.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$8,773,762	\$0	\$9,223,846	\$0
Materials & Supplies	\$286,174	\$0	\$277,954	\$0
Total GF/non-GF	\$9,059,936	\$0	\$9,501,800	\$0
Program Total:	\$9,059,936		\$9,501,800	
Program FTE	59.24	0.00	59.24	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60305A-19 Booking & Release

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$149,652	\$0	\$163,016	\$0
Total GF/non-GF	\$149,652	\$0	\$163,016	\$0
Program Total:	\$149,652		\$163,016	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$72,783	\$0	\$75,694	\$0
Total Revenue	\$72,783	\$0	\$75,694	\$0

Explanation of Revenues

General Fund:
 \$75,694 - Gresham PD's portion of Gresham Temp Hold services. Increased by CPI of 4% from last fiscal year's amount.

Significant Program Changes

Last Year this program was: FY 2019: 60305B-19 Gresham Temporary Hold

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of jail beds at the Multnomah County Detention Center. This includes beds for pretrial inmates and sentenced offenders requiring maximum security, as well as those with medical and psychological needs. MCDC, the only maximum-security facility operated by MCSO, supports local public safety and offender treatment systems. Option A opens 46 beds on the 4th floor and 18 beds in reception as well as establishing the necessary infrastructure for MCDC.

Program Summary

The 448 maximum-security detention beds at MCDC are offered to support public safety and offender treatment systems by providing safe and humane pretrial or sentenced offender space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 18 beds are used in reception and 10 beds are for disciplinary use. This offer captures functions needed to open the jail.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$10,271,819	\$0	\$10,800,614	\$0
Contractual Services	\$7,863	\$0	\$8,178	\$0
Materials & Supplies	\$770,203	\$0	\$698,925	\$0
Internal Services	\$4,149,634	\$0	\$4,444,918	\$0
Total GF/non-GF	\$15,199,519	\$0	\$15,952,635	\$0
Program Total:	\$15,199,519		\$15,952,635	
Program FTE	62.72	0.00	62.72	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310A-19 MCDC Core Jail & 4th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 5th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules have 32 individual cells each while the 5B and 5C modules have 16 each. The total floor capacity for the 5th floor is 96 cells.

Working with partners in Programs, Corrections Health and mental health, various services are provided for the inmate population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally, the safety of those incarcerated is paramount to staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 5th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,956,993	\$0	\$4,155,955	\$0
Contractual Services	\$3,932	\$0	\$4,089	\$0
Materials & Supplies	\$317,468	\$0	\$289,530	\$0
Internal Services	\$32,136	\$0	\$28,565	\$0
Total GF/non-GF	\$4,310,529	\$0	\$4,478,139	\$0
Program Total:	\$4,310,529		\$4,478,139	
Program FTE	25.48	0.00	25.48	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310B-19 MCDC 5th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 6th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 6th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 6A and 6D modules have 32 individual cells each while the 6B and 6C modules have 16 each. The total floor capacity for the 6th floor is 96 cells.

Working with partners in Programs, Corrections Health and Mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 6th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,018,342	\$0	\$2,035,840	\$0
Contractual Services	\$1,966	\$0	\$2,045	\$0
Materials & Supplies	\$234,685	\$0	\$240,553	\$0
Internal Services	\$29,443	\$0	\$26,235	\$0
Total GF/non-GF	\$2,284,436	\$0	\$2,304,673	\$0
Program Total:	\$2,284,436		\$2,304,673	
Program FTE	14.04	0.00	14.04	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310C-19 MCDC 6th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 7th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 7th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 7A and 7D modules have 32 individual cells each while the 7B and 7C modules have 16 each. The total floor capacity for the 7th floor is 96 cells.

Working with partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 7th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,402,834	\$0	\$3,644,774	\$0
Contractual Services	\$1,966	\$0	\$2,045	\$0
Materials & Supplies	\$133,142	\$0	\$136,471	\$0
Internal Services	\$31,594	\$0	\$28,096	\$0
Total GF/non-GF	\$3,569,536	\$0	\$3,811,386	\$0
Program Total:	\$3,569,536		\$3,811,386	
Program FTE	27.30	0.00	27.30	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310D-19 MCDC 7th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler

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

Related Programs:
Program Characteristics:

Executive Summary

The offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 8th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 8th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 8A and 8D modules have 32 individual cells each while the 8B and 8C modules have 16 each. The total floor capacity for the 8th floor is 96 cells.

Working with partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 8th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCDC total	400	400	395	400
Outcome	Inmate and staff assaults MCDC	112	130	147	140

Performance Measures Descriptions

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,948,190	\$0	\$2,111,893	\$0
Materials & Supplies	\$69,108	\$0	\$70,835	\$0
Internal Services	\$4,844	\$0	\$4,190	\$0
Total GF/non-GF	\$2,022,142	\$0	\$2,186,918	\$0
Program Total:	\$2,022,142		\$2,186,918	
Program FTE	16.38	0.00	16.38	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60310E-19 MCDC 8th Floor

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

MCSO will support Corrections Health by increasing its Clinic Escort Deputy Staff by one thus creating a swing shift clinic at MCIJ and MCDC. This will significantly increase inmate access to mental health clinicians, physicians, nurse practitioners, and physician assistants. Moreover, the length of appointments and quality of care will be enhanced by extending hours of clinician availability. This increase of 1.82 FTE for Corrections Deputy staffing will have significant positive outcomes for both MCSO and Corrections Health.

Program Summary

Corrections Health currently operates clinics within MCDC and MCIJ. Currently, clinics are operated during the day shift, Monday through Friday. This schedule often does not allow for the ease of movement of inmates seeking medical or mental health appointments due to staffing short falls. Other aspects of jail operations which require the presence of an Escort Deputy such as court appearance movements, off-site for work crew projects, kitchen work crews, attorney visits, social services visits and other necessary tasks often limits staffing. These multiple demands on Escorts at times limit the ability to move inmates for medical/mental health appointments due to the lack of Escort Deputy availability.

MCSO has assessed, through collaboration with Corrections Health, the need for increased access to medical/mental health appointments. As such, the dedication of one additional Clinic Escort Deputy for expanded hours on swing shift at MCDC and MCIJ will allow medical/mental health appointments to be made much more frequently thus significantly increasing access for inmates to these critical services. A further expected positive outcome of this improvement is the shortening of jail stays, lessening of the use of force events, increased therapeutic assessments, fewer injuries to inmates and staff, potential release from custody, and an increased placement of inmates in the appropriate venues such as LEAD, Unity Center, Hospital, etc.

The upstaffing of the Clinic Escort Deputy position allows for the safe and secure management of the inmate population requiring Clinic services and creates a safe and secure working environment for Corrections Health Staff. The expansion of the presence of the Clinic Escort Deputy will significantly enhance an inmate's ability to attend medical/mental health appointments and will increase access for clinicians to better serve the inmate population.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of nursing assessments/visits on evening shift at MCDC	1,260	na/-	876	950
Outcome	Number of nursing assessments / visits on evening shift at MCIJ	2,807	na/-	2,000	2,200

Performance Measures Descriptions

Performance measure changed from "...assessments/visits per month" to total for the year

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$296,955	\$0	\$227,244	\$0
Total GF/non-GF	\$296,955	\$0	\$227,244	\$0
Program Total:	\$296,955		\$227,244	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60311-19 Clinic Escort Deputies

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78221
Program Characteristics: One-Time-Only Request

Executive Summary

The Detention Electronics Program Offer will update the electronic systems in the Jail including the intercom; the video surveillance; touchscreen; access control; and administrative phone systems. This companion program offer to the Detention Electronics Capital Project provides escort services to the contractors while performing the work in the jail on the new systems.

Program Summary

This program offer provides for the required escort staffing to allow the contractors to be able to work in the jail facility. Escorts are necessary to provide for a safe environment, account for the tools and equipment as well as ensure work areas are free of hazards at the end of the workday.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Project remains on schedule (1 = Pass, 0 = Fail)	1	1	1	1
Outcome	Project stays within budget (1 = Pass, 0 = Fail)	1	1	1	1

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$390,000	\$0	\$424,826	\$0
Total GF/non-GF	\$390,000	\$0	\$424,826	\$0
Program Total:	\$390,000		\$424,826	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$424,826	\$0
Total Revenue	\$0	\$0	\$424,826	\$0

Explanation of Revenues

Beginning working capital, in the amount of \$424,826 - this project was slated for fiscal year 2019, but was re-scheduled to take place in fiscal year 2020.

Significant Program Changes

Last Year this program was: FY 2019: 60315-19 MCDC Detention Electronics

Department: Sheriff **Program Contact:** Steven Alexander

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

Related Programs:
Program Characteristics:
Executive Summary

This program offer is for the operation of 166 beds at MCIJ. This is the base offer of 11 scalable levels (design capacity for MCIJ is 1037 beds). The MCIJ dorms are used to appropriately place inmates in the corrections system to ensure a safe, efficient operation of the jail network. Open dorm housing is structured to fit the needs of inmates who do not require special conditions for confinement, while maintaining safe and appropriate separations. MCIJ housing is based on a sound objective classification system.

Program Summary

The Inverness Jail is a medium security, direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Program activities include counseling, education, and mental health services to facilitate offender's successful transition back to the community and work opportunities for sentenced offenders.

Offer A opens 166 beds, with 156 general housing beds and 10 medical beds. Operations, Administration, Support and Jail Services, such as clinic, kitchen, and transport, are included in Offer A. Corrections deputies from MCIJ also supervise pretrial inmates and sentenced offenders under medical care at hospitals.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

Dorm 10 is designated as a 78 bed inmate mixed classification treatment readiness dorm. The program moved into this dorm as it allows for additional group programming activities to occur in the dorm, and is still in close proximity to other available program rooms. The larger dorm also allows more inmates to participate. This program is part of the justice reinvestment initiative providing intensive programming to carefully screened, eligible inmates with the expectation of lowering the overall recidivism rate.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal. Medical, mental health and dental services are provided to male and female general housing. This offer includes a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,979,218	\$8,915,517	\$4,228,221	\$8,841,327
Contractual Services	\$12,492	\$0	\$12,992	\$0
Materials & Supplies	\$1,144,182	\$2,868	\$1,066,880	\$0
Internal Services	\$4,261,684	\$973,575	\$4,642,309	\$1,072,462
Capital Outlay	\$11,884	\$0	\$12,181	\$0
Total GF/non-GF	\$9,409,460	\$9,891,960	\$9,962,583	\$9,913,789
Program Total:	\$19,301,420		\$19,876,372	
Program FTE	20.20	55.00	20.20	55.00

Program Revenues				
Intergovernmental	\$0	\$9,891,960	\$0	\$9,913,789
Service Charges	\$4,265,994	\$0	\$5,120,560	\$0
Total Revenue	\$4,265,994	\$9,891,960	\$5,120,560	\$9,913,789

Explanation of Revenues

General Fund:

\$4,752,300 - US Marshal for 93 Beds (Per County Budget Office) X \$140 (anticipated increase) X 365 Days

\$58,876 - BOP (Based on collecting \$19,625 in first 4 months of FY 2019)

\$309,384 - M73 Inmate Beds (Based on collecting \$77,346 in the first quarter X 4 in FY 2019)

Fed/State Fund:

\$9,469,833 - Senate Bill 1145 State Funding (Unknown amount - Funding anticipated at the same level as FY19's budget)

\$44,950 - Start Court M57 State Funding (Unknown amount - Funding at Current Service Level)

\$399,006 - DOC M57 State Funding (Unknown amount - Funding at Current Service Level)

Significant Program Changes

Last Year this program was: FY 2019: 60330A-19 MCIJ Dorms 10, 11 & 18

Legal / Contractual Obligation

In accordance with state statute the Sheriff is required to maintain local detention facility(s). Oregon statutes mandate the operations of safe and humane detention facilities, which require sufficient staff to perform functions involving security, control, custody and supervision of all confined. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,259,817	\$0	\$3,349,996	\$0
Contractual Services	\$3,512	\$0	\$3,652	\$0
Materials & Supplies	\$193,390	\$0	\$182,850	\$0
Internal Services	\$7,141	\$0	\$7,442	\$0
Total GF/non-GF	\$3,463,860	\$0	\$3,543,940	\$0
Program Total:	\$3,463,860		\$3,543,940	
Program FTE	20.02	0.00	20.02	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330B-19 MCIJ Dorms 12 & 13

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 138 beds at the MCIJ.

These single cell dorms house inmates who create the potential for compromising safety and security. These dorm are more restrictive environments with enhanced security, as part of the objective classification system.

Program Summary

This offer operates two dorms: one dorm is for 73 single cells and a second dorm for 65 beds. The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,793,677	\$0	\$1,987,159	\$0
Contractual Services	\$2,235	\$0	\$2,324	\$0
Materials & Supplies	\$177,210	\$0	\$166,265	\$0
Internal Services	\$6,492	\$0	\$6,766	\$0
Total GF/non-GF	\$1,979,614	\$0	\$2,162,514	\$0
Program Total:	\$1,979,614		\$2,162,514	
Program FTE	12.74	0.00	12.74	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330C-19 MCIJ Dorms 14 & 15

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$491,013	\$0	\$522,572	\$0
Contractual Services	\$639	\$0	\$665	\$0
Materials & Supplies	\$64,764	\$0	\$51,008	\$0
Internal Services	\$1,298	\$0	\$1,353	\$0
Total GF/non-GF	\$557,714	\$0	\$575,598	\$0
Program Total:	\$557,714		\$575,598	
Program FTE	3.64	0.00	3.64	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330D-19 MCIJ Dorms 16 & 17

Department: Sheriff **Program Contact:** Steven Alexander

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

Related Programs:

Program Characteristics:

Executive Summary

This offer is for the operation of 118 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

This offer funds two dorms at Inverness jail. All 118 beds are general housing. Also funded in this offer are jail administration, support, and operations staff.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,862,927	\$0	\$1,986,841	\$0
Contractual Services	\$2,554	\$0	\$2,656	\$0
Materials & Supplies	\$125,898	\$0	\$113,671	\$0
Internal Services	\$5,192	\$0	\$5,411	\$0
Total GF/non-GF	\$1,996,571	\$0	\$2,108,579	\$0
Program Total:	\$1,996,571		\$2,108,579	
Program FTE	14.56	0.00	14.56	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330E-19 MCIJ Dorms 6 & 7

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for operating the east control center and a graveyard escort at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

This offer funds the east control center which operates the east section of the Inverness Jail and the Kitchen operations.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$942,962	\$0	\$990,831	\$0
Contractual Services	\$2,554	\$0	\$2,656	\$0
Materials & Supplies	\$10,537	\$0	\$10,801	\$0
Internal Services	\$5,192	\$0	\$5,411	\$0
Total GF/non-GF	\$961,245	\$0	\$1,009,699	\$0
Program Total:	\$961,245		\$1,009,699	
Program FTE	7.28	0.00	7.28	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330F-19 MCIJ East Control Center

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 59 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

This year Dorm 8 was designated as protective custody (PC) dormitory housing. PC inmates eligible for open dorm housing now have the opportunity to move from MCDC to MCIJ when appropriate. This move has allowed PC inmates more access to programming opportunities and increased walk periods as part of least restrictive housing goals for those incarcerated. This move increased flexibility for administration of single cell housing at MCDC for management of their maximum security population.

Funding for Dorm 8 supports the role of public safety and the operations of the MCIJ. Funding for MCIJ and MCDC aid the Sheriff in managing the incarcerated population and reduces the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Average daily inmate population MCIJ total	686	680	664	664
Outcome	Number of inmate and staff assaults MCIJ	40	40	48	45

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Misconduct Data.xlsx

Legal / Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$647,937	\$0	\$682,140	\$0
Contractual Services	\$798	\$0	\$830	\$0
Materials & Supplies	\$54,561	\$0	\$55,925	\$0
Internal Services	\$1,623	\$0	\$1,691	\$0
Total GF/non-GF	\$704,919	\$0	\$740,586	\$0
Program Total:	\$704,919		\$740,586	
Program FTE	5.46	0.00	5.46	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330G-19 MCIJ Dorm 8

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$431,355	\$0	\$454,125	\$0
Contractual Services	\$798	\$0	\$830	\$0
Materials & Supplies	\$54,557	\$0	\$55,921	\$0
Internal Services	\$1,623	\$0	\$1,691	\$0
Total GF/non-GF	\$488,333	\$0	\$512,567	\$0
Program Total:	\$488,333		\$512,567	
Program FTE	3.64	0.00	3.64	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60330H-19 MCIJ Dorm 9

Department: Sheriff **Program Contact:** Daniel Brown

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

Related Programs:
Program Characteristics:

Executive Summary

The Sheriff's Office Inmate Work Crew provides opportunities for sentenced offenders to learn general labor and social responsibility while fostering a work ethic that aids in their reintegration into the community. Sentenced offenders who successfully complete this program receive a sense of self-worth. This is accomplished while meeting the public's needs at a reduced cost to the taxpayers by freeing up jail beds in the form of reduced sentences for participating offenders.

Program Summary

Each crew is typically composed of 5-7 offenders supervised by a Corrections Deputy. Offenders are expected to be ready to work each morning, take directions, and work as part of a team. This program provides instruction on the proper use and maintenance of general landscaping tools and what type of personal protective equipment is necessary to safely complete the job. Offenders who successfully complete this program can be released early if it is part of the court order at time of sentencing. The early release of these minimum custody offenders gives the Sheriff another tool to effectively manage jail populations ensuring pretrial inmates who are dangerous offenders are not released prematurely into the community due to jail system overcrowding.

Community service work is generally project-oriented. Most of these services are performed for agencies and non-profits that serve the homeless and other at-risk groups within the community. Crews have participated in community events such as Friends of the Library, Sand in the City, March of Dimes March for Babies, Polar Plunge, and Race for the Cure to name a few. Work Crews help in the set up and removal of tents, chairs and activity areas used during these events. The donated time and labor of work crews supply an invaluable resource to ensure these events are successful. In addition, work crews offer an emergency labor force during natural or man-made disasters (i.e., sandbagging, removal of downed trees).

The majority of contracts are with Multnomah County, Oregon Department of Transportation, City of Portland and Metro Regional Government. Other agencies include the cities of Gresham, Troutdale, Fairview and Wood Village. Public contracted work normally consists of roadside, bridgehead and park maintenance, landscaping and a concentrated effort on cleaning up illegal dumpsites.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Inmate escapes	2	0	0	0
Outcome	Number of contract hours	135,200	137,500	135,500	135,500
Output	Number of community service hours	7,900	8,300	7,900	7,900
Output	Percent of inmates who were recaptured (100% is no escapes)	100%	100%	100%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Work Crews contract with METRO, Multnomah County and other governments.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,061,315	\$869,839	\$988,697	\$1,085,881
Contractual Services	\$6,091	\$0	\$6,335	\$0
Materials & Supplies	\$158,309	\$0	\$162,266	\$0
Internal Services	\$170,253	\$94,986	\$278,860	\$131,826
Total GF/non-GF	\$1,395,968	\$964,825	\$1,436,158	\$1,217,707
Program Total:	\$2,360,793		\$2,653,865	
Program FTE	6.50	5.90	5.50	6.90

Program Revenues				
Other / Miscellaneous	\$0	\$287,320	\$0	\$304,645
Service Charges	\$0	\$677,505	\$0	\$913,062
Total Revenue	\$0	\$964,825	\$0	\$1,217,707

Explanation of Revenues

Special Ops Fund:

\$913,062 - Contracts with other Intergovernmental Agencies (ODOT, City of Portland, Metro, Other Cities)

\$304,645 - Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs (6.03% Personnel COLA increase from previous year)

Significant Program Changes

Last Year this program was: FY 2019: 60340-19 MCIJ Work Crews

Moved 1.0 FTE from General Fund Work Crew to Dedicated Fund Work Crew due to additional Revenues from Intergovernmental Contracts

Legal / Contractual Obligation

IGA with Norwest Regional Re-Entry Center

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$110,268	\$0	\$120,113	\$0
Materials & Supplies	\$50,924	\$0	\$52,197	\$0
Internal Services	\$13,374	\$0	\$12,826	\$0
Total GF/non-GF	\$174,566	\$0	\$185,136	\$0
Program Total:	\$174,566		\$185,136	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues**Significant Program Changes**Last Year this program was: FY 2019: 60345-19 CERT/CNT

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60440; 60560
Program Characteristics:

Executive Summary

Dedicated MCJRP Escort Deputies assure that all parties will have timely access to individuals in custody and facilitate the successful completion of pre-trial assessments to ensure the most appropriate services and sanctions available are included in community-based decisions by arranging and expediting offender assessment interviews within correctional facilities.

Program Summary

Probation and Parole Officers from the Department of Community Justice are responsible for conducting pre-trial assessments of MCJRP eligible defendants. These assessments are provided to the Prosecution, the Defense, and the Court to promote sentencing that is fully informed by all available risk assessment tools. To ensure that assessments take place within the short pre-trial time frame, PPOs and attorneys must have easy access to defendants who are in-custody.

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

This program provides funding for 1.30 FTE Escort Deputies at the Inverness Jail. These Deputies will help facilitate the inmate risk/need assessment interview process during week days.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of pre-trial assessments conducted	394	830	756	756
Outcome	Percentage of assessments that take place within the short pre-trial time frame	100%	100%	100%	100%

Performance Measures Descriptions

Per unit Lieutenant: Number of pre-trial assessments conducted: FY18 Actual: 394 (Volunteers of America = 281 + HB3194 133) FY19 Estimate: 756 (Current Volunteers of America = 104, Current HB3194 = 175)
 Percentage of assessments that take place within the short pre-trial time frame. No change of the 100%

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$135,287	\$0	\$145,338
Internal Services	\$0	\$14,773	\$0	\$14,533
Total GF/non-GF	\$0	\$150,060	\$0	\$159,871
Program Total:	\$150,060		\$159,871	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$150,060	\$0	\$159,871
Total Revenue	\$0	\$150,060	\$0	\$159,871

Explanation of Revenues

\$159,871 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2019: 60350-19 HB3194 Justice Reinvestment - Escorts

Department: Sheriff

Program Contact: Becky Child

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Corrections Support Unit (CSU) is mandatory for the successful and accurate management of arrestee, pretrial, and inmate population information. CSU processes inmate bookings, transports, releases, court orders, and monitors Federal prisoners. CSU is responsible for being responsive to the public's phone calls regarding all aspects of Corrections and for the processing of Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. CSU is a 24/7 operation throughout the year.

Program Summary

The CSU creates and maintains computerized bookings and releases, captures all inmate mug shots, processes all inmate court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for inmates, and case manages all Federal inmates, Parole and Probation inmates and Fugitive inmates. CSU provides receptionist duties for the Multnomah County Department of Corrections, processes Forced Releases when a designated population emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility of ensuring all arrestee information is entered into multiple criminal justice information systems accurately and in a timely manner. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, the CSU must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. The Unit is diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Unit staff members work closely and collaboratively with other agencies such as the United States Marshal's Service, US Department of Homeland Security, the State of Oregon Court system, the District Attorney's Office, and the Department of Community Justice of Multnomah County.

The CSU ensures all information processed is properly recorded, archived and secured. Only those persons or entities having a need or right to know are allowed access. The CSU processes and protocols allow for accurate retrieval of information consistent with governing provisions.

The CSU processes and performs the duties associated with Forced Population Releases, which occur during a jail population emergency. CSU's thorough protocol ensures the "least dangerous" offenders are released to the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of computer bookings	31,800	31,000	33,000	33,000
Outcome	Number of sentence release date calculations	10,800	13,000	11,000	12,000

Performance Measures Descriptions

Computer Bookings include Standard, In Transit, and Turn Self in Bookings. Both the number of bookings and calculated sentence release dates were generated from SWIS Monthly reports.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,832,637	\$0	\$4,004,972	\$0
Contractual Services	\$789	\$0	\$821	\$0
Materials & Supplies	\$76,371	\$0	\$78,280	\$0
Internal Services	\$37,605	\$0	\$25,610	\$0
Total GF/non-GF	\$3,947,402	\$0	\$4,109,683	\$0
Program Total:	\$3,947,402		\$4,109,683	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Other / Miscellaneous	\$10,500	\$0	\$16,624	\$0
Service Charges	\$67,200	\$0	\$46,200	\$0
Total Revenue	\$77,700	\$0	\$62,824	\$0

Explanation of Revenues

General Fund:
 \$46,200 - Social Security Incentive Revenue
 \$16,624 - Report Requests

*Estimate based on FY 2019 mid-year revenue

Significant Program Changes

Last Year this program was: FY 2019: 60360-19 Corrections Support

Department: Sheriff **Program Contact:** Nicole Morrisey
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Corrections Services Division Admin oversees specialized units that provide leadership and strategic direction to agency members and is focused on providing quality, cost effective services to the community. The mission of this team is to find creative, efficient solutions to manage logistics and safe operations of MCSO facilities, ensure court processes are accessible to the community, provide case management and supervision for pre-trial defendants, and provide programming and wraparound services, which increase opportunities for adults in custody to successfully transition into the community.

Program Summary

The Corrections Services Division oversees the following units, which through efficient collaboration directly support the daily operations of the Sheriff's Office, its facilities, as well as the overall public safety system. The Auxiliary Services Unit supports agency operations by ensuring adequate supplies are distributed to multiple facilities, while also providing commissary, laundry, and property storage services for adults in custody. The Classification Unit is a specialized unit whose primary function is to determine appropriate housing of adults in custody during an initial interview utilizing an objective jail classification instrument. The Programs Unit provides adults in custody access to education, mental health and addiction services, and housing and employment resources focusing on the continuity of services that best provide successful reintegration into the community. The Behavioral Health Team focuses on adults in custody with mental health or substance use concerns who benefit from a focused plan designed to screen, identify, and guide appropriate services while in custody. The Close Street Supervision Unit is an intensive supervision program that strives to provide exceptional service to the community by utilizing methods of supervision that support offender accountability while transitioning pretrial defendants out of limited jail beds. Security and access to county facilities is managed by the Facility Security Unit who ensures public safety by providing information and access at the Multnomah County Courthouse, Justice Center, East County Courthouse, Juvenile Justice Complex, Inverness Jail, Gateway Center for Domestic Violence, and the Central Library. The Court Services Unit provides a variety of public safety services at the Multnomah County Courthouse, Juvenile Justice Complex, and the Justice Center courtrooms, including courtroom security, working with the judiciary to facilitate court hearings, and responding to citizen inquires. Coordinating with the Transport Unit, deputies ensure all adults in custody are present for court hearings and are transported to appropriate state and county facilities or released after their case has been adjudicated by the courts.

The Corrections Services Division Managers effectively guide policy development, assign resources, and provide oversight to all Division functions as detailed. The efficient collaboration of these units, while also coordinating with all Sheriff's Office Divisions and the Executive Office, directly support the daily operations of the Agency, its facilities, as well as the overall public safety system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals that were screened with the "brief jail mental health screen" at the time of booking	na/-	20,000	20,000	20,000
Outcome	Percentage of individuals per the screening who should be referred for further mental health assessment	na/-	15%	7%	10%

Performance Measures Descriptions

Data collected from CIMS – The Brief Jail Mental Health Screen automated data collection began September 2018

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$422,530	\$0	\$453,306	\$0
Materials & Supplies	\$60,809	\$0	\$62,329	\$0
Internal Services	\$24,270	\$0	\$6,152	\$0
Total GF/non-GF	\$507,609	\$0	\$521,787	\$0
Program Total:	\$507,609		\$521,787	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60400-19 Corrections Services Division Admin

Legal / Contractual Obligation

ORS 206.010 Duties of Sheriff (3) ORS 169.320 Control of Prisoners ORS. 169.076 (14) Legal materials/access.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,761,686	\$0	\$2,978,085	\$0
Materials & Supplies	\$33,847	\$0	\$34,693	\$0
Internal Services	\$279,211	\$0	\$286,894	\$0
Capital Outlay	\$5,424	\$0	\$5,560	\$0
Total GF/non-GF	\$3,080,168	\$0	\$3,305,232	\$0
Program Total:	\$3,080,168		\$3,305,232	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$9,000	\$0	\$1,272	\$0
Total Revenue	\$9,000	\$0	\$1,272	\$0

Explanation of Revenues

General Fund:

\$1,272 - Interstate Fugitive Shuttle and Transfer of State Wards based on FY19 Mid-year actuals

Significant Program Changes

Last Year this program was: FY 2019: 60405-19 Transport

Department: Sheriff **Program Contact:** Chad Gaidos

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

Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, while ensuring the Multnomah County Courthouse is safe and accessible for everyone involved in the judicial process. The CSU is a multidiscipline unit consisting of both Corrections Division and Law Enforcement Division staff. One of the primary focuses of this unit is to ensure adults in custody are present for court proceedings in accordance with both the law and judicial court rules.

Program Summary

The Multnomah County Courthouse represents one of the highest volume court facilities in the State of Oregon with an average of 1,500 visitors and 500 staff members being screened each day to attend a variety of both routine and highly volatile court matters. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone who visits the Multnomah County Courthouse. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to the myriad of in custody and out of custody court matters that occur daily. One of the primary missions of the CSU is to facilitate the appearance of approximately 50-70 adults in custody who are scheduled on the court docket each day.

In addition to the routine activities at the Courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

Staff assigned to the CSU continue to be involved in the daily restraint docket hearings. This process includes presenting declarations to the court when restraints are requested by MCSO and building applicable staffing plans in response to the decisions that are made regarding how and when adults in custody are restrained during court proceedings. Working with system partners, MCSO has found innovative solutions to reduce fiscal impacts while continuing to maintain security and access to the judicial process as it adapts to these changes.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals taken into custody	590	660	660	660
Outcome	Number of court proceedings requiring a staff member	10,290	10,780	10,800	11,000

Performance Measures Descriptions

"Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Courthouse Facility stats which are recorded daily.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,775,632	\$0	\$4,009,406	\$0
Materials & Supplies	\$115,202	\$0	\$118,083	\$0
Internal Services	\$368,537	\$0	\$395,263	\$0
Total GF/non-GF	\$4,259,371	\$0	\$4,522,752	\$0
Program Total:	\$4,259,371		\$4,522,752	
Program FTE	23.00	0.00	23.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60410A-19 Court Services - Courthouse

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, while ensuring the Justice Center Courthouse is safe and accessible for everyone involved in the judicial process. The CSU is a multidiscipline unit consisting of both Corrections Division and Law Enforcement Division staff. One of the primary focuses of this unit is to ensure adults in custody are present for court proceedings in accordance with both the law and judicial court rules.

Program Summary

The courthouse located inside the Justice Center is used to facilitate specialized court dockets, including; felony and misdemeanor arraignments, probation violation arraignments and pleas, DUII diversion courts, stalking order hearings, and domestic violence probation violation docket hearings. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone that visits the Justice Center Courthouse. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to in custody and out of custody court matters scheduled to appear in the Justice Center courtrooms. CSU deputies assigned to the Justice Center Courthouse work closely with Detention Center deputies to coordinate in-custody appearances.

In addition to the routine activities at the courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals taken into custody	66	70	70	70
Outcome	Number of major incidents	13	20	20	20

Performance Measures Descriptions

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. Data retrieved from Justice Center Court tracking sheets. "Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Justice Center stats which are recorded daily.

"Number of court proceedings requiring a staff member" is replaced with "Number of individuals taken into custody"

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,112,660	\$0	\$1,183,050	\$0
Materials & Supplies	\$4,495	\$0	\$4,607	\$0
Total GF/non-GF	\$1,117,155	\$0	\$1,187,657	\$0
Program Total:	\$1,117,155		\$1,187,657	
Program FTE	7.00	0.00	7.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60410B-19 Court Services - Justice Center

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and juveniles in custody, ensuring the Juvenile Justice Center (JJC) is safe, efficient, and accessible for everyone needing access to the juvenile judicial process. The CSU at the JJC is staffed by Law Enforcement Division personnel. In addition to providing a public safety presence, a primary focus of the unit is to escort juveniles in custody to court proceedings and facilitate any transports of juveniles to both state and county facilities as required.

Program Summary

The CSU at the Juvenile Justice Center is committed to providing a safe environment conducive to meeting the unique needs of juveniles and families involved in the juvenile justice process. Staff at the Juvenile Justice Center consists of one (1) Law Enforcement Division deputy, as required by Oregon Revised Statute. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The Law Enforcement Division deputy assigned to the Juvenile Justice Center has a comprehensive understanding of, and appreciation for, the law and court rules that govern the process of transporting, restraining, and supervising juveniles in custody as they navigate the judicial process. These mandates differ in many ways from adult judicial matters and require a unique knowledge and skill set to be successful.

In addition to providing security for the Juvenile Justice Center, deputies are committed to working collaboratively with the State Courts, District Attorney's Office, Defense Counsel, court advocates, parents, juveniles, and other stakeholders to ensure the best possible outcome and contribute toward accountability and a reduced chance of recidivism for juveniles in the community. Using this rehabilitative lens, the CSU deputy is able to provide exemplary service to the vulnerable members of the community and their families.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of persons taken into custody	70	44	70	70
Outcome	Calls for assistance	56	70	70	70
Output	Number of juvenile transports to and from outside facilities	78	na/-	80	80

Performance Measures Descriptions

Number of persons taken into custody represents the number of "book and keeps" and warrants. "Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc. Data from JJC Court Facility stats. *Number of juvenile transports to and from outside facilities represents the number of in-custody juveniles that are transported from state facilities to and from the JJC.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$142,912	\$0	\$149,632	\$0
Total GF/non-GF	\$142,912	\$0	\$149,632	\$0
Program Total:	\$142,912		\$149,632	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60410C-19 Court Services - JJC

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Turn Self In (TSI) program limits the overutilization of jail beds for offenders who the court deems eligible to serve their sentence on weekend days only. This program allows offenders to maintain their employment and/or other family and life obligations within the community, while being held accountable for their criminal convictions. The TSI program continues to support the goal of MCSO to find innovative, fiscally responsible alternatives to incarceration.

Program Summary

The weekend TSI program, operated at the Courthouse Jail Holding area, provides the courts a sentencing alternative which holds offenders accountable without requiring the use of traditional jail beds. Eligible offenders must meet criteria which minimizes the overall cost of services of incarceration, including; 24/7 medical, overnight stays, and staffing ratios associated with traditional jail beds.

This sentencing option averages 30 to 40 offenders each weekend day. The success of this program is due in large part to its ability to meet the collective needs of the court, Multnomah County, and the offenders. The TSI sentencing program provides opportunities for sentenced offenders to maintain employment, family obligations, and pro-social activities, which support a successful reentry into the community while ensuring judgments of the courts are fulfilled.

In conjunction with the MCSO Programs Unit, offenders sentenced to the weekend TSI program are afforded the opportunity to participate in AA and/or NA meetings in an effort to treat the underlying addiction issues that may have contributed to their criminal behavior, as part of MCSO's commitment to Justice Reinvestment.

Without the TSI program, judges would have limited options outside of utilizing a jail bed when a decision has been made that an offender must serve time in custody. The successful attendance and completion rates of those given sentences to the TSI program indicate the need for this valuable alternative in the criminal justice system in Multnomah County.

MCSO continues to ensure its commitment to exemplary service to everyone in the community by providing alternatives to incarceration that best meet the expectations of both the court, victims, and the community, as well as the needs of the offender.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Weekend TSIs scheduled	3,169	3,300	3,310	3,400
Outcome	Percent of Weekend TSIs who show as scheduled	95%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$255,015	\$0	\$272,585	\$0
Total GF/non-GF	\$255,015	\$0	\$272,585	\$0
Program Total:	\$255,015		\$272,585	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60410D-19 Turn Self In Program

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract
ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,241,684	\$698,498	\$1,096,089	\$691,484
Materials & Supplies	\$22,739	\$656	\$23,307	\$5,014
Internal Services	\$0	\$76,276	\$0	\$83,947
Capital Outlay	\$140,000	\$0	\$143,500	\$0
Total GF/non-GF	\$1,404,423	\$775,430	\$1,262,896	\$780,445
Program Total:	\$2,179,853		\$2,043,341	
Program FTE	10.60	6.00	8.60	6.00

Program Revenues				
Other / Miscellaneous	\$14,096	\$775,430	\$15,029	\$780,445
Total Revenue	\$14,096	\$775,430	\$15,029	\$780,445

Explanation of Revenues

General Fund:

\$15,029 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$47.71)

Special Ops Fund:

\$780,445 - Court Revenues for Court Security Services. This amount is based on what was received during the first 5 months of Fiscal Year 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60415A-19 Facility Security - Courts

Reduced 2.0 FTE to meet constraint for FY20.

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of MCSO, and are often the first point of contact for people accessing the jail facilities. Facility Security Officers (FSO) assist the public and professional visitors with inmate information, bail processing, visitation, inmate accounts, and inmate property transactions. FSOs also provide facility security and safety by controlling and monitoring foot and vehicular access to the lower levels of the Multnomah County Detention Center, conduct facility patrols of public areas, and provide security screening of entrants into the jail areas.

Program Summary

Facility Security Officers (FSO) serve as the first point of contact for the public and professionals conducting business with adults in custody, such as visiting, bail, inmate property, and money transactions. In addition, FSOs assist in ensuring public safety by providing a uniformed presence, deterring disruptions within the facility, and preventing the introduction of weapons or contraband into the jail facilities through visitor screening.

The Facility Security Unit (FSU) also conducts records checks for Facilities and Property Management, Corrections Health, MCSO Programs, Aramark Food Services, and others who require access to the jail. The FSU works closely with other agencies and MCSO units to facilitate business transactions for adults in custody.

Citizens can often be discouraged when attempting to navigate through the complexities of the criminal justice system, and FSOs provide person-to-person information and assistance when needed. The FSOs ensure continuity of jail operations by providing a safe environment for the public to transact their business and by working collaboratively with jail staff to process transactions for adults in custody.

The FSU provides both public and professional access to a variety of different processes that help those in custody maintain critical relationships with their family, legal representation, and other aspects of their daily lives while they are incarcerated. Their work is essential to MCSO's commitment to safe, effective care and custody of those adults housed in MCSO's facilities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number in MCDC and MCIJ	107,392	118,000	107,421	110,000
Outcome	Number of service requests from jail	40,448	42,000	38,595	41,000
Outcome	Number of bails processed on behalf of Oregon Judicial Department	1,408	na/-	1,563	1,600
Outcome	Number of social & professional inmate visits	33,961	na/-	36,924	38,000

Performance Measures Descriptions

Data from the FSO statistics database.

"Number of bails processed..." and "Number of social & professional inmate visits" are a new data set for FY2020; historical data is recorded (represented in the FY18 actual numbers), but was not previously recorded as a measurable outcome.

Legal / Contractual Obligation

ORS 206.010 – General Duties of Sheriff; ORS 206.210 – Authority of Sheriff Over Organization of Office; ORS 206.345 – Contracts with Cities- Authority Under Contract; ORS 451.010 – Facility and Services Counties May Provide by Service District; ORS 166.360 through 166.380 – Possession of Firearms, Examination of Devices and Firearms; ORS 137.308 through 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,294,614	\$0	\$2,468,216	\$0
Materials & Supplies	\$35,294	\$0	\$36,176	\$0
Internal Services	\$17,737	\$0	\$14,490	\$0
Total GF/non-GF	\$2,347,645	\$0	\$2,518,882	\$0
Program Total:	\$2,347,645		\$2,518,882	
Program FTE	22.50	0.00	22.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60415B-19 Facility Security - Jails

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for people requiring public safety assistance within the Multnomah County Library system. Part of the core functions of the FSU is to provide assistance in the area of public safety, combined with facility security. The presence of uniformed MCSO employees act as a deterrent to disruptions and criminal activity within the library facilities, reducing the need for a more costly law enforcement response.

Program Summary

The Facility Security Unit (FSU) is an integral part of the popular Multnomah County Public Library system. Facility Security Officers (FSO) provide a resource for persons needing public safety assistance or information and referrals to other public entities. The FSU provides both external and internal security for the Central Library.

The presence of uniformed FSOs creates a sense of well-being and safety for the citizens who use the libraries and the County employees who work in the libraries. The libraries often experience problems with persons under the influence of intoxicants, persons who are being disruptive, a transient population who utilizes the library as a safe haven, and persons who may pose a danger to the public and employees.

The FSOs are a deterrent to disruptions and criminal activity in the library. The FSOs maintain security and provide a calm and secure atmosphere by managing all of these situations in a professional manner, using effective communication techniques. The presence of uniformed FSOs enables the library patrons to enjoy the libraries and conduct their business in a safe and inviting atmosphere.

The effectiveness of this work is demonstrated by the low number of instances in which police response is required, compared to the large number of patrons served.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of patrons using the Central Library	664,416	1,700,000	633,939	655,000
Outcome	FSO calls for police response	43	55	20	25
Outcome	Number of area searches	3,086	na/-	3,540	3,600

Performance Measures Descriptions

The number of patrons for Purchased include multiple library branches. Effective 8/1/2017, MCSO services ceased at all branch libraries; only the Central Library was staffed after 8/1/2017. The FY20 offer provides data for the Central library only. ** Area searches was added as a new outcome to the FY20 program offer. The FY19 Estimate is based on estimates from current entry counts provided by the library and data from the FSO statistics database.

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$276,799	\$0	\$294,997	\$0
Total GF/non-GF	\$276,799	\$0	\$294,997	\$0
Program Total:	\$276,799		\$294,997	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$276,799	\$0	\$294,997	\$0
Total Revenue	\$276,799	\$0	\$294,997	\$0

Explanation of Revenues

General Fund:

FY 2020 Central Library Total is \$294,997

Significant Program Changes

Last Year this program was: FY 2019: 60415C-19 Facility Security - Library

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of Multnomah County Sheriff's Office (MCSO), and are often the first contact point for the public and for professional persons entering the Juvenile Justice Center (JJC). Core FSU functions include public safety and assistance, security, and public referral. This is accomplished through one-on-one contact with the public, entry security screening, and knowledge of the criminal justice system. The core functions of the FSU are public assistance and security, ensuring the JJC is accessible to everyone.

Program Summary

The Facility Security Officers (FSO) who work at the Juvenile Justice Center (JJC) are primarily responsible for creating a safe, accessible environment for the public, staff, and others participating in the juvenile judicial process.

This mission is accomplished through security screening of all entrants into the facility via x-ray and metal detector screening, the presence of uniformed FSOs, area patrols, and one-on-one contact with the public. Persons entering the JJC may be under the influence of intoxicants, facing the loss of their children, or suffering some other life-altering situation, adding a volatile element to an already complex court process. The FSOs serve as both a security presence and an informational resource to everyone accessing the JJC, aimed at calming tense situations through effective communication and accurate information.

Disruptions and criminal activity interfere with facility and court operations, which also creates difficulties for families, staff, and professional persons conducting court business. This can result in higher costs to the taxpayer if court and facility operations are disrupted, causing them to be delayed or postponed. The effectiveness of the FSO's work is demonstrated in the low ratio of exclusions from the JJC to the number of persons screened for entry.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of members of the public screened for entry	39,007	42,000	36,939	40,000
Outcome	Number of prohibited items found during screening	392	na/-	1,143	1,200
Outcome	Number of area searches (MCDA/OJD/OYA/CASA/DCJ)	2,401	na/-	3,342	3,500

Performance Measures Descriptions

Data from the FSO statistics database.

"Number of prohibited items found.." and "Number of area searches..." are from s a new data set for FY2020; historical data is recorded (represented in the FY18 actual numbers), but was not previously recorded as a measurable outcome. The methodology of recording these two data sets was changed in mid-2018, hence the vast differences in the actual and estimated figures. The same methodology will be used for FY2020.

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$166,808	\$0	\$179,589	\$0
Total GF/non-GF	\$166,808	\$0	\$179,589	\$0
Program Total:	\$166,808		\$179,589	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60415D-19 Facility Security - JJC

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for persons accessing The Gateway Center for Domestic Violence. Facility Security Officers (FSO) provide professional assistance to persons entering the "one-stop" Gateway Center for Domestic Violence Services. The core functions of the FSU are public assistance and security, to ensure The Gateway Center for Domestic Violence is accessible to everyone.

Program Summary

The FSU provides security and public information for both the public and professionals conducting business at The Gateway Center facility. Security is provided by a uniformed presence and facility patrols. The FSU works closely with all of the various partners at The Gateway Center to facilitate the needs of the public and staff entering the facility.

Persons entering this facility may be under the influence of intoxicants, facing the loss of their children, or dealing with other life altering situations. The FSO is often the first contact for citizens and professionals accessing the facility. The FSO, as a uniformed presence, is a deterrent to disruptions and criminal activities, often calming volatile situations without the need for additional law enforcement response.

Disruptions and criminal activity interfere with the facility and domestic violence services, and create difficulties for professionals and families who need to conduct transactions. The effectiveness of the FSOs is demonstrated by the low ratio of incidents, when compared with the number of persons served at the Gateway Center. The work of the FSOs in this challenging environment furthers the MCSO goal of providing quality, cost effective solutions to maintaining an orderly process and access to necessary court procedures.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of service visits to the Gateway Center	18,499	16,000	18,628	20,000
Outcome	Number of incidents reported	22	30	20	25
Outcome	Number of area searches	2,005	na/-	2,080	2,100

Performance Measures Descriptions

Data from the FSO statistics database and The Gateway Center Director Martha Strawn Morris.

"Number of area searches" are from a new data set for FY2020; historical data is recorded (represented in the FY18 actual numbers), but was not previously recorded as a measurable outcome.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$81,751	\$0	\$89,880	\$0
Total GF/non-GF	\$81,751	\$0	\$89,880	\$0
Program Total:	\$81,751		\$89,880	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60415E-19 Domestic Violence Gateway One Stop

Legal / Contractual Obligation

The Sheriff is mandated by statute to maintain the local detention facility(s) within his jurisdiction. Local Detention Classification mechanisms are mandated to maintain safe and humane detention facilities by Statute and a multitude of case law

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$3,278,689	\$0	\$3,486,112	\$0
Materials & Supplies	\$32,610	\$0	\$33,425	\$0
Internal Services	\$26,277	\$0	\$39,086	\$0
Total GF/non-GF	\$3,337,576	\$0	\$3,558,623	\$0
Program Total:	\$3,337,576		\$3,558,623	
Program FTE	20.00	0.00	20.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60420-19 Classification

Department: Sheriff **Program Contact:** Nick Jarmer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Adults in custody with mental health or substance use disorders benefit from a focused program designed to screen, identify, and channel appropriate healthcare services while in Multnomah County custody. The team operates within the Multnomah County Detention Center in support of, and in collaboration with, dedicated County mental health and medical health professionals, ensuring that mental health services for adults in custody are maximized through the synergy of common approaches.

Program Summary

Utilizing 1.00 FTE Corrections Sergeant and 1.00 FTE Corrections Deputy, MCSO is positioned to focus on the mental health and substance use concerns of incarcerated adults. This team will screen, identify, assess, record, and direct mental and physical health needs through an established network and system of professionals best suited to provide this critical care. This focus on addressing the immediate needs of adults in custody who require specialized mental health attention ensures necessary care and attention is provided as soon as possible by those best positioned to conduct corresponding evaluations, direct further care, or prescribe medications in line with a mental health diagnosis.

Where Health Department Staff are relied upon to provide the assessment, diagnosis, and prescription of medication and care, the MCSO Behavioral Health Team ensures the individual is properly screened upon entry into the facility and properly classified for receipt of mental health attention as part of this collaborative protocol.

In addition, this Corrections Sergeant and Deputy support the timely facilitation of the weekly Aid & Assist Docket, ensuring individuals who may require a higher level of mental health care are safely able to attend the court process. In the event an alternative to jail is ordered, this team coordinates communication for gathering health records and safe, timely transport from jail. The combining of mental health services, security, and social behavior programming promotes stabilization and engagement with health services and encourages individuals to advocate for themselves in a positive manner, as well as provides access to groups for building coping skills. The ultimate goal is to ensure individuals with Severe and Persistent Mental Illness (SPMI) and/or Substance Use Disorder are properly managed and cared for. The Team will contribute to a safe and livable community by facilitating access to services in the facility and linking to the appropriate levels of care within the community: Inpatient Hospitalization, Forensic Diversion, MH Court, Outpatient Services.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of adults in custody with behavioral health concerns moved to the medical clinic for care	1,104	600	1,125	1,125
Outcome	Number of adults in custody engaged in the Aid & Assist Docket	528	600	600	550

Performance Measures Descriptions

Program started in May 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$317,112	\$0	\$317,406	\$0
Total GF/non-GF	\$317,112	\$0	\$317,406	\$0
Program Total:	\$317,112		\$317,406	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60425-19 MCDC Behavioral Health Team

Department: Sheriff **Program Contact:** Nick Jarmer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

MCSO Corrections Counselors provide services to pretrial and sentenced adults in custody to enhance a safe and secure environment and to ensure compliance with statutory mandates. Counselor services include, but are not limited to; assessment, case management, transition services, individual counseling, group programming, education, mental health, and re-entry services (through linkage with alcohol/drug, mental health, housing, employment, and other providers in the community).

Program Summary

The Programs Unit strives to provide programs and services to adults in custody that will assist in increasing opportunities to become productive members of the community. Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial and sentenced adults in custody. These services satisfy constitutional and statutory requirements, as well as assist with their progression through the jail (most secure to least secure housing) and successful re-entry into the community.

Corrections Counselors assess needs and risk, placing those appropriate into work crews or community beds that address alcohol/drug, housing, mental health, and other chronic needs. Counselors provide group programming, resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services to assist them in addressing their needs and issues.

Counselors serve as liaisons between the jail staff and adults in custody (i.e. security, medical, records, auxiliary services, etc.) as well as, outside entities such as family, employers, attorneys, probation/parole officers, the Court, and various social service providers. Counselors engage in individual counseling with adults in custody to reduce the level of anxiety typical to those confined and to provide them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related concerns.

The Programs Unit not only provides exceptional service to the community by enhancing opportunity for successful re-entry, they assist in providing a safe housing environment for those confined and maximize the efficient, effective, and fiscally responsible use of jail beds.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of orientations, intakes and assessments	1,042	1,425	1,125	1,425
Outcome	Number of offenders placed into community beds thus freeing up jail beds	237	205	250	225
Outcome	Offenders participating in group programming that decreases offender bookings	9,794	9,500	9,500	9,500
Output	Number of offenders participating in Law Library	2,259	2,808	2,500	2,250

Performance Measures Descriptions

"Number of orientations..." from Excel file w/ daily data entered by staff. "Number of offenders..." from Access database w/adults in custody referral and wait list information. "Offenders participating..." from GES participation records, subsequent staff data entry on statistics report forms (Programs & Education combined). "Number of requests..." from count of Service Request Forms submitted by adults in custody, subsequent staff data entry on statistics report forms.

Legal / Contractual Obligation

ORS 169.170 - Assignment of county prisoners to public works; ORS 343.035 and ORS 336.187 - Educational requirements. Court Mandated Sentencing Orders. Oregon Jail Standards: C02.04.03 - Mental health screening; G01.02.01, G01.02.02, and G01.02.03 Access to the courts; G01.04.01 and G01.04.02 - Access to legal materials; J03.01.01 and J03.02.01. educational programs; J03.02.02 - Involving the Educational Service District (ESD); J03.03.01 - Staffing for educational programs; J03.03.03 - Utilizing community resources for educational programs; J04.02.01 and J04.03.01 - Rehabilitation treatment programs; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,636,400	\$0	\$2,715,158	\$0
Contractual Services	\$89,584	\$0	\$93,167	\$0
Materials & Supplies	\$125,092	\$0	\$128,219	\$0
Internal Services	\$35,430	\$0	\$34,365	\$0
Total GF/non-GF	\$2,886,506	\$0	\$2,970,909	\$0
Program Total:	\$2,886,506		\$2,970,909	
Program FTE	22.00	0.00	22.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60430-19 Inmate Programs

Reduced M&S budget in Law Enforcement Division to fund .5 FTE Chaplain position in this program offer.



Program #60435 - Volunteers 4/15/2019

Department: Sheriff Program Contact: Nick Jarmer
Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Volunteer Services Program enables the Sheriff's Office to achieve its mission with the assistance of nearly 250 volunteers, interns, and community partners. [Note: Search and Rescue, Reserve Deputies, and Jail Chaplain Volunteers are not part of this program.]

Program Summary

The Volunteer Services program provides for the recruitment, interviews, backgrounds, training, placement, data maintenance, and recognition to sustain a core base of nearly 250 volunteers, interns, and community partners supporting MCSO operations.

Volunteers and community partners assist the Multnomah County Sheriff's Office in achieving its organizational mission of providing quality, cost-effective prevention, intervention, and detention services to the community.

The Multnomah County Sheriff's Office values all direct service work provided by community partner organizations. Most directly related to the work of the Sheriff's Office is addressing the needs of vulnerable and/or criminal justice involved populations, such as individuals struggling with mental health, addictions, employment/financial resources, and homelessness.

Performance Measures

Table with 6 columns: Measure Type, Primary Measure, FY18 Actual, FY19 Purchased, FY19 Estimate, FY20 Offer. Rows include Output (# of service hours), Outcome (Dollar value savings), Output (Number of applicant inquiries), and Outcome (Number of MCSO work units).

Performance Measures Descriptions

The Independent Sector hourly valuation of volunteer time is \$24.69 based on 2017 figures.

Legal / Contractual Obligation

Compliance monitoring of PREA (Prison Rape Elimination Act) and Harassment and Discrimination policies

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$115,163	\$0	\$122,026	\$0
Materials & Supplies	\$4,366	\$0	\$4,474	\$0
Internal Services	\$0	\$0	\$426	\$0
Total GF/non-GF	\$119,529	\$0	\$126,926	\$0
Program Total:	\$119,529		\$126,926	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60435-19 Volunteers

Department: Sheriff **Program Contact:** Nick Jarmer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60350; 60560
Program Characteristics:

Executive Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. Early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members. This program provides a Program Administrator to coordinate a dedicated 59 bed dorm for Justice Reinvestment programming.

Program Summary

Research has shown that education provided to incarcerated individuals addressing readiness for addictions treatment and employment can increase an opportunity for success resulting in a potential for reduced recidivism. Bringing a targeted group of offenders together within one dorm allows an increase in access to professionals and programming.

MCJRP eligible individuals will be identified early to allow for pre-conviction services and to continue on a more intensive track once formally sentenced. As the process develops, MCJRP participants in the dorm will have the opportunity to act as peers to assist new participants in positive social interactions and role modeling. Already existing in-jail programming will be restructured and partnerships will be expanded to develop additional services in order to remain fiscally responsible and maximize resources. In addition, the increase of multidisciplinary staff within jail housing will offer a positive and productive milieu to promote offender participation. By building rapport between MCSO staff, the Department of Community Justice (DCJ), community service providers, and offenders in custody, the program will encourage healthy relationships and continuity of care once released.

Coordination of intensive in-jail programmatic intervention based on the assessed needs of MCJRP eligible adults in custody assists in increasing the likelihood of success in the community post release. In-jail MCJRP intervention requires a partnership between MCSO and the DCJ to create a dedicated housing location within MCSO's Inverness Jail allowing for saturated in-jail programming and proactive linkage to community providers, therefore offering an increased opportunity for offender success upon release.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of MCJRP adults in custody placed in dedicated dorm to receive in jail programming	664	746	675	675
Outcome	Average number of programming hours (not including work crew) attended daily per adult in custody	3.3	2.6	4.0	3.5

Performance Measures Descriptions

Data come from SWIS and the programs database.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$148,561	\$0	\$150,744
Internal Services	\$0	\$16,223	\$0	\$15,074
Total GF/non-GF	\$0	\$164,784	\$0	\$165,818
Program Total:	\$164,784		\$165,818	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$164,784	\$0	\$165,818
Total Revenue	\$0	\$164,784	\$0	\$165,818

Explanation of Revenues

\$165,818 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2019: 60440-19 HB3194 Justice Reinvestment - Program Administrator

The Treatment Readiness Dorm realized an increase in the number of MCJRP participants passing through given the following:

- Stats for Tx Dorm started in May of 2016, lacking a full year of Fiscal Year data.
(A typical 78 bed dorm can easily turnover more than 800 bodies in a year's time.)
- Moved from a 58 bed dorm to a 78 bed dorm on 4/20/2017.

Department: Sheriff **Program Contact:** Nick Jarmer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Corrections Services Division Close Street Supervision Unit is an intensive supervision program that provides pretrial services to arrestees of Measure 11 crimes, domestic violence cases, and a select group of clients with behavioral health needs. Deputies interview defendants and conduct investigations to present the Court with accurate, timely, and impartial information, which assists the Judge in making an informed release decision. This program supports both accountability and re-entry of incarcerated adults into the community while increasing available jail beds.

Program Summary

The Close Street Supervision (CSS) Unit provides exceptional service to the community by utilizing methods of supervision that support accountability while transitioning pretrial defendants out of jail beds.

At the direction of the Court, CSS is designed to provide intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for release. This program is aimed to support and enhance community safety by assessing a broad number of the in-custody population for program suitability, expanding case management and supervision, and providing timely consequences for program violations.

Most recently, the CSS program has realized a dramatic increase in cases from approximately 215 to 320, with the current funding level designed for a caseload of 125. Although, the CSS program is still operating at the expanded caseload, the strain on the resources is impacting the program's overall effectiveness, system partners, CSS staff, and the individuals assigned to pretrial supervision. Additionally, community involvement and accountability is limited to an administrative process, which will begin to challenge program effectiveness.

Compared to other pretrial supervision programs, the program's success rates rank among the highest in the nation. An audit demonstrated that of the almost 1,200 defendants supervised in 2010, more than 96% were successful; appearing for all scheduled court dates and committing no new crimes while under supervision. More than 99% of Close Street supervised arrestees successfully complete the program with no new offenses. Close Street participants also appeared for all scheduled court dates 98% of the time. The national average for both of these measures is 80%**.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total number of referrals to the Close Street program	1,208	na/-	1,490	2,200
Outcome	Average number of supervised people per deputy	36	na/-	65	97
Outcome	Percent of population appearing for all court dates during supervision	97%	96%	96%	96%
Outcome	Percent of population arrested for new crimes during supervision	3%	4%	4%	4%

Performance Measures Descriptions

The Output, "Total number of referrals..." was introduced to capture the front end volume of administrative and investigative work that goes unaccounted for by only reporting on supervised clients. These have been increasing per the courts. Optimal caseload: 30/deputy

*Audit of Multnomah County Pretrial Services conducted by the Multnomah County Auditor's Office (2011).

**Data compiled from Pretrial Justice in America: A Survey of County Pretrial Release Policies, Practices, and Outcomes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,075,654	\$0	\$1,110,779	\$0
Contractual Services	\$34,692	\$0	\$36,080	\$0
Materials & Supplies	\$29,309	\$0	\$34,333	\$0
Internal Services	\$57,470	\$0	\$74,599	\$0
Total GF/non-GF	\$1,197,125	\$0	\$1,255,791	\$0
Program Total:	\$1,197,125		\$1,255,791	
Program FTE	7.00	0.00	7.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60445-19 Close Street

Department: Sheriff
Program Offer Type: Support

Program Contact: Kurtiss Morrison
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Warehouse offers critical support to MCSO Corrections, Business Services, Law Enforcement, arrestees, pre-trial defendants, sentenced offenders, other agencies, and the public. Warehouse activities include requisitions and receiving and distributing equipment and supplies to support MCSO units. Also, the Warehouse provides commissary services that support the needs of adults in custody. The Warehouse, in cooperation with other county, state and federal entities, serves as the Receipt, Stage, and Storage (RSS) center in the event of certain countywide public health emergencies.

Program Summary

Within the Auxiliary Services Unit, the MCSO Warehouse facilitates the distribution of goods and services in support of MCSO operations and activities. The receipt and distribution of property and supplies through the warehouse supports MCSO activities in eleven facilities, often on a daily basis. Receiving, warehousing, and distributing items used by MCSO requires continual attention to ensure accurate and timely logistics outcomes. The Warehouse supports the needs of persons in custody, through ordering and delivery of detention facility supplies, as well as encompasses commissary operations. Warehouse staff emphasize the safety and security of personnel and those in custody as their highest priority. Operational goals are prioritized, with emphasis on supporting the health, safety, and well-being of persons in custody in conjunction with the support of all MCSO operations.

Warehouse personnel train routinely as part of RSS operational readiness planning and response. This effort requires a keen focus on situational readiness and a tested collaborative approach to ensure success during times of crisis. This is a collaborative partnership with the Multnomah County Health Department, Emergency Management, and other state and federal entities.

Performance Measures					
Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Total dollar value of purchase orders processed for Warehouse items	690,750	na/-	597,841	650,000
Outcome	Total number of delivery stops made	3,149	3,000	3,240	3,240

Performance Measures Descriptions

"Total dollar value of purchase orders processed for Warehouse items" is a new performance measure. "Total number of delivery stops made" from internal daily/monthly spreadsheet data provided by EPT Robert Sumpter.

Legal / Contractual Obligation

Oregon Jail Standards:

Commissary: G03.01.00, G03.01.01, G03.02.00, G03.02.01, G03.02.02, G03.02.03, G03.02.04, G03.03.00, G03.03.01, G03.03.02

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$857,204	\$0	\$889,584	\$0
Materials & Supplies	\$19,345	\$0	\$18,829	\$0
Internal Services	\$176,459	\$0	\$173,835	\$0
Total GF/non-GF	\$1,053,008	\$0	\$1,082,248	\$0
Program Total:	\$1,053,008		\$1,082,248	
Program FTE	6.60	0.00	6.60	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60450-19 Procurement & Warehouse

This program offer was previously combined with Procurement. For FY 2020, Procurement has been moved to the Fiscal Services Unit and the Warehouse is a standalone offer. This action moved 1.67 FTE from this Program Offer to PO 60210 (Fiscal Services Unit).

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Within the Auxiliary Services Unit, the Property and Laundry component performs mandatory functions required by Oregon Revised Statutes (ORS). MCSO Property Technicians conduct the inventory of all inmate property and ensure safe, secure storage of property entrusted to their care. Through the inventory process, they are also able to safely identify and ensure removal of prohibited items from the detention facilities. MCSO also provides reliable laundry services for persons in custody, issuing them clean clothing and linens, which are in good condition and repair.

Program Summary

Consistent with governing statute, the Auxiliary Services Unit (through the Property and Laundry Component) is responsible for the inventory and secure storage of all inmate property and valuables on a continuous basis. The meticulous inventory and careful storage of inmate property allows for accurate accountability and prevents the introduction of prohibited items from entering detention facilities. Property staff ensure that the personal possessions of adults in custody are stored in a secure and respectful manner and that all funds associated with each individual are accounted for. Property responsibilities include bail checks, property and money, releases, and preparation of all out-of-county transports through MCSO facilities.

Laundry Services ensures that adults in custody are provided with clean, serviceable clothing and linens. Clean laundry and linen products are provided on a bi-weekly basis. Sewing services are also provided to mend and prolong the life of jail clothing, as well as alterations to staff uniforms. This in-house service provides cost savings to the County by extending the life of certain textiles and by not incurring contractor costs for similar services outside of MCSO.

Laundry services are also provided to the Juvenile Detention Facility and Transition Projects Warming Centers. Transition Projects serves the homeless population, and the Laundry Facility provides clean blankets twice weekly during the cold winter months. Additionally, the Laundry Facility provides clean blankets throughout the entire year, as well as during the winter months to other designated locations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Pounds of clean laundry processed for inmates	925,328	1,150,000	960,707	960,707
Outcome	Total paid claims regarding lost/missing inmate property	6	4	6	6
Outcome	Total bookings/releases processed by Property	59,606	58,000	60,453	60,453

Performance Measures Descriptions

"Pounds of clean laundry processed for inmates" from an internal daily spreadsheet, maintained on the MCSO shared drive. Data provided by Lead EPT Chris Winegerd. "Total paid claims regarding lost/missing inmate property" provided by Corvel. "Total booking/releases processed by Property" from Planning and Research, Tardis Report 703 (total bookings) and Tardis Report 695 (ALS/Releases). Data from SWIS.

Legal / Contractual Obligation

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,059,143	\$0	\$2,170,079	\$0
Materials & Supplies	\$139,846	\$0	\$97,218	\$0
Internal Services	\$268,841	\$0	\$268,123	\$0
Capital Outlay	\$125,000	\$0	\$128,125	\$0
Total GF/non-GF	\$2,592,830	\$0	\$2,663,545	\$0
Program Total:	\$2,592,830		\$2,663,545	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues				
Service Charges	\$5,000	\$0	\$5,000	\$0
Total Revenue	\$5,000	\$0	\$5,000	\$0

Explanation of Revenues

General Fund:
\$5,000 - Reimbursement for Providing Commercial Laundry Services

Significant Program Changes

Last Year this program was: FY 2019: 60455-19 Property & Laundry

Legal / Contractual Obligation

Charter 6.50(1)
 Operational Procedures 06.106.010 – 06.106.088
 Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$384,608	\$0	\$455,218
Contractual Services	\$0	\$0	\$0	\$5,000
Materials & Supplies	\$0	\$574,702	\$0	\$726,781
Internal Services	\$0	\$90,762	\$0	\$103,661
Total GF/non-GF	\$0	\$1,050,072	\$0	\$1,290,660
Program Total:	\$1,050,072		\$1,290,660	
Program FTE	0.00	3.73	0.00	4.23

Program Revenues				
Other / Miscellaneous	\$0	\$1,034,072	\$0	\$1,172,172
Beginning Working Capital	\$0	\$0	\$0	\$100,988
Service Charges	\$0	\$16,000	\$0	\$17,500
Total Revenue	\$0	\$1,050,072	\$0	\$1,290,660

Explanation of Revenues

Inmate Welfare Trust Fund:
 \$100,988-Beginning Working Capital from FY19 Carry-over
 \$1,138,812 - Revenue from Commissary Sales to Inmates (Based on FY 19 Mid-year actuals Jul-Oct)
 \$17,500 - records requests, hearing fees, statement requests, grievance fees, food handlers certificate fees
 \$30,000 - hygiene kits and copies
 \$3,360 - disciplinary fines

Significant Program Changes

Last Year this program was: FY 2019: 60460-19 Commissary

Combine Inmate Welfare Fund and Commissary into one FY2020 Program Offer. Added .5 FTE Chaplain funded by additional Commissary revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$413,284	\$0	\$448,925	\$0
Contractual Services	\$52,470	\$0	\$7,002	\$0
Materials & Supplies	\$152,076	\$0	\$155,878	\$0
Internal Services	\$142,368	\$0	\$144,422	\$0
Total GF/non-GF	\$760,198	\$0	\$756,227	\$0
Program Total:	\$760,198		\$756,227	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60500-19 Enforcement Division Admin
 Reduced M&S budget to fund .5 FTE Chaplain position in the Inmate Programs PO.

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Patrol Unit protects citizens residing and/or recreating in unincorporated Multnomah County by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education throughout the communities. Patrol provides emergency preparedness, assistance and intervention as part of the treatment service continuum. Patrol deputies and sergeants develop and implement community policing projects utilizing community based policing principles and frontline human services while providing safety to citizens.

Program Summary

Patrol provides 24/7 protection of life and property for visitors and residents living in the unincorporated areas of Multnomah County. They provide protection services by responding to service calls through the 911 system, non-emergency dispatch or self-initiated field activities. Deputies are the first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and use problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health and mental health services. Traffic safety through education and intervention provides safe streets and highways to access commerce and recreation opportunities for the community. A visible public safety system is critical for citizens in feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety. The Patrol Unit works actively with citizen groups and neighborhood associations to develop agreed upon response plans for identified problems. The Patrol Unit provides the introduction of county-wide social service programs to the community.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Calls for service	63,248	65,000	65,946	66,000
Outcome	Number of arrests generated from calls for service	3,378	3,500	3,798	3,500
Outcome	Average response time (minutes)	10	12	10	10

Performance Measures Descriptions

Calls for service includes self-initiated and dispatched incidents. Response time is for dispatched calls only. Data from BOEC. Arrest data from RegJIN. Increases calls for service and arrests due to Troutdale consolidation.

Legal / Contractual Obligation

ORS 206.010, General duties of sheriff ORS 204.635, Deputies of sheriff; special appointment, authority of; liability of ORS 206.210, Authority of sheriff over organization of office ORS 206.345, Contracts with cities, authority under contract ORS 401.560, Search and Rescue, responsibilities of sheriff.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$10,975,983	\$119,078	\$11,966,489	\$140,004
Contractual Services	\$2,348	\$3,000	\$2,442	\$3,000
Materials & Supplies	\$484,737	\$125,375	\$367,042	\$125,375
Internal Services	\$1,364,667	\$13,004	\$1,649,805	\$16,996
Capital Outlay	\$282,990	\$0	\$290,065	\$0
Total GF/non-GF	\$13,110,725	\$260,457	\$14,275,843	\$285,375
Program Total:	\$13,371,182		\$14,561,218	
Program FTE	61.75	0.00	61.75	0.00

Program Revenues				
Intergovernmental	\$0	\$95,000	\$0	\$115,000
Other / Miscellaneous	\$0	\$30,000	\$0	\$40,000
Beginning Working Capital	\$0	\$108,375	\$0	\$108,375
Service Charges	\$5,924,750	\$27,082	\$6,220,836	\$22,000
Total Revenue	\$5,924,750	\$260,457	\$6,220,836	\$285,375

Explanation of Revenues

General Fund: - \$38,695-Maywood Pk (4% CPI increase from Prev. Year);\$446,328-Wood Village (4% CPI increase from Prev. Year);\$3,173,872-City of Troutdale Contract per Budget Office's GF Allocation Sheet, increased by CPI rate; \$2,561,941-City of Fairview Contract per Budget Office's GF Allocation Sheet, increased by CPI and new PERS rate

Fed/State Fund: \$22,000-Patrol Services to OR State Parks within Multnomah County; \$20,000-OSSA Seatbelt Grant; \$20,000 - OSSA DUII Grant; \$80,000 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections; \$15,000 - Speed Enforcement for ODOT; \$83,375 - House Bill 4152 funding for Search & Rescue

Special Ops Fund: \$20,000-Reimbursement from OR Fire Marshal for Hazardous Materials Activities; \$25,000-Estimated carry-over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60505-19 Patrol

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Civil Unit is the enforcement arm of the civil and probate court system. Notice and enforcement actions originate through the civil, probate, and family courts and are processed through the delivery and services made by this unit. Civil enforcement actions are statutorily mandated to the Sheriff.

Program Summary

The Civil Unit is the ministerial arm of the circuit court. All court actions are initiated through a written notification to parties of a pending action and these documents are delivered by the Civil Unit. Through the Civil Unit, court orders to seize and sell property, satisfy landlord/tenant actions, and enforce child custody disputes are enforced in an objective, fair, and equitable manner in compliance with Oregon statutes and rules on civil procedure. Through probate court, families, police officers and other interested parties seek involuntary commitment for allegedly mentally ill persons suffering from episodes so debilitating that they are a danger to themselves or others. The Civil Unit deputy locates, transports, and provides security for the person and the court. When domestic violence threatens the family unit, deputies in the Civil Unit serve domestic violence restraining orders to protect family members from violence and aggressive behavior.

Civil Unit deputies experience incidents of physical resistance when performing their duties. In particular, evictions may involve subjects who barricade themselves requiring a substantial dedication of resources and time. Often times, these incidents require the skill of the Multnomah County Special Weapons and Tactics Team to perform a measured response tactical entry into the residence to execute the eviction while providing safety for nearby citizens. Persons subject to the court's orders have threatened harm to uniformed staff, displayed firearms, discharged firearms, and fortified apartments and homes to prevent the court action. It is routine for persons to hide within dwellings to avoid being contacted by civil deputies. A balanced public safety system provides citizens the ability and right to address their grievances in a safe, fair, and equitable manner.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of individuals served through civil process	10,544	12,000	11,000	11,000
Outcome	Percent protective orders served	63%	70%	65%	65%
Output	Number of evictions	755	850	900	850

Performance Measures Descriptions

Data from the "Civil Process" data base.

"Percent successfully served documents" is reduced due to varying "titles" of civil documents thus one documented service may involve multiple types of civil process.

Legal / Contractual Obligation

ORS 107.720-730, 206.010-070 and 180, 433.355, 93.530 and Chapter 23. Oregon Rules on Civil Procedure Rule 7.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,511,091	\$0	\$1,294,282	\$0
Contractual Services	\$1,173	\$0	\$1,220	\$0
Materials & Supplies	\$41,297	\$0	\$42,054	\$0
Internal Services	\$159,368	\$0	\$167,332	\$0
Total GF/non-GF	\$1,712,929	\$0	\$1,504,888	\$0
Program Total:	\$1,712,929		\$1,504,888	
Program FTE	11.00	0.00	8.00	0.00

Program Revenues				
Fees, Permits & Charges	\$250,000	\$0	\$188,183	\$0
Service Charges	\$241,600	\$0	\$220,250	\$0
Total Revenue	\$491,600	\$0	\$408,433	\$0

Explanation of Revenues

General Fund:

\$188,183 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$220,000 - Circuit Court Revenue

\$250 - Reimbursement for State Extraditions

Based on FY 2019 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2019: 60510-19 Civil Process

Reduced 3.0 FTE to meet constraint for FY20.

Department: Sheriff **Program Contact:** Joel Wendland

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

Related Programs:
Program Characteristics:

Executive Summary

The Sheriff's River Patrol Unit partners with the Oregon Marine Board, the Port of Portland, and the U.S. Coast Guard to provide safe commercial and recreational access and passage to the county's 110 miles of waterways along the Columbia River, Willamette River, Sandy River and Multnomah Channel. The River Patrol Unit provides law enforcement and search and rescue services to all river, lake, shoreline and island locations in Multnomah County.

Program Summary

The River Patrol Unit provides protection and intervention for the numerous county moorages, marinas, and houseboat communities. The country's fifth largest port requires unobstructed ingress and egress of commercial ship movement into the region. Marine deputies respond to all life threatening marine calls for service such as boat collisions, drowning, missing persons, and environmental hazards. Deputies provide boater safety education and intervention through classroom, boat inspections and enforcement activities. It is crucial for the local economy that cargo vessels, carrying consumer products, efficiently transport these goods in a timely and efficient manner. In FY 2015, the Port of Portland moved 8,380,848 short tons of cargo through its facilities and there were 352 calls to port terminals by ocean-going vessel. Community livability contributes to a thriving economy and access to work, cultural, and recreational activity is an important element of a thriving economy. River Patrol participates in regional multi-agency marine security drills to promote efficient coordination of first responder resources. This unit provides critical infrastructure security protection along Multnomah County waterways. The Oregon Marine Board contributes approximately one third of the funding needs for the Sheriff's Office River Patrol. The River Patrol Unit is key to emergency preparedness on/near the regional waterways; they participate in numerous agency collaborations and are a significant function to a visible public safety system.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Hours of community water safety education	208	250	200	200
Outcome	Number of citizens issued boater examination reports, warning, and citations	1,429	2,700	2,000	2,000

Performance Measures Descriptions

Data from Oregon State Marine Board website "Number of citizens issued boater examination reports, warning, and citations" includes the following boater contact types: HIN Insp, Pass MTR, Fail w/warn MTR, Fail w/cite MTR, Pass NM, Fail w/warn NM, and Fail w/cite NM.

Legal / Contractual Obligation

Patrol operates under ORS Chapter 830 and contracts with the Oregon Marine Board.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,465,212	\$792,781	\$1,597,629	\$752,953
Contractual Services	\$1,000	\$0	\$1,040	\$0
Materials & Supplies	\$159,775	\$41,751	\$118,046	\$30,185
Internal Services	\$265,173	\$1,575	\$288,186	\$1,732
Capital Outlay	\$33,797	\$227,990	\$34,642	\$0
Total GF/non-GF	\$1,924,957	\$1,064,097	\$2,039,543	\$784,870
Program Total:	\$2,989,054		\$2,824,413	
Program FTE	7.50	5.00	7.50	5.00

Program Revenues				
Intergovernmental	\$0	\$1,023,097	\$0	\$743,870
Other / Miscellaneous	\$0	\$25,000	\$0	\$25,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$0	\$1,064,097	\$0	\$784,870

Explanation of Revenues

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$743,870 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$25,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

Significant Program Changes

Last Year this program was: FY 2019: 60515-19 River Patrol

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$2,184,240	\$178,641	\$2,108,248	\$37,671
Contractual Services	\$7,596	\$0	\$7,900	\$0
Materials & Supplies	\$41,139	\$0	\$42,166	\$0
Internal Services	\$185,932	\$19,507	\$218,460	\$4,573
Total GF/non-GF	\$2,418,907	\$198,148	\$2,376,774	\$42,244
Program Total:	\$2,617,055		\$2,419,018	
Program FTE	13.90	1.25	11.90	0.25

Program Revenues				
Intergovernmental	\$0	\$198,148	\$0	\$42,244
Service Charges	\$36,000	\$0	\$36,000	\$0
Total Revenue	\$36,000	\$198,148	\$36,000	\$42,244

Explanation of Revenues

General Fund:
 \$36,000-OT Reimbursement for USM Sex Offender Task Force

Federal/State:
 \$42,243 - Domestic Violence (DVERT) Grant

Significant Program Changes

Last Year this program was: FY 2019: 60520-19 Detectives, INTERCEPT, Elder Abuse

The Sexual Assault Kit Initiative Grant ended in FY19 which reduced this program offer by 1.0 FTE. Reduced 1.0 FTE (and moved to 60520B - U-Visa Detective). Cut 1.0 FTE to meet budget constraint.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$157,964	\$0
Total GF/non-GF	\$0	\$0	\$157,964	\$0
Program Total:	\$0		\$157,964	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60520-19 Detectives, INTERCEPT, Elder Abuse

Reduced 2.0 FTE from Offer A and moved 1.0 FTE to this out of target program offer to meet constraint for FY20.

Department: Sheriff **Program Contact:** Harry Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides for the investigation of crimes involving the sale, distribution, and manufacturing of dangerous drugs. The Special Investigations Unit (SIU) is charged with enforcing state narcotics laws, prostitution activities, and assisting with advanced surveillance of major criminal cases. Emphasis of drug investigations is placed on narcotics distributors who supply to street level dealers, referred to as mid to upper mid-level narcotics traffickers. SIU is a resource for investigating and apprehending suspects involved in Human Trafficking of children.

Program Summary

The purpose of the Special Investigations Unit (SIU) is to investigate illegal drug activities in the Metro area, and other criminal activity as directed by the Sheriff. The unit conducts criminal investigations of street level illicit drug activity, up to and including the prosecution of federal narcotics crimes. Investigations often lead to Drug Trafficking Organizations (DTO's) that transport and eventually sell dangerous drugs for a profit. SIU investigations take them into areas considered hazardous to health and public safety. Investigations conducted by the SIU detectives have resulted in indictments and prosecutions in numerous meth lab cases. SIU coordinates clean-up of drug labs. With the changing needs and priorities of the communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in the community. The SIU program is partially funded through grants, revenues received from forfeitures and federal case funding.

SIU has the responsibility to proactively identify, investigate, prepare the required investigative reports, apprehend the suspect(s), prepare the case for a successful prosecution and testify in court in all cases dealing with illegal drugs and vice activities.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	SIU drug cases	139	145	135	145
Outcome	Percent of SIU drug cases that are methamphetamine	35%	50%	50%	50%
Output	Number of searches	179	150	150	160
Outcome	Percent of searches resulting in an arrest	90%	55%	85%	85%

Performance Measures Descriptions

Data are compiled from an Excel database reported monthly. The numbers of drug cases conducted are tied solely to the unit's manpower. *the change in result of the last output and outcome is the addition of search warrants that are post arrest or investigative in nature, not only searches for drugs.

Legal / Contractual Obligation

ORS 206.010, General duties of sheriff

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$1,055,733	\$27,675	\$1,121,211	\$26,753
Contractual Services	\$0	\$279,303	\$0	\$230,000
Materials & Supplies	\$14,401	\$304,807	\$14,761	\$160,000
Internal Services	\$5,538	\$98,215	\$99,163	\$3,247
Capital Outlay	\$0	\$0	\$0	\$50,000
Total GF/non-GF	\$1,075,672	\$710,000	\$1,235,135	\$470,000
Program Total:	\$1,785,672		\$1,705,135	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$160,000	\$0	\$110,000
Other / Miscellaneous	\$0	\$150,000	\$0	\$60,000
Beginning Working Capital	\$0	\$400,000	\$0	\$300,000
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$710,000	\$20,000	\$470,000

Explanation of Revenues

General Fund: \$20,000 - Overtime Reimbursement for US Marshal Fugitive Task Force Activity

Fed/State Funds: \$50,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$100,000 - Carry-over from Fiscal Year 2019; \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant.

Special Ops Funds: \$10,000 - Proceeds from Seizure/Forfeiture Auctions; \$50,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$200,000 - Carry-over from FY 2019.

Significant Program Changes

Last Year this program was: FY 2019: 60525-19 Special Investigations Unit

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$1,035,356	\$0	\$1,060,408
Internal Services	\$0	\$113,061	\$0	\$128,734
Total GF/non-GF	\$0	\$1,148,417	\$0	\$1,189,142
Program Total:	\$1,148,417		\$1,189,142	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Service Charges	\$0	\$1,148,417	\$0	\$1,189,142
Total Revenue	\$0	\$1,148,417	\$0	\$1,189,142

Explanation of Revenues

Special Ops Fund:
 \$1,189,142 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was: FY 2019: 60530-19 TriMet Transit Police

Legal / Contractual Obligation

ORS 206.010, General Duties of Sheriff.
ORS 204.635, Deputies of Sheriff; Special Appointment, Authority, etc.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$972,899	\$44,817	\$780,142	\$47,389
Materials & Supplies	\$8,863	\$0	\$9,084	\$0
Internal Services	\$9,973	\$4,894	\$10,852	\$5,753
Capital Outlay	\$10,000	\$0	\$10,250	\$0
Total GF/non-GF	\$1,001,735	\$49,711	\$810,328	\$53,142
Program Total:	\$1,051,446		\$863,470	
Program FTE	6.70	0.30	4.70	0.30

Program Revenues				
Service Charges	\$525,690	\$49,711	\$554,594	\$53,142
Total Revenue	\$525,690	\$49,711	\$554,594	\$53,142

Explanation of Revenues

General Fund:
\$46,358 - Corbett School District pays a portion of the cost of the SRO
\$508,236 - Reynolds School District pays for four 0.75 FTE SROs

Fed/State Fund:
\$53,142 - Patrol Services provided to the US Forest Service during summer months

Significant Program Changes

Last Year this program was: FY 2019: 60535-19 School & Community Resource Officer Program

Reduced 2.0 FTE from this Offer to meet constraint for FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$157,964	\$0
Total GF/non-GF	\$0	\$0	\$157,964	\$0
Program Total:	\$0		\$157,964	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60535-19 School & Community Resource Officer Program

Reduced 2.0 FTE from Offer A and moved 1.0 FTE to this program offer to meet constraint for FY20.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$147,535	\$0
Total GF/non-GF	\$0	\$0	\$147,535	\$0
Program Total:	\$0		\$147,535	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60535-19 School & Community Resource Officer Program

Reduced 2.0 FTE from Offer A and moved 1.0 FTE to this program offer to meet constraint for FY20.

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program was initially funded with one-time-only dollars for FY 2018. A team of two Deputies (2.00 FTE) provides consistent positive interaction with the homeless, connect them with needed services and provide resources for community engagement. MCSO coordinates with service providers and assist the vulnerable homeless population on a daily basis to ensure their fundamental needs are addressed.

Program Summary

The HOPE Team is comprised of two Deputies who provide consistent outreach to homeless citizens in order to connect them to services and find a path out of homelessness. The Team works collaboratively with service providers to meet the shared vision of A Home for Everyone – that no one should be homeless; everyone needs a safe, stable place to call home.

The HOPE Team partners with service providers including A Home for Everyone coordinators, the Portland Police Neighborhood Response Team and Behavioral Health Unit, Gresham Police Neighborhood Enforcement Teams, and the Multnomah County Joint Office of Homeless Services. The Team will also work with stakeholders including community groups and businesses to address public safety concerns and create collaborative response plans.

The HOPE Team will conduct field outreach on foot and bicycles in their effort to connect with this vulnerable population. Because some of the homeless may be experiencing mental health challenges, substance abuse issues, military veterans lacking support, or families in need of immediate assistance, the Team works to understand individual needs to match with appropriate services.

Being a first-responder to service calls associated with unlawful camping, the HOPE Team provides a compassionate, “outreach first” philosophy prior to enforcing unlawful camping ordinances. Homeless citizens are treated with dignity and respect in all contacts. When needed, the Team will coordinate clean-up activities with Sheriff's Office Corrections Work Crews, ensuring the population's valuables are kept safe and that the environment is restored.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of Homeless Citizens Contacted	650	700	750	800
Outcome	Number of referrals made to services	200	500	250	300

Performance Measures Descriptions

Data based phone app; some HOPE Team makes contacts are not documented on the app.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$292,299	\$0	\$264,793	\$0
Internal Services	\$23,198	\$0	\$0	\$0
Total GF/non-GF	\$315,497	\$0	\$264,793	\$0
Program Total:	\$315,497		\$264,793	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60540-19 Homeless Outreach and Programs Engagement (HOPE) Team

Department: Sheriff **Program Contact:** Harry Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides for the continued participation of the Sheriff's Office in the East Metro Gang Enforcement Team (EMGET). East Multnomah County has experienced a significant increase in crime, much of which can be attributed to an increase in gang-related activity.

Program Summary

MCSO participates in the interagency East Metro Gang Enforcement Team (EMGET). No individual law enforcement agency can adequately respond to this unique threat to life, property, and quality of life that has no jurisdictional bounds. As a result, East County law enforcement agencies have banded together to seek grants; improve interagency and interdisciplinary communications; coordinate field efforts, records, and information databases; empower residents and businesses to present a united front to counter gang activity; work in close cooperation with social services to address the issues that led persons into gangs and in preventative measures for those at risk for joining gangs; and collectively working with specifically assigned members of the District Attorney's Office to prosecute the gang involved criminal conduct. All these collective efforts are to identify gang members; reduce actual and feared gang related criminal activity; empower the community to unite against gang activities and influence; and provide enhanced and focused law enforcement efforts to reduce actual and feared gang related criminal activity.

In areas east of 162nd Avenue, the EMGET provides focused investigative assets towards gang related violent and other high impact neighborhood crimes; conducts proactive measures to prevent gang related crimes and activities; provides expertise to regular field staff and the community in gang issues; and collaborates with other criminal justice partners, social services, and neighborhoods to identify gang related issues and solve gang related problems. Criminal Justice partners include but are not limited to the Transit Police Detail, Portland Police Bureau, area School Resource Officers, Gresham Police Department, Fairview Police Department, Multnomah County Sheriff's Office, Multnomah County Department of Community Justice, and the US Marshal's Service. The deputy on EMGET is part of a close knit collaborative team also comprised of Police Officers from the cities of Fairview, and Gresham.

Presentations are made in high schools, middle schools, and community and business groups in regards to deterring gang involvement and gang involved activities. The EMGET also works with the Oregon Department of Justice to document confirmed gang members in a statewide database.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of cases referred to DA for prosecution	89	70	124	90
Outcome	Number of weapons seized	58	50	52	50

Performance Measures Descriptions

Data from EMGET, from Gresham Police

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$434,383	\$0	\$459,324
Internal Services	\$27,973	\$47,435	\$40,590	\$55,762
Total GF/non-GF	\$27,973	\$481,818	\$40,590	\$515,086
Program Total:	\$509,791		\$555,676	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$481,818	\$0	\$515,086
Total Revenue	\$0	\$481,818	\$0	\$515,086

Explanation of Revenues

Fed/State Fund:
 \$515,086 - Grant funding from Oregon Youth Authority for 3.00 FTE Gang Enforcement Deputies

Significant Program Changes

Last Year this program was: FY 2019: 60545-19 Gang Enforcement Deputy

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Members of the MCSO "Green Hornet Trail Rescue Team" are specially trained endurance athletes, tasked with the reducing search and rescue response times to missing and endangered persons at or near Columbia River Gorge trail locations.

Program Summary

Annually, the Multnomah County Sheriff's Office Search and Rescue Unit (SAR) experiences a high volume call workload from May through September in the late afternoon and early evening hours. Typically, a tourist hiker that has gone for a day hike at one of the many trailheads in the Columbia River Gorge National Scenic Area and, due to reduced daylight, has become disoriented which may result in injury or death. The MCSO "Green Hornet Trail Rescue and wilderness Law Enforcement Team" mission will be to decrease the Search and Rescue response times to missing and endangered person's calls at or near Columbia River Gorge trail locations.

MCSO currently has members who are physically fit endurance athletes who are experienced with hiking, trail running, map reading, etc. By providing SAR training and necessary equipment, this program will significantly decrease SAR response call times and increase the opportunity to locate the lost and possibly injured persons much faster resulting in reduced overtime expense to MCSO (SAR related overtime averages approximately \$100,000 per year). Twelve team members can provide preventative and proactive law enforcement/education functions during trailhead heavy use days, further reducing search incidents and impacting high incidents of property crime at these locations.

In FY 2015, the Green Hornet Trail Rescue and Wilderness Law Enforcement Services Team utilized budgeted funds to train and equip members under newly established Oregon State Sheriff's Association search and rescue standards. This training added new capabilities which allow the team to be more effective in evening and night hours better meeting the needs of the hikers who find themselves lost and requiring rescue services. In the past, many searches had to wait for the next day break, this changes the outcome in favor of the lost hikers by the rescue team being less restricted by night conditions. Additionally, this program will develop strategies to actively engage in proactive education and enforcement activities response to search, rescue and public safety issues developed from the Eagle Creek Fire.

As hazardous conditions created by the fire continue to improve, it is anticipated that federal lands will incrementally re-open in FY19, providing for an increase in search and rescue incidents.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of searches for lost/missing hikers conducted	11	30	18	20
Outcome	Percentage of searches resulting in a found/rescued person	90%	95%	90%	90%
Output	Number of people provided hiking safety information	250	250	250	250

Performance Measures Descriptions

Data from emails but will improve with RegJIN data.

Legal / Contractual Obligation

Oregon Revised Statutes Chapter 404 - County sheriff's search and rescue authority and obligations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$10,077	\$0	\$10,326	\$0
Materials & Supplies	\$10,404	\$0	\$10,404	\$0
Total GF/non-GF	\$20,481	\$0	\$20,730	\$0
Program Total:	\$20,481		\$20,730	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60550-19 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

Department: Sheriff **Program Contact:** Harry Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60350; 60440
Program Characteristics:

Executive Summary

The Multnomah County Justice Reinvestment Program (MCJRP) - Law Enforcement Detail, is comprised of one MCSO Deputy and one PPB Officer. The detail was created to support the successful community supervision of (MCJRP) offenders.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

In cooperation with parole and probation officers, enforcement officers serve arrest warrants and detainers, assist with home visits, address verifications checks, transports to housing/appointments, welfare checks, assist with criminal investigations, and pro-actively patrol areas in which offenders reside or commit crimes. This program offer funds 1.00 FTE Enforcement Deputy to work in conjunction with a City of Portland Police Officer in the community supporting the Justice Reinvestment program.

Effective intervention to increase the likelihood of success for MCJRP eligible individuals and protect public safety requires swift/certain sanctions, home visits, and enforcement of court orders and warrants. This makes individuals accountable to program and supervision requirements while they are in the community.

Originally, the Law Enforcement Detail was comprised of more than 60 Law Enforcement Officers and Sheriff's Deputies from all partner agencies have volunteered for overtime shifts to participate in the detail. The detail appears to be successful in providing the identified benefits. However, it is agreed that rotating officers and deputies is not optimal because it limits consistent contact and practices to most effectively support the partnership with PPOs. The Law Enforcement Detail is now two full time spots filled by one MCSO Deputy and one PPB Officer. The full time spots have shown to be the most successful and effective method for creating meaningful relationships with PPOs and MCJRP offenders.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of arrest warrants and detainers served	178	100	180	180
Outcome	Number of assists to parole and probation officers	649	300	780	780

Performance Measures Descriptions

The Law Enforcement team is comprised of One MCSO Deputy and one PPB Officer.
The data collected for reporting purposes will be pulled from RMS and Unit working database.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$149,387	\$0	\$157,964
Internal Services	\$0	\$16,313	\$0	\$0
Total GF/non-GF	\$0	\$165,700	\$0	\$157,964
Program Total:	\$165,700		\$157,964	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$165,700	\$0	\$157,964
Total Revenue	\$0	\$165,700	\$0	\$157,964

Explanation of Revenues

Fed/State Funding:
 \$157,964 - HB3194 Funding for Fiscal Year 2020.

Significant Program Changes

Last Year this program was: FY 2019: 60560-19 HB3194 Justice Reinvestment - Enforcement Deputy

Legal / Contractual Obligation

Intergovernmental Agreement with Metro.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$506,564	\$0	\$537,906
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$55,317	\$0	\$65,302
Total GF/non-GF	\$0	\$563,081	\$0	\$604,408
Program Total:	\$563,081		\$604,408	
Program FTE	0.00	3.45	0.00	3.45

Program Revenues				
Service Charges	\$0	\$563,081	\$0	\$604,408
Total Revenue	\$0	\$563,081	\$0	\$604,408

Explanation of Revenues

Special Ops Fund:

\$604,408 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2019: 60565-19 Metro Unit

Department: Sheriff

Program Contact: Bryan White

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Logistics Unit manages the Sheriff's Office fleet operations. This includes procurement and installation of electronic technology for fleet vehicles. This unit oversees maintenance and building modifications for the Sheriff's Office. Additional responsibilities are equipping personnel, processing evidence seized, and controlling agency communication needs.

Program Summary

The Logistics Fleet Section is responsible for the acquisition, repair, and maintenance of approximately 238 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so that they can then perform their duties and tasks at an optimal level. They also coordinate radio template upgrades, activation and deletion of Mobile Data Computers & 800 MHz radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics is an integral support for both the Law Enforcement and Corrections operational functions in the Sheriff's Office. Functions such as fleet, radio and evidence handling are critical to operations.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of evidence exhibits received, processed and bar-coded	15,800	16,500	17,000	17,000
Outcome	Number of cases closed and disposed	4,800	5,000	5,500	5,500
Output	Number of vehicle movements for maintenance and repair	1,182	800	1,200	1,200

Performance Measures Descriptions

"...evidence exhibits received, processed and bar-coded" and "...cases closed and disposed" from internal evidence database and LPT Tom Mitchell. "Vehicle movements for maintenance and repair" data from an internal database, provided by LPT Cory Reyes. With the addition of contract city Fairview, Vehicles and vehicle movements as well as evidence articles are increased for FY18 and FY19.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$455,740	\$0	\$494,257	\$0
Materials & Supplies	\$13,093	\$0	\$13,420	\$0
Internal Services	\$158,264	\$0	\$135,703	\$0
Total GF/non-GF	\$627,097	\$0	\$643,380	\$0
Program Total:	\$627,097		\$643,380	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2019: 60570-19 Logistics Unit



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