

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

**PROPOSED
PROGRAM
OFFERS** | **2017**



Volume 2



Multnomah County, Oregon
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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 and 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 (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:

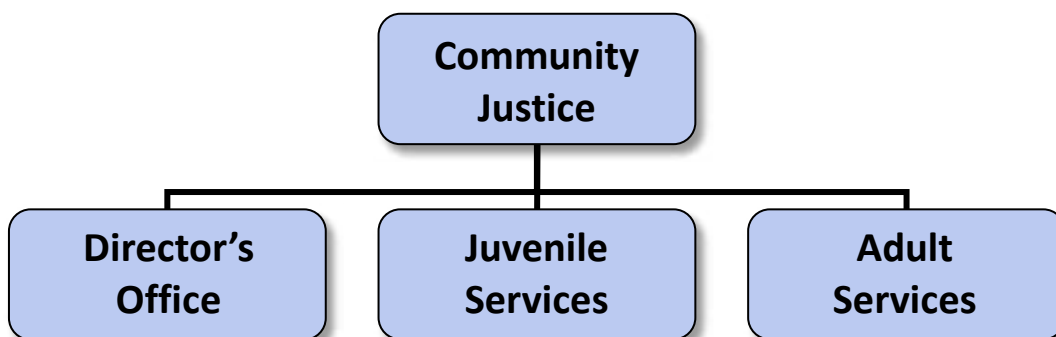
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service 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 our communities. DCJ intervenes to prevent the recurrence of crime among juvenile and adult offenders by supervising them and helping them to change problem behavior. DCJ provides supervision, sanctions, and treatment resources to youth, adults, families, and communities to address the underlying problems that drive crime. DCJ organizes its operations and aligns its resources around five strategic goals:

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

Consistent with the County’s mission to be responsible stewards of public funds, DCJ actively manages limited resources in order to maximize services provided to the public. 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 2017 budget for the Department of Community Justice (DCJ) is \$99.0 million and 530.95 FTE, representing approximately \$1.6 million decrease (1.6%) and 18.80 FTE from FY 2016. The Department is highly dependent on the General Fund, which comprises 67% of the budget (\$66 million, including \$2.3 million of Video Lottery Funds) and 33% of the budget (\$32.9 million) is Other Funds.

Significant budget changes include decreases due to the Senderos program ending in FY 2016 resulting in Other Fund reductions of \$1.7 million and 13.00 FTE. In addition, the department assumed expansion of HB 3194 of \$1.7 million and 6.00 new FTE based on the Governor’s budget in FY 2016 which did not materialize. Juvenile Community Healing Initiative (CHI) Mentoring program which was one-time-only funding in FY 2016 is now funded ongoing. There continues to be uncertainty around Title IV-E claiming process and large time lag from services rendered to payment from the State, assumed funding of \$858,000 is unchanged from FY 2016.

The following programs are funded on a one-time-only basis:

- 50019B Adult Forensics OTO \$97,780 1.00 FTE
- 50067 Juvenile Community Interface Services \$114,000

The following programs are funded with ongoing funding:

- 50011B Recovery System of Care – Wrap Around Services \$200,000
- 50028B The Change Center \$295,627 2.90 FTE
- 50031B Community Service \$79,936 1.00 FTE
- 50035 Support to Community Court \$94,543 1.00 FTE
- 50054D Courtyard Café – Lunch Service \$107,511 2.00 FTE
- 50065C CHI Mentoring \$223,520

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

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted</u>	<u>Budget</u>	
Staffing FTE	529.26	545.23	549.75	530.95	(18.80)
Personnel Services	\$56,122,566	\$57,549,173	\$59,335,919	\$59,809,963	\$474,044
Contractual Services	15,899,601	20,845,188	24,167,299	22,365,745	(1,801,554)
Materials & Supplies	2,042,883	2,342,150	2,534,338	2,189,415	(344,923)
Internal Services	13,503,184	14,087,773	14,627,893	14,696,906	69,013
Capital Outlay	<u>10,980</u>	<u>23,741</u>	<u>11,000</u>	<u>11,000</u>	<u>0</u>
Total Costs	\$87,579,214	\$94,848,025	\$100,676,449	\$99,073,029	(\$1,603,420)

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

Successes and Challenges

The Department of Community Justice (DCJ) continued to make investments in evidence-based programs delivering wraparound services to its adult offenders and youth involved in the juvenile justice system. These investments have resulted in positive outcomes, including a trend of declining recidivism rates over the last decade for its adult and juvenile offenders, even with a high percentage of high risk offenders. DCJ continues to work closely with partners to invest in services needed by those under its supervision.

A major focus for the Adult Services Division has continued to be the implementation of the Multnomah County Justice Reinvestment Program (MCJRP). Into its third year, program outcomes have resulted in sending fewer adults to prison. The combination of early assessment and intervention has reduced the need for prison beds while protecting public safety. Case management practices across the division continue to improve. Staff is tracking and auditing the implementation of Effective Practices in Community Supervision (EPICS) case management. Results show that most officers are using EPICS in a consistent manner across the department, translating into consistent communications and case planning practices across the department. DCJ's Crime Victim Services Unit continues to be an important resource for staff and community partners, providing presentations and trainings on issues related to crime victims and sex trafficking locally and nationally.

The Juvenile Services Division continues to focus on programs and strategies to reduce racial and ethnic disparities. The diversion program that began last year is now available to all youth in the county. JSD has expanded key services into East County, including a liaison to work with School Resource Officers. Custody Services began participating in Performance-based Standards, a national data-driven improvement model. A first round of data gathered revealed that operations were well run with a few areas of improvement. JSD completed a Juvenile Detention Alternatives Initiative System Assessment to assess fidelity to JDAI strategies. Workgroups are developing action plans for strengthening collaboration and juvenile justice system improvement and reform work.

In FY 2017, DCJ will need to continue addressing succession planning and allocate sufficient time and resources to train and certify employees. DCJ will continue to monitor the implementation of HB 3194 with its partners and adjust the program as needs arise. DCJ will continue to identify practices that will make a difference in reducing racial and ethnic disparities for adults and youth under supervision. Several strategies are being developed and DCJ will need support from public safety partners to move forward with these. Lastly, DCJ will be planning to move several units to one building in East County. This move will be a huge undertaking and attention will need to be devoted to working with staff to create viable plans to move programs and units.

Diversity and Equity

The department continues to identify programs and policies that integrate diversity and equity in the County. DCJ has continued strengthening culturally responsive programming for youth through the Community Healing Initiative (CHI). The Early Diversion pilot was expanded Countywide and mentoring has been made available to a number of youth, primarily high-risk gang involved youth on formal probation. Along with other public safety partners, DCJ was a part of the MacArthur Foundation Safety and Justice Challenge Network which included discussions around the disproportionate representation of people of color placed in jails. DCJ has identified several steps to take to improve community correction practices to reduce racial and ethnic disparities, including the examination of sanctioning practices. Participation in this network has been key to allowing DCJ to focus on steps to strengthen supervision practices so they are more culturally responsive and working to reduce disparities in the criminal justice system.

The department’s Diversity and Equity Steering Committee has a broad charge, including creating an annual training plan, using the equity lens, and creating an annual report including diversity of staff, clients, and services. Some key accomplishments over this year have been:

- Piloted Diversity and Equity training for 110 staff.
- Reviewed and discussed with County leadership existing partnerships and policies related to discrimination, harassment, and respectful workplace.
- Reviewed and made changes to the hiring process and provided a training focusing on reducing bias for interview panelists.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$14,396,553	\$206,324	\$14,602,877	58.80
Adult Services Division	29,030,776	27,242,737	56,273,513	307.15
Juvenile Services Division	<u>20,378,851</u>	<u>7,817,788</u>	<u>28,196,639</u>	<u>165.00</u>
Total Community Justice	\$63,806,180	\$35,266,849	\$99,073,029	530.95

Director's Office

The Director's Office provides policy, program, and fiscal direction to DCJ and ensures that DCJ is accountable to County residents, the Board of County Commissioners, and system partners. The Director's Office is responsible for the fiscal management of more than \$99 million in county, state, federal and private grant funds. The Research and Planning team promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. Business Services provides support for sound budgeting, grants management, invoice processing, contracting, fee collection, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) team directs the evaluation, selection, purchase, implementation and training of effective, innovative technology solutions to enhance DCJ's effectiveness. Human Resources (HR) supports over 500 regular employees on any given day- including the needs of management and members of three different unions. HR coordinates the development of policies, procedures, and internal investigations, and also manages 275 volunteers and interns, which provided over 13,063 hours of service to DCJ programs. The Crime Victim Services Unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and needs and continues to be an important resource for staff and community partners.

Significant Changes

The FY 2017 budget is investing in staff resources that will improve the customer service the Director's Office offers to the rest of the department and increase direct services to clients. An update of the Strategic Plan will result in updated goals and focus over the next several years.

Program offer 50003 makes permanent an Office Assistant 2 to process victim notifications. This position will ensure that the statutory rights for victims to receive notification of Probation Violations hearings will be met. This unit continues to work to become more victim centered and provides important resources for victims and DCJ staff. Another change is shifting a position from the Juvenile Services Division to the Director's Office to focus on researching, writing, and tracking federal and state grants (Program offer 50000). DCJ has experienced recent success in securing grant funding by utilizing the County's grant practicum and the Senior Grant Coordinator. However, dedicating a single staff person to focus on researching and tracking grant opportunities will allow DCJ to take full advantage of potential grant funding and to be more proactive and strategic in exploring potential grant opportunities.

Reductions to the Director's office include right-sizing or eliminating several contracts and reducing a Program Communication Coordinator position in the Business Application and Technology unit to 0.50 FTE (50002). A portion of this work will shift to another position in the Director's Office.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 13,800 probationers and post-prison adult offenders annually in the community who have been convicted of felony and misdemeanor crimes. The Recognizance unit helps process about 33,000 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 offender behavior by holding offenders accountable in a fair and just manner while providing them the services they need to reintegrate into the community. ASD also effectively coordinates with public safety partners. Probation and Parole Officers (PPO) receive significant training to work with adults under supervision who engage in risky behaviors related to domestic violence, gang involvement, mentally illness, and sex offending. DCJ's model is built to address the risks of these adults in 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 offender accountability. Services are also provided to help offenders 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

The FY 2017 budget continues to invest in quality wraparound services and an offender management structure that improves community supervision. Over the next year a restructuring of the Adult Services Division (ASD) will begin. The overarching goal will be to provide staff the time to focus on developing and implementing case plans that address the risk and needs of the adults on supervision. To implement this change effectively and efficiently, programs will be combined and supervision practices realigned. The opening of new offices in East County will result in DCJ having two main campuses that will play an important role in how we deliver services. This restructure will focus on providing upfront assessments to help determine the needs of the offenders and ensure those needs are met by providing a variety of wraparound services, including housing, treatment, employment assistance, and mentoring. This change could result in increase service needs. To address this, several positions may be re-purposed to provide upfront assessments in order to further define the needs of the adults under supervision. Several staff reductions have been made, including two Corrections Counselors at the Change Center (50028A) and a Parole and Probation Officer (50023). These reductions are focused on positions that provide non-direct supervision that have less of an impact on public safety than other positions. These reductions will impact adherence to evidence-based practices and ability to deliver quality wraparound services to all the adults on community supervision. A 1.00 FTE Forensics Examiner is funded with one-time-only General Funds (50019B).

Juvenile Services Division

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

Although delinquency referrals have declined over the past decade, there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Last year, JSD completed over 1,000 detention screens and approximately 440 youth were admitted to the Donald E. Long Juvenile Detention Home. Many of these youth arrive in crisis and require comprehensive wraparound services.

Annually, approximately 600 youth (referred for less serious criminal activity) are diverted from court and held accountable through case review and management, community service, paying restitution to victims, and completing community-based educational/behavioral interventions. Juvenile Court Counselors supervise medium to high risk youth on formal probation. JSD manages these youth in this population with treatment services, custody sanctions, detention alternatives and accountability interventions.

Significant Changes

JSD will continue supporting and focusing on the community-based work that is addressing racial and ethnic disparities in the juvenile justice system. This past year JSD has strengthened both partnership and service delivery to youth and families in East County. The Community Healing Initiative will continue to provide early intervention services as well as continue to service those families with youth already in the juvenile justice system (program offers 50065 A&B). In addition, the mentoring program will be continued to serve those youth on probation (program offer 50065C).

The closure of Senderos in FY 2016 impacted a number of staff positions. A Community Justice Manager position has transferred from program offer 50054A to 50063.

Reductions to JSD include reducing operating hours of the cafe portion of Nutrition Services to lunch service only while continuing to offer catering, culinary arts, and detention food services (program offer 50054D). This will result in the reduction of 0.80 FTE and savings from food products and tableware. We have some additional savings through rightsizing several contracts (program offers 50066, 50058).

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 2017 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,536,001	\$0	\$1,536,001	10.00
50001	DCJ Business Services	2,813,663	0	2,813,663	17.80
50002A	DCJ Business Applications & Technology	6,994,744	0	6,994,744	6.25
50003	DCJ Crime Victim Services Unit	705,755	110,592	816,347	6.00
50004	DCJ Research & Planning Unit	819,838	95,732	915,570	7.25
50005	DCJ Human Resources	1,526,552	0	1,526,552	11.50
Adult Services Division					
50010	Adult Offender Mental Health Services	1,599,071	0	1,599,071	0.00
50011A	Recovery System of Care	1,076,401	381,717	1,458,118	0.00
50011B	Recovery System of Care - Wrap Around Services Restoration	200,000	0	200,000	0.00
50012	Adult Offender Residential Treatment Services	2,218,385	0	2,218,385	0.00
50014	Adult Drug Court Program - STOP Court	771,235	370,406	1,141,641	0.25
50016	Adult Services Management	2,188,720	203,114	2,391,834	13.50
50017	Adult Support Services	2,519,249	1,873,411	4,392,660	32.00
50018	Adult Recog/Pretrial Supervision Program	3,138,575	0	3,138,575	29.00
50019A	Adult Forensics Unit	339,272	0	339,272	2.00
50019B	Adult Forensics - OTO	97,780	0	97,780	1.00
50020	Adult Parole/Post Prison Violation Hearings & Local Control Release Unit	0	742,258	742,258	4.75
50021	Assessment and Referral Center	3,079,877	4,622,166	7,702,043	26.00
50022	HB3194 Justice Reinvestment	0	3,107,385	3,107,385	5.00
50023A	Adult Field Generic Supervision High Risk	3,679,016	4,795,529	8,474,545	61.05
50024	Adult Mentally Ill Offender Supervision	797,735	240,673	1,038,408	6.00
50025	Adult Sex Offender Supervision & Treatment	549,051	2,189,217	2,738,268	15.00
50026	Adult Domestic Violence Supervision	1,164,316	1,485,858	2,650,174	19.00
50027	Adult Family Supervision Unit	899,171	323,506	1,222,677	8.00
50028A	The Change Center	1,935	2,286,671	2,288,606	20.50
50028B	The Change Center - Restoration	295,627	0	295,627	2.90

Community Justice

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Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50029	Adult Electronic Monitoring	417,508	0	417,508	3.00
50030	Adult Property Crimes Programs	322,871	1,813,125	2,135,996	9.70
50031A	Community Service	1,222,620	342,932	1,565,552	11.50
50031B	Community Service - Restoration	79,936	0	79,936	1.00
50032	Adult Gang and African American Program	266,222	1,405,667	1,671,889	9.00
50035	Support to Community Court - Restoration	94,543	0	94,543	1.00
50036	Adult Domestic Violence Deferred Sentencing	75,961	0	75,961	1.00
50037	Adult Sex Offender Reduced Supervision	0	238,811	238,811	2.00
50038	Adult Generic Reduced Supervision (Casebank)	662,715	483,780	1,146,495	9.00
50039	Formal Supervision & Monitor Misdemeanor	198,667	301,200	499,867	4.50
50040	Adult Effective Sanctioning Practices	1,074,317	35,311	1,109,628	9.50
Juvenile Services Division					
50050	Juvenile Services Management	1,597,439	165,540	1,762,979	9.00
50051	Juvenile Services Support	2,742,117	0	2,742,117	16.00
50052A	Family Court Services	163,509	1,070,759	1,234,268	9.00
50053	FCS - Justice for Families - Supervised Parenting Time	197,366	231,019	428,385	2.80
50054A	Juvenile Detention Services - 56 Beds	7,700,969	166,110	7,867,079	58.20
50054B	Juvenile Detention Services - 16 Beds	779,243	0	779,243	6.00
50054D	Courtyard Cafe - Lunch Service - Restoration	221,511	0	221,511	2.00
50055	Community Monitoring Program	272,539	316,648	589,187	0.00
50056	Juvenile Shelter & Residential Placements	73,839	534,157	607,996	0.00
50057	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	983,232	0	983,232	8.00
50058	Juvenile Probation Services	1,486,538	1,572,516	3,059,054	22.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	484,957	484,957	0.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	680,326	1,683,620	2,363,946	17.00
50064	Juvenile Assessment & Treatment for Youth & Families (ATYF)	264,912	802,716	1,067,628	8.00
50065A	Juvenile Culturally Specific Intervention	1,251,697	159,239	1,410,936	0.00

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Juvenile Services Division (cont.)					
50065B	CHI Early Intervention & Community Connection	770,491	0	770,491	0.00
50065C	CHI Mentoring	223,520	0	223,520	0.00
50066	Juvenile Community Interface Services	855,603	630,507	1,486,110	7.00
50067	Juvenile Community Interface Services OTO	<u>114,000</u>	<u>0</u>	<u>114,000</u>	<u>0.00</u>
	Total Community Justice	\$63,806,180	\$35,266,849	\$99,073,029	530.95

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

Executive Summary

The Director's Office provides the Department of Community Justice (DCJ) with the policy, program and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ is a 24-hour operation with about 500 regular employees. The Director's Office also coordinates over 275 volunteers provided throughout DCJ. The Director's Office provides leadership, communication, project management, and coordination across the Department's Divisions.

Program Summary

The Director's Office monitors the daily operations of an agency that provides supervision and treatment resources to youth, adults, families, and communities to address the underlying issues and problems that drive crime. It is the role of the Director's Office to hold the Department accountable to county residents, the Board of County Commissioners and system partners. From intake and assessment through discharge, the youth, adults, and families receive a continuum of services to help them reintegrate into their communities.

In FY 2015, DCJ supervised over 13,000 probationers and post-prison adult offenders annually in the community who have been convicted of felony and misdemeanor crimes. Our Juvenile Services Division operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 64 youth daily, and provides daily community supervision for high risk youth. Our Family Court Services program provides services for at-risk families as they go through separation and divorce. The Crime Victim Services Unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and needs.

The Directors office has direct oversight of administrative functions that support our direct service work. The Business Services division provides fiscal management of our county, state, federal and private grant funds. The Research and Planning team promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. The Business Applications and Technology (BAT) team directs the evaluation, selection, purchase, implementation and training of effective, innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports our employees, including the needs of management and members of three different unions. Lastly, this office oversees the work of a project management team that works directly with staff to explore and plan ways to improve our work.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of adult offenders supervised annually	13,805	12,600	13,132	13,000
Outcome	Percent of offenders convicted of misd. or felony within 1 year of supervision start date	NEW	NEW	16%	16%
Output	Number of juvenile criminal referrals received annually	NEW	NEW	1,150	1,100
Outcome	Percent of youth that had one or more subsequent referrals within one year post disposition	NEW	NEW	37%	37%

Performance Measures Descriptions

Measures 2 and 4 Changed: Expanded Recidivism Definition
 Measure 3 Changed: Focus on Core Functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,139,090	\$89,003	\$1,360,720	\$0
Contractual Services	\$119,086	\$0	\$84,086	\$0
Materials & Supplies	\$75,599	\$260	\$73,038	\$0
Internal Services	\$22,363	\$9,989	\$18,157	\$0
Total GF/non-GF	\$1,356,138	\$99,252	\$1,536,001	\$0
Program Total:	\$1,455,390		\$1,536,001	
Program FTE	8.00	1.00	10.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$7,570	\$0	\$0	\$0
Intergovernmental	\$0	\$99,252	\$0	\$0
Total Revenue	\$7,570	\$99,252	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50000-16 DCJ Director's Office

This program offer is increased by 1.00 FTE Program Specialist Senior in FY 2017 that transferred from another DCJ program (refer # 50050-17) and includes a reduction of \$35k in contracted services for organizational development.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,755,949	\$0	\$1,869,135	\$0
Contractual Services	\$14,131	\$0	\$14,041	\$0
Materials & Supplies	\$84,351	\$0	\$47,601	\$0
Internal Services	\$829,421	\$0	\$882,886	\$0
Total GF/non-GF	\$2,683,852	\$0	\$2,813,663	\$0
Program Total:	\$2,683,852		\$2,813,663	
Program FTE	17.70	0.00	17.80	0.00

Program Revenues				
Fees, Permits & Charges	\$1,300	\$0	\$0	\$0
Other / Miscellaneous	\$2,548,404	\$0	\$2,472,399	\$0
Total Revenue	\$2,549,704	\$0	\$2,472,399	\$0

Explanation of Revenues

County General Fund which includes Department Indirect Revenue of \$2,472,399 based on the FY17 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 2016: 50001-16 DCJ Business Services

This program offer adds 0.10 FTE Finance Specialist 1 in FY 2017.

Department: Community Justice **Program Contact:** Michael Callaghan
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 new and existing information systems and data reporting tools which increase the effectiveness of staff and improve the delivery of services to clients. BAT also manages the Court Appearance Notification System (CANS), a collaborative, multi-jurisdictional program designed to reduce offenders' rate of failure to appear (FTA) in court, community service and other required appointments within the Community Justice System through the use of automated telephone reminders and alerts.

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 system also alerts offenders of payments due on restitution, compensatory and/or supervision fees, and appointments with their Parole/Probation Officers (PPO). DCJ has also begun using CANS to remind offenders about Community Service appointments, increasing attendance by 10%. CANS regularly monitors and reports program performance to the Local Public Safety Coordination Council (LPSCC) and the Criminal Justice Advisory Committee (CJAC).

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of system innovations, upgrades and system replacements implemented	21	8	8	8
Outcome	Percent of IT Projects that were completed within 12 months	53%	40%	71%	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$773,333	\$0	\$732,044	\$0
Contractual Services	\$135,950	\$0	\$184,136	\$0
Materials & Supplies	\$181,715	\$0	\$173,405	\$0
Internal Services	\$5,423,708	\$79,476	\$5,905,159	\$0
Total GF/non-GF	\$6,514,706	\$79,476	\$6,994,744	\$0
Program Total:	\$6,594,182		\$6,994,744	
Program FTE	6.50	0.00	6.25	0.00

Program Revenues				
Indirect for Dept. Admin	\$6,061	\$0	\$0	\$0
Intergovernmental	\$0	\$79,476	\$0	\$0
Total Revenue	\$6,061	\$79,476	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50002-16 DCJ Business Applications & Technology

This program offer reflects a net decrease of 0.25 FTE; in FY 2017 it is increased by 0.25 FTE Program Specialist and reduced by 0.50 FTE Program Communications Coordinator.

Department: Community Justice

Program Contact: Truls Neal

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Community supervision serves three main purposes: 1) holding the offenders accountable, 2) making positive changes in offender behavior, and 3) protecting the rights of victims and the larger community. The Crime Victim Services Unit coordinates and enhances each division's response to the crime victim rights and to the individual crime victims of offenders 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 the offender 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 victim's rights, restitution collection, and becoming more responsive to crime victims. Lastly, this unit includes a position devoted specifically to the Commercial Sexual Exploitation of Children (CSEC). This is a multi-jurisdictional system collaborative process that includes social services leaders, elected officials, state policy makers, criminal justice system representatives, citizens, and survivors.

The Crime Victim Services Unit has been expanded in scope to provide services directly to crime victims. A crime victim advocate has been added along with increased funding in the Victims Emergency Assistance Fund. In addition, the Juvenile Services Division offers victim/offender dialogue to those crime victims who would like help in talking to the perpetrator of the crime against them and a second support position has been added to assist with letters and notifications that are provided to the victims.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of initial contacts with victims of probation cases	1,484	2,100	1,602	1,700
Outcome	Percent of victims contacted compared to the number of court cases	92%	95%	93%	95%
Outcome	Number of crime victims registering for ongoing notifications	316	250	426	400

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$520,931	\$0	\$610,461	\$89,667
Contractual Services	\$191,650	\$0	\$87,876	\$0
Materials & Supplies	\$5,675	\$2,248	\$5,935	\$7,475
Internal Services	\$929	\$252	\$1,483	\$13,450
Total GF/non-GF	\$719,185	\$2,500	\$705,755	\$110,592
Program Total:	\$721,685		\$816,347	
Program FTE	5.00	0.00	6.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$191	\$0	\$11,083	\$0
Intergovernmental	\$0	\$0	\$0	\$105,092
Other / Miscellaneous	\$0	\$2,500	\$0	\$2,500
Beginning Working Capital	\$0	\$0	\$0	\$3,000
Total Revenue	\$191	\$2,500	\$11,083	\$110,592

Explanation of Revenues

County General Fund plus two other fundings; 1) donation of \$5,500 from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. \$5,500 includes \$3k carryover from FY16 and \$2.5k calendar year 2017 award; 2) total of \$105,092 grant funding from US Dept of Health and Human Svcs for Domestic Victims of Human Trafficking.

Significant Program Changes

Last Year this program was: FY 2016: 50003-16 DCJ Crime Victims Unit

This program offer adds 1.00 FTE Office Assistant 2 in FY 2017 and eliminates \$84k in Victim Mediation contract funding.

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 & improvement, and release to the general public.

Program Summary

The RAP Unit supports the data and analysis needs of the three department divisions: Director's Office, Adult Services Division and the Juvenile Services Division. These analyses promote effective resource management and the attainment of the department's strategic goals. The unit promotes the adoption of evidence-based practices through continual identification and dissemination of emerging best practices in the literature and professional associations. The unit helps ensure that departmental operations have fidelity and are delivered in a manner optimizing client outcomes. The unit is responsible for the coordination and development of mandatory reports to other government agencies and funders.

The unit also provides representation and technical assistance to several County-wide data collaboratives. Members of RAP participate in workgroups with other criminal justice analysts to help leverage DCJ data and resources for maximum impact on the local public safety system.

Additionally, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of research and evaluation requests addressed by unit each month	24	32	29	30
Outcome	Number of output and outcome measures analyzed for budgeting process	138	140	144	140

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$674,109	\$102,003	\$805,514	\$75,704
Contractual Services	\$750	\$0	\$750	\$4,875
Materials & Supplies	\$11,216	\$260	\$12,976	\$3,797
Internal Services	\$827	\$11,443	\$598	\$11,356
Total GF/non-GF	\$686,902	\$113,706	\$819,838	\$95,732
Program Total:	\$800,608		\$915,570	
Program FTE	5.50	1.00	6.50	0.75

Program Revenues				
Indirect for Dept. Admin	\$8,672	\$0	\$9,357	\$0
Intergovernmental	\$0	\$113,706	\$0	\$95,732
Total Revenue	\$8,672	\$113,706	\$9,357	\$95,732

Explanation of Revenues

County General Fund plus other funding: 1) \$23,263 is partial allocation from the DOJ BJA grant for the 2nd Chance Act Reentry Program for women with co-occurring substance abuse and mental disorder. The grant award is for two year ending 09/30/2017; 2) \$72,469 grant funding from US Dept of Justice, OJP BJA Smart Supervision

Significant Program Changes

Last Year this program was: FY 2016: 50004-16 DCJ Research & Planning Unit

This program offer adds 0.75 FTE Data Technician that was added during FY 2016, funded by the SMART Supervision grant.

Department: Community Justice

Program Contact: Kevin Alano

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 different unions to hold employees accountable. The HR unit directly supports the culture and mission of the Department, giving them the tools they need to do their job and supporting management

Program Summary

The HR unit supports over 500 regular 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;

In calendar year 2015, the HR unit managed 349 family-medical related (30% increase) leave requests. For 2016, with the Jan 1, 2016 implementation of the "Paid Sick Leave Program" covering temporary and on-call employees, this number is estimated to increase between 10%-15%. We processed 819 personnel transactions in SAP as well as completed 326 (9% increase) background investigations / records checks on DCJ employees, volunteers, interns, and contractors.

In addition the HR team coordinated 578 internal and external professional development events that are necessary to keep qualified employees and meet statutory requirements. Events were attended by 500 employees totaling 15,286 internal hours and 7,827 external training hours. We managed 275 volunteers and interns who provided 13,063 hours of service to DCJ and Multnomah County programs.

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, safety, Health Insurance Portability and Accountability Act (HIPAA), and Prison Rape Elimination Act (PREA).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of regular employees supported per day	541	545	551	545
Outcome	Percent of people of color applying for open positions	39%	37%	35%	37%
Output	Annual number of temporaries, on-calls, volunteers, and interns supported	577	620	575	620

Performance Measures Descriptions

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,382,499	\$0	\$1,398,550	\$0
Contractual Services	\$131,112	\$0	\$43,555	\$0
Materials & Supplies	\$80,932	\$0	\$84,239	\$0
Internal Services	\$246	\$0	\$208	\$0
Total GF/non-GF	\$1,594,789	\$0	\$1,526,552	\$0
Program Total:	\$1,594,789		\$1,526,552	
Program FTE	11.30	0.00	11.50	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50005-16 DCJ Human Resources

This program offer adds 0.20 FTE HR Analyst 1 in FY 2017 and eliminates \$65k in funding for Internal Investigation contracted services. Services are being provided in-house.

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

Executive Summary

The rate of mental illness among those incarcerated is two to three times higher than among the general population (Roskes and Feldman 1999). These offenders eventually leave prison or jail and are then supervised in the community, bringing with them a variety of mental health and chronic medical issues. The Department of Community Justice (DCJ) provides funding for services that assist Parole/Probation Officers (PPO) in their work with about 300 adult mentally ill offenders annually.

Program Summary

Mental Health Services (MHS) helps PPOs access necessary resources for offenders with severe and persistent mental illness. This work is essential for stabilizing and decreasing recidivism rates for this specific population and is always coordinated with other community-based treatment.

MHS provides the following contracted services:

- 1) Provide outpatient mental health care coordination and psychiatric medication services to adult offenders with severe mental illness, with or without a substance abuse disorder, who are under the supervision of DCJ.
- 2) Provide mental health assessments, evaluations, diagnoses, and care plans, including referrals to other needed community services.
- 3) Conduct coordinated case planning with other agencies or individuals involved with the clients and/or their families.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of clients that received treatment	91	100	85	100
Outcome	Percent of offenders convicted of misd. or felony within 1 year of treatment admission date	NEW	NEW	30%	30%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$939,050	\$0	\$1,599,071	\$0
Total GF/non-GF	\$939,050	\$0	\$1,599,071	\$0
Program Total:	\$939,050		\$1,599,071	
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 2016: 50010-16 Adult Offender Mental Health Services

This program offer includes an increased investment in Mental Health Services - \$485k reallocated from 50010 Residential A&D Tx and \$175k from 50011 Recovery System of Care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$1,620,368	\$435,004	\$1,032,591	\$381,717
Materials & Supplies	\$45,900	\$0	\$43,810	\$0
Internal Services	\$0	\$48,676	\$0	\$0
Total GF/non-GF	\$1,666,268	\$483,680	\$1,076,401	\$381,717
Program Total:	\$2,149,948		\$1,458,118	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$36,887	\$0	\$0	\$0
Intergovernmental	\$0	\$403,680	\$0	\$376,217
Other / Miscellaneous	\$0	\$80,000	\$0	\$5,500
Total Revenue	\$36,887	\$483,680	\$0	\$381,717

Explanation of Revenues

County General Fund plus 1) \$279,376 funding from State Department of Corrections (DOC) SB1145. This is the allocation for the second half of the 2015-2017 biennium; 2) State Treatment Transition Program \$96,841. This is the budgeted amount for the second half of the 2015-2017 biennium; 3) Civil Forfeitures \$5,500. Funds are received from Mult Co. Circuit Court or City of Portland for civil forfeitures seized from clients and turned over to DCJ per ORS 131A.360.

Significant Program Changes

Last Year this program was: FY 2016: 50011-16 Recovery System of Care

This program offer includes a reallocation of \$175k to 50010 Mental Health Services, \$150k to 50021 Assessment and Referral Center for housing and a cut of \$200k in funding for additional wrap around support services. It also reflects a \$75k reduction in forfeiture funding from the State courts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$200,000	\$0
Total GF/non-GF	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

Department: Community Justice **Program Contact:** Truls Neal
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 offenders, the long-term collateral costs of re-arrest, re-incarceration and inadvertent consequences for the children of offenders significantly decline.

Program Summary

This offer supports 130 beds of residential drug and alcohol treatment for high risk male and female offenders and allows courts and probation/parole officers to have sanction options other than jail for those needing treatment. Fifty-two beds serve high risk offenders 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., sex offenders, East County property offenders). This program also provides 40 residential alcohol and drug treatment beds for high risk female offenders in two facilities and nine 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 offenders 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 be reimbursed through health insurance. DCJ will continue to provide funding for clinical services for those offenders 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 offenders, especially those with trauma and abuse in their background (2006).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of male offenders participating in treatment	433	400	350	400
Outcome	Percent of male offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	30%	30%
Output	Number of female offenders that received treatment	244	230	275	240
Outcome	Percent of female offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	20%	20%

Performance Measures Descriptions

Measures 2 and 4 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$2,703,835	\$0	\$2,218,385	\$0
Total GF/non-GF	\$2,703,835	\$0	\$2,218,385	\$0
Program Total:	\$2,703,835		\$2,218,385	
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 2016: 50012-16 Addiction Services - Adult Offender Residential

This program offer includes a reallocation of \$485k to 50010 Mental Health Services.

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

Executive Summary

Drug Diversion Drug Court (Sanction, Treatment, Opportunity, and Progress - STOP) contributes to public safety by providing outpatient treatment and supervision to approximately 400 adult offenders each year, with a daily capacity of 250 individuals. STOP holds adults charged with drug offenses accountable while providing them an opportunity for treatment. Those who successfully complete treatment and court requirements have their charges dismissed.

Program Summary

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

There is a well-researched link between substance abuse and criminal behavior. A recent report from the National Institute of Corrections (NIC) states that half of offenders were under the influence of alcohol or drugs when they committed their current offense (Przybylski 2008). The NIC says, "It is unlikely that recidivism rates can be appreciably reduced without breaking the cycle of substance abuse and crime."

This program has proven its effectiveness through independent studies and measures a cost savings to the County of nearly \$1,400 per offender (NPC Research 2003). A ten-year analysis of STOP Drug Court (from 1991 to 2001) published by NPC Research in 2007, showed that STOP reduced re-arrests by 30 percent compared to eligible defendants who did not go through STOP.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of participants served annually	389	450	400	400
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	20%	20%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$38,392	\$0	\$38,530
Contractual Services	\$771,235	\$446,592	\$771,235	\$317,641
Materials & Supplies	\$0	\$7,131	\$0	\$8,455
Internal Services	\$0	\$52,209	\$0	\$5,780
Total GF/non-GF	\$771,235	\$544,324	\$771,235	\$370,406
Program Total:	\$1,315,559		\$1,141,641	
Program FTE	0.00	0.25	0.00	0.25

Program Revenues				
Indirect for Dept. Admin	\$39,008	\$0	\$4,763	\$0
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000
Intergovernmental	\$0	\$539,324	\$0	\$365,406
Total Revenue	\$39,008	\$544,324	\$4,763	\$370,406

Explanation of Revenues

County General Fund plus 1) Drug Diversion Fees from clients \$5,000. All fees collected by DCJ are passed-through to contractor that runs Drug Diversion Program. The majority of these fees are paid directly to the contractor by the client; 2) \$365,406 grant funding from US Dept of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) for Drug Courts treatment programs, award ends 9/29/2017.

Significant Program Changes

Last Year this program was: FY 2016: 50014-16 Addiction Services - Adult Drug Court Program

This program offer includes a \$213k reduction in funding due to the end of the CJC Drug Court Enhancement grant in FY16.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,720,811	\$0	\$1,834,192	\$123,523
Contractual Services	\$4,000	\$0	\$4,000	\$55,400
Materials & Supplies	\$241,913	\$3,455	\$231,777	\$5,663
Internal Services	\$132,950	\$0	\$118,751	\$18,528
Total GF/non-GF	\$2,099,674	\$3,455	\$2,188,720	\$203,114
Program Total:	\$2,103,129		\$2,391,834	
Program FTE	12.50	0.00	12.50	1.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$15,267	\$0
Intergovernmental	\$0	\$3,455	\$0	\$203,114
Total Revenue	\$0	\$3,455	\$15,267	\$203,114

Explanation of Revenues

County General Fund plus \$203,114 SMART Supervision grant from US Dept of Justice, Office of Justice Programs, Bureau of Justice Assistance. Funding is to help to reduce prison populations, saving money and creating safer communities.

Significant Program Changes

Last Year this program was: FY 2016: 50016-16 Adult Services Management

This program offer adds 1.00 FTE Probation/Parole Officer that was added during FY 2016, funded by the SMART Supervision grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$201,557	\$90,768	\$1,035,061	\$1,629,053
Contractual Services	\$7,971	\$0	\$6,288	\$0
Materials & Supplies	\$149,651	\$260	\$284,423	\$0
Internal Services	\$1,060,531	\$10,186	\$1,193,477	\$244,358
Total GF/non-GF	\$1,419,710	\$101,214	\$2,519,249	\$1,873,411
Program Total:	\$1,520,924		\$4,392,660	
Program FTE	3.00	1.00	13.00	19.00

Program Revenues				
Indirect for Dept. Admin	\$7,719	\$0	\$201,351	\$0
Intergovernmental	\$0	\$101,214	\$0	\$1,873,411
Total Revenue	\$7,719	\$101,214	\$201,351	\$1,873,411

Explanation of Revenues

County General Fund plus \$1,873,411 SB 1145 funding from State Department of Corrections (DOC) SB1145. This is the allocation for the second half of the 2015-2017 biennium;

Significant Program Changes

Last Year this program was:

This program offer reflects an increase of 28.00 FTE that transferred from other DCJ programs as part of the reorganization to support staff in the Adult Services Division. This new program offer reflects the FY16 restructuring of support services to a centralized model.

Department: Community Justice **Program Contact:** Jay Scroggin
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 re-offend and conducting interviews and assessments to determine release eligibility, the Recog and Pretrial units allows for scarce jail beds to be reserved for higher risk offenders.

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 flight risk and recidivism, Recog staff also assist the court with release decisions for those defendants that are ineligible for release by Recog staff and serve 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 supervise 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 the defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through home, community and office visits, telephone contacts and in some instances electronic and Global Positioning Software (GPS) is used.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of recog cases processed annually	33,458	36,000	33,237	33,000
Outcome	Percent of recog cases interviewed	NEW	NEW	35%	35%

Performance Measures Descriptions

Measure 2 Changed: Data not available due to eCourt upgrades

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,905,695	\$0	\$3,025,904	\$0
Contractual Services	\$7,642	\$0	\$7,642	\$0
Materials & Supplies	\$29,458	\$0	\$29,145	\$0
Internal Services	\$69,453	\$0	\$75,884	\$0
Total GF/non-GF	\$3,012,248	\$0	\$3,138,575	\$0
Program Total:	\$3,012,248		\$3,138,575	
Program FTE	29.00	0.00	29.00	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 is a new offer combining 50017-16 Adult Recog Program and 50018-16 Adult Pre-trial Supervisions and Pretrial.

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

Executive Summary

The Department of Community Justice (DCJ) computer forensics laboratory is a unique critical service for community justice agencies throughout the state. DCJ maintains a secure digital evidence laboratory in which forensic examinations of electronic storage devices are analyzed using scientific procedures.

Program Summary

The anonymity provided by the Internet and the ability to effectively hide volumes of information on computers, cell phones and other electronic storage devices leaves officers at a disadvantage. Non-forensic methods of discovery are ineffective and can compromise cases in court. The forensics lab provides scientifically sound technology for the recovery of electronic evidence in a manner that allows supervising officers to determine an offender's activities. This progressive resource significantly enhances public safety and ensures the highest rates of successful outcomes, permitting parole officers to intervene early and prevent offender behavior from escalating into new criminal activity that involves costly incarceration.

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

Oregon and Washington rank very high nationally in the frequency of identity theft. Drugs are bought and sold online, and sex offenders exchange pornography and solicit underage victims through the Internet. Fraud and identity theft are carried out using computers and peer-to-peer networks. Email is used by domestic violence offenders to threaten and intimidate individuals. Portland has also been identified as a major West Coast hub for human trafficking activity.

In the interest of public safety and best practices supervision, the DCJ forensics lab extends its services to all adult and juvenile officers in Multnomah County and to adjacent county community justice partners that lack access to these services. Lab personnel are highly trained and certified in the collection, preservation, analysis and reporting results of forensic examinations and provide Parole/Probation Officers (PPO) with the information they need to effectively supervise offenders and promote public safety. The lab also collaborates with the Northwest Regional Computer Forensics Laboratory.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of gigabytes examined annually	12,313	15,000	17,125	15,000
Outcome	DCJ cases completed	31	40	63	60
Outcome	Non-DCJ cases completed	15	20	24	20
Outcome	Number of items examined through forensic analysis	133	200	510	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$286,013	\$0	\$302,063	\$0
Materials & Supplies	\$15,206	\$0	\$15,206	\$0
Internal Services	\$20,830	\$0	\$22,003	\$0
Total GF/non-GF	\$322,049	\$0	\$339,272	\$0
Program Total:	\$322,049		\$339,272	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50019-16 Adult Forensics Unit

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$97,520	\$0
Materials & Supplies	\$0	\$0	\$260	\$0
Total GF/non-GF	\$0	\$0	\$97,780	\$0
Program Total:	\$0		\$97,780	
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:

Department: Community Justice **Program Contact:** Laura Ritchie

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

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of clients served in the local control unit	53	100	101	100
Outcome	Percent of offenders convicted of misd. or felony within 1 year of release date from local control	NEW	NEW	33%	33%
Output	Number of hearings completed by hearings officers	NEW	NEW	638	650

Performance Measures Descriptions

Measure 1 Reworded for Clarity

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,023,029	\$0	\$634,725
Contractual Services	\$0	\$3,098	\$0	\$3,098
Materials & Supplies	\$0	\$10,901	\$0	\$450
Internal Services	\$0	\$127,906	\$0	\$103,985
Total GF/non-GF	\$0	\$1,164,934	\$0	\$742,258
Program Total:	\$1,164,934		\$742,258	
Program FTE	0.00	9.75	0.00	4.75

Program Revenues				
Indirect for Dept. Admin	\$88,846	\$0	\$78,452	\$0
Intergovernmental	\$0	\$1,164,934	\$0	\$736,960
Beginning Working Capital	\$0	\$0	\$0	\$5,298
Total Revenue	\$88,846	\$1,164,934	\$78,452	\$742,258

Explanation of Revenues

County General Fund plus 1) State Department of Corrections (DOC) SB1145 funding of \$736,960. This is the allocation for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated; 2) BWC of \$5,298 from State Board of Parole Hearings fund. Total 2015-2017 biennium funding is \$48,865. \$5,298 is the remaining funding for FY17.

Significant Program Changes

Last Year this program was: FY 2016: 50020-16 Adult Parole/Post Prison Violation Hearings & Local Control Release

This program offer reflects a decrease of 5.00 FTE that transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17).

Department: Community Justice **Program Contact:** Jay Scroggin
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) and specialized services, including housing placement 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

Individuals being supervised by DCJ are evaluated using a standardized tool for assisting staff with predicting the risk of clients re-offending. The ARC staff use additional assessments for individuals considered high risk to re-offend to determine which strategies and services are most appropriate to reduce risk and connect to appropriate services. Results indicate that the use of initial assessments, referrals and re-entry services reduces re-offending and increases offender engagement. Our coordinated and immediate service delivery pre and post release increases the motivation of our clients to change and is a contributing factor to reduced recidivism.

ARC staff meets with the majority of offenders 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 offender's successful transition. In addition to state custody, this practice includes some offenders in local jails and residential treatment.

There is capacity to provide short- and long-term housing/shelter to 285 high risk and disabled offenders a day using several community contracted agencies. Providing housing to offenders is cost-effective. It costs approximately \$37.37 per day to house an offender in transitional housing, as compared to \$150.00 to \$170.00 per day to keep an offender incarcerated. ARC actively works to build partnerships with community based services and organizations, as well as other Multnomah County Departments, including a newly formed Health Assessment Team (HAT), to provide the continuum of care that is needed for recently released offenders, including housing, health assessments, treatment access, case coordination and family engagement.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of offenders housed monthly	270	270	270	300
Outcome	Percent of offenders who report as ordered during the first thirty days from their release from prison	NEW	NEW	80%	80%
Outcome	Percent of offenders that are not revoked during the first thirty days from their release from prison	99%	95%	99%	95%
Outcome	Number of people who get assessed	NEW	NEW	5353	5400

Performance Measures Descriptions

Measure 2 Changed: Alignment To Core Functions
 Measure 4 Changed: Measure Reflects New Program Goal

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$226,494	\$3,381,322	\$181,603	\$2,845,743
Contractual Services	\$2,682,511	\$1,389,574	\$2,858,512	\$1,328,944
Materials & Supplies	\$7,010	\$68,735	\$7,207	\$28,871
Internal Services	\$19,893	\$534,652	\$32,555	\$418,608
Total GF/non-GF	\$2,935,908	\$5,374,283	\$3,079,877	\$4,622,166
Program Total:	\$8,310,191		\$7,702,043	
Program FTE	2.51	32.49	1.44	24.56

Program Revenues				
Indirect for Dept. Admin	\$405,169	\$0	\$344,932	\$0
Fees, Permits & Charges	\$0	\$5,250	\$0	\$4,700
Intergovernmental	\$0	\$5,369,033	\$0	\$4,227,559
Beginning Working Capital	\$0	\$0	\$0	\$389,907
Total Revenue	\$405,169	\$5,374,283	\$344,932	\$4,622,166

Explanation of Revenues

County General Fund plus 1) State Department of Corrections (DOC) SB1145 funding of \$4,483,965. This is the allocation for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated; 2) \$78,474 funding from DOC Subsidy/Inmate Welfare Fund (IWF). This funding is part of the Community Corrections Plan; 3) \$4,700 – Clients applying to be supervised in another state. The Interstate Compact Application Fee is \$50. The 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) US Dept of Justice JAG Grant \$55,027. Grant ends 9/30/2017

Significant Program Changes

Last Year this program was: FY 2016: 50021-16 Assessment and Referral Center

This program offer reflects a decrease of 9.00 FTE that transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17).

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

Executive Summary

Justice Reinvestment is a statewide initiative which 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 new process to assess offenders prior to sentencing and to provide a continuum of community-based sanctions, services and programs that are designed to reduce recidivism and decrease the county's utilization of imprisonment in Department of Corrections (DOC) institutions while protecting public safety and holding offenders accountable.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a joint project of the entire criminal justice system: courts, defense, prosecution, jail, law enforcement, Citizens Crime Commission and the Department of Community Justice (DCJ). Defendants facing a prison term who meet the eligibility requirements are identified by the District Attorney. The MCJRP program 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 offenders 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 offenders who are sentenced to probation rather than prison, DCJ will provide intensive supervision for at least 120 days, along with referrals to treatment. Treatment options for the MCJRP offenders include treatment readiness programming, stabilization housing, clean and sober housing, intensive outpatient and residential treatment for addictions, employment programs, parenting skills programs, and peer mentors. 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. The program has always been state funded, however the funding was incorporated into statewide Justice Reinvestment funding in FY 2015.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of adult offenders supervised annually	250	640	850	850
Outcome	Percent of offenders who are revoked within 1 year of supervision start date	NEW	NEW	9%	10%

Performance Measures Descriptions

Measure 2 Changed: Alignment to State Reporting

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$996,913	\$0	\$675,776
Contractual Services	\$0	\$3,127,578	\$0	\$2,362,731
Materials & Supplies	\$0	\$2,860	\$0	\$1,300
Internal Services	\$0	\$412,735	\$0	\$67,578
Total GF/non-GF	\$0	\$4,540,086	\$0	\$3,107,385
Program Total:	\$4,540,086		\$3,107,385	
Program FTE	0.00	11.00	0.00	5.00

Program Revenues				
Indirect for Dept. Admin	\$300,881	\$0	\$55,684	\$0
Intergovernmental	\$0	\$4,430,086	\$0	\$2,884,843
Beginning Working Capital	\$0	\$110,000	\$0	\$222,542
Total Revenue	\$300,881	\$4,540,086	\$55,684	\$3,107,385

Explanation of Revenues

\$2,999,052 Oregon 2015-2017 Justice Reinvestment Grant Program (JRP) funding for the second half of the biennium, plus additional carryover of \$108,33 due to the delay in implementation of the Treatment Readiness program.

Significant Program Changes

Last Year this program was: FY 2016: 50022A-16 HB3194 Justice Reinvestment

This program offer reflects a decrease of 6.00 FTE; in FY 2016 4.00 FTE Probation/Parole Officers and 1.00 FTE Corrections Technician were cut, 1.00 FTE Probation/Parole Officer transferred to another DCJ program (refer # 50030-17).

Department: Community Justice **Program Contact:** Erika Preuitt
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 offenders. Multnomah County receives a greater number of high risk offenders than any other Oregon county and is still able to produce lower recidivism rates for our cases.

Program Summary

High Risk Supervision uses research-based strategies to supervise high risk offenders on probation and parole. DCJ utilizes the Level of Service/Case Management Inventory (LS/CMI) and Public Safety Checklist (PSC) assessment tools to measure the risks and needs of adult offenders. The LS/CMI is also a fully functioning case management tool. The LS/CMI provides a summary of the offender's criminogenic and noncriminogenic factors, as well as special responsibility considerations to be deployed during supervision. The PSC provides a quick, objective, validated assessment of the probability an offender will be re-convicted of a felony or re-arrested for a person or property offense based on specific offender characteristics.

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of high risk adult offenders supervised annually	3,953	2,700	4,243	4,000
Outcome	Percent of offenders who are convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	23%	23%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,846,125	\$4,361,126	\$2,942,448	\$4,087,392
Contractual Services	\$10,899	\$48,281	\$12,731	\$54,296
Materials & Supplies	\$81,180	\$50,066	\$13,666	\$40,732
Internal Services	\$815,473	\$499,014	\$710,171	\$613,109
Total GF/non-GF	\$3,753,677	\$4,958,487	\$3,679,016	\$4,795,529
Program Total:	\$8,712,164		\$8,474,545	
Program FTE	24.74	40.41	25.40	35.65

Program Revenues				
Indirect for Dept. Admin	\$378,161	\$0	\$505,201	\$0
Fees, Permits & Charges	\$0	\$306,370	\$0	\$242,021
Intergovernmental	\$0	\$4,652,117	\$0	\$4,553,508
Other / Miscellaneous	\$68,000	\$0	\$151,612	\$0
Total Revenue	\$446,161	\$4,958,487	\$656,813	\$4,795,529

Explanation of Revenues

County General Fund plus 1) Total of \$151,612 which includes \$149,612 from HB 2712 and \$2,000 from SB 1065. Assuming funding from HB2712 Circuit Court Jail Assessments will remain the same as FY16 actual (\$308,326); \$149,612 is 49% allocation of total projected HB2712 revenue, which are deposited into the general fund.; historically, fees for the Criminal Fine Account (CFA) are collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308; \$2,000 is the trending amount that we received from prior three fiscal years 2) \$4,553,508 - State Department of Corrections (DOC) SB 1145. This is the allocation for second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated; 3) \$242,021 - Supervision fees. 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 2016: 50023-16 Adult Field Generic Supervision (Level 1&2)

This program offer reflects a net decrease of 4.10 FTE; during FY 2016 3.10 FTE transferred to/from other DCJ programs and in FY 2017 1.00 FTE Probation/Parole Officer is removed.

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

Executive Summary

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

Program Summary

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

The MIO unit performs the following:

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

This program, along with program offer 50010, Adult Offender Mental Health Services, supports public safety by providing supervision and treatment to high and medium risk offenders who require assistance in accessing resources to help them achieve a higher quality of life.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	321	300	311	300
Outcome	Percent of offenders convicted of misd. or felony within 1 year of supervision start date	NEW	NEW	30%	30%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$740,065	\$0	\$794,675	\$0
Contractual Services	\$1,500	\$0	\$1,500	\$233,023
Materials & Supplies	\$1,560	\$0	\$1,560	\$7,650
Total GF/non-GF	\$743,125	\$0	\$797,735	\$240,673
Program Total:	\$743,125		\$1,038,408	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$240,673
Total Revenue	\$0	\$0	\$0	\$240,673

Explanation of Revenues

County General Fund plus \$240,673 partial allocation from the DOJ BJA grant for the 2nd Chance Act Reentry Program for women with co-occurring substance abuse and mental disorder. Total grant award is \$600k for two year ending 09/30/2017.

Significant Program Changes

Last Year this program was: FY 2016: 50024-16 Adult Mentally Ill Offender Supervision

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,783,932	\$0	\$1,890,051
Contractual Services	\$462,892	\$761	\$462,921	\$658
Materials & Supplies	\$70,836	\$9,030	\$86,130	\$15,000
Internal Services	\$0	\$200,717	\$0	\$283,508
Total GF/non-GF	\$533,728	\$1,994,440	\$549,051	\$2,189,217
Program Total:	\$2,528,168		\$2,738,268	
Program FTE	0.00	15.50	0.00	15.00

Program Revenues				
Indirect for Dept. Admin	\$152,108	\$0	\$233,610	\$0
Fees, Permits & Charges	\$0	\$135,000	\$0	\$147,927
Intergovernmental	\$0	\$1,859,440	\$0	\$2,041,290
Total Revenue	\$152,108	\$1,994,440	\$233,610	\$2,189,217

Explanation of Revenues

County General Fund plus 1) \$2,016,290 State Department of Corrections (DOC) SB1145 funding 2) DOC SVDO \$25,000. FY 2017 budget is based on 3 years of history of supervision days at FY16 daily reimbursement rate of \$8.98; 3) \$147,927 - Supervision fees. 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 2016: 50025-16 Adult Sex Offender Supervision & Treatment

This program offer reflects a net decrease of 0.50 FTE that transferred to/from other DCJ programs during FY 2016.

Department: Community Justice **Program Contact:** Laura Ritchie
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 offenders accountable and promote offender change. Each year, this program supervises over 1,000 offenders convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with victims to empower them to make changes that improve their lives as well as the lives of their families. Over the last three years, about nine out of ten offenders supervised by the DV unit have not committed a new Felony.

Program Summary

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

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

The Domestic Violence Deferred Sentencing Program (DSP) and batterer intervention services appear in Program Offer 50036.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of DV offenders served yearly	1,198	1,200	1,107	1,200
Outcome	Percent of offenders convicted of a misd. or felony 1 year of supervision start date	NEW	NEW	15%	15%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$970,724	\$1,133,497	\$1,095,277	\$1,105,874
Contractual Services	\$0	\$198,068	\$0	\$199,904
Materials & Supplies	\$2,340	\$14,623	\$2,340	\$14,199
Internal Services	\$149,022	\$150,639	\$66,699	\$165,881
Total GF/non-GF	\$1,122,086	\$1,496,827	\$1,164,316	\$1,485,858
Program Total:	\$2,618,913		\$2,650,174	
Program FTE	8.60	10.90	8.80	10.20

Program Revenues				
Indirect for Dept. Admin	\$114,157	\$0	\$136,686	\$0
Fees, Permits & Charges	\$0	\$117,100	\$0	\$127,850
Intergovernmental	\$0	\$1,379,727	\$0	\$1,358,008
Total Revenue	\$114,157	\$1,496,827	\$136,686	\$1,485,858

Explanation of Revenues

County General Fund plus 1) Supervision fees from clients \$127,850. 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) State Department of Corrections (DOC) \$1,358,008. This is the allocation amount for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated.

Significant Program Changes

Last Year this program was: FY 2016: 50026-16 Adult Domestic Violence Supervision

This program offer reflects a net decrease of 0.50 FTE that transferred to/from other DCJ programs during FY 2016.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,020,643	\$20,988	\$850,283	\$134,541
Contractual Services	\$36,605	\$1,496	\$36,605	\$168,784
Materials & Supplies	\$7,677	\$0	\$2,000	\$0
Internal Services	\$12,788	\$2,516	\$10,283	\$20,181
Total GF/non-GF	\$1,077,713	\$25,000	\$899,171	\$323,506
Program Total:	\$1,102,713		\$1,222,677	
Program FTE	8.76	0.24	6.85	1.15

Program Revenues				
Indirect for Dept. Admin	\$1,907	\$0	\$16,629	\$0
Fees, Permits & Charges	\$0	\$25,000	\$0	\$25,092
Beginning Working Capital	\$0	\$0	\$0	\$298,414
Total Revenue	\$1,907	\$25,000	\$16,629	\$323,506

Explanation of Revenues

County General Fund plus 1) \$25,092 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) BWC of \$298,414 carryover funding from the state HB 3503 Family Sentencing Alternative Program grant. Total grant funds is \$443,189.66 for the period of 01/01/2016 to 06/30/2017.

Significant Program Changes

Last Year this program was: FY 2016: 50027-16 Adult Family Supervision Unit

This program offer reflects a net decrease of 1.00; 1.00 FTE Records Technician transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17), 1.00 FTE Probation/Parole Officer transferred to DCJ program offer # 50023A-17, 1.00 FTE Probation/Parole Officer was added during FY 2016 with new funding for the Family Sentencing Alternative Pilot program.

Department: Community Justice **Program Contact:** Michelle Aguilar
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 holds high risk, violent, mentally ill and drug addicted adult probation and parole violators accountable for their actions. The Change Center provides cognitive behavioral skill-based programming through individual sessions and group processes, plus a motivational enhancement group. Londer Learning Center operates onsite to provide employment and education services to CC clients.

Program Summary

The Change Center is a program that has combined the programs known as the Day Reporting Center and the Londer Learning Center. This center is an alternative consequence to jail or other custody sanctions used to address supervision violations. The existence of this program allows jail beds to be available for more serious offenders. The program works with high and medium risk offenders who have been released from incarceration or who have been sanctioned to the program by their Parole/Probation Officer (PPO) due to supervision violations. Offenders in this program receive services designed to address challenging life circumstances - addiction and mental issues, criminal thinking and attitudes, inadequate work skills and lack of stability and/or pro-social support.

The center will be working with sanctioned and non-sanctioned clients to increase skills and dosage of programming while on supervision through cognitive interventions and skill building. They will also be providing wrap-around services by assisting clients to obtain their GED, providing job prep and career pathway courses. By implementing evidence-based programs which research shows reduces offender arrests, decreases drug use and increases employment (Rhyne and Hamblin 2010).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually by Londer Learning Center	NEW	NEW	450	450
Outcome	Percent of program participants earning a GED	12%	20%	15%	15%
Output	Number of DRC clients served annually	1415	1700	1338	1600

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Function

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$395,355	\$2,288,683	\$0	\$2,181,904
Contractual Services	\$64,000	\$20,642	\$0	\$84,642
Materials & Supplies	\$7,471	\$24,426	\$0	\$18,165
Internal Services	\$1,181	\$1,311	\$1,935	\$1,960
Total GF/non-GF	\$468,007	\$2,335,062	\$1,935	\$2,286,671
Program Total:	\$2,803,069		\$2,288,606	
Program FTE	3.95	22.45	0.00	20.50

Program Revenues				
Intergovernmental	\$0	\$23,080	\$0	\$10,000
Other / Miscellaneous	\$76,550	\$0	\$0	\$0
Total Revenue	\$76,550	\$23,080	\$0	\$10,000

Explanation of Revenues

County General Fund plus \$10,000 funding from the State Dept of Human Services for Access and Recovery Clinical Services program: \$2,276,671 in Video Lottery Funds

Significant Program Changes

Last Year this program was: FY 2016: 50028-16 Adult Day Reporting Center

This program offer combines 50033-16 Londer Learning Center and 50028-16 Day Reporting Center and reflects a decrease of 5.90 FTE. During FY 2016 1.00 FTE Corrections Technician transferred to another DCJ program (refer # 50037-17). In FY 2017 this program offer is decreased by 4.90 FTE which includes 0.90 FTE Basic Skills Educator, 3.00 FTE Corrections Counselor and 1.00 FTE Corrections Technician.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$294,847	\$0
Materials & Supplies	\$0	\$0	\$780	\$0
Total GF/non-GF	\$0	\$0	\$295,627	\$0
Program Total:	\$0		\$295,627	
Program FTE	0.00	0.00	2.90	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 restores .90 FTE Basic Skills Educator, 1.00 FTE Corrections Counselor and 1.00 FTE Corrections Technician reduced from program offer 50028A-17.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$260,980	\$0	\$263,270	\$0
Contractual Services	\$123,695	\$0	\$153,695	\$0
Materials & Supplies	\$780	\$0	\$520	\$0
Internal Services	\$50	\$0	\$23	\$0
Total GF/non-GF	\$385,505	\$0	\$417,508	\$0
Program Total:	\$385,505		\$417,508	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50029-16 Adult Electronic Monitoring

Department: Community Justice **Program Contact:** Erika Preuitt
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 its Measure 57 program to focus on opioid-dependent offenders to address the increase in number of offenders, and the difficulty in successfully treating these individuals. A close partnership with a qualified community-based program enhances our ability to safely manage these offenders while reducing overdose deaths and criminal recidivism.

CODA is a non-profit provider offering outpatient, residential, and medically assisted treatment options. This agency has particular expertise in treating opioid dependence and in providing services to those in the criminal justice system. A CODA counselor is housed at DCJ's Assessment and Referral Center (ARC), working closely with intake staff to assess treatment needs, make referrals, support treatment engagement, and participate in multi-disciplinary team case management.

The Success Through Accountability, Restitution, and Treatment (START) court is also funded from Measure57. It 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, MCSO, defense attorneys, the DA, Volunteers of America, and DCJ. This program contracts for up to 165 active participants.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of START Court offenders served yearly in supervision	221	200	261	200
Outcome	Percent of START Court offenders convicted of a misdemeanor or felony within 1 year of supervision start	NEW	NEW	35%	35%
Output	Number of offenders referred to medically assisted treatment.	NEW	NEW	NEW	200

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$235,401	\$590,970	\$317,674	\$755,102
Contractual Services	\$4,000	\$1,039,773	\$4,000	\$939,441
Materials & Supplies	\$2,933	\$55,224	\$1,197	\$21,051
Internal Services	\$0	\$177,854	\$0	\$97,531
Total GF/non-GF	\$242,334	\$1,863,821	\$322,871	\$1,813,125
Program Total:	\$2,106,155		\$2,135,996	
Program FTE	2.01	6.09	2.71	6.99

Program Revenues				
Indirect for Dept. Admin	\$132,164	\$0	\$80,365	\$0
Fees, Permits & Charges	\$0	\$12,500	\$0	\$13,180
Intergovernmental	\$0	\$1,851,321	\$0	\$1,077,598
Beginning Working Capital	\$0	\$0	\$0	\$722,347
Total Revenue	\$132,164	\$1,863,821	\$80,365	\$1,813,125

Explanation of Revenues

County General Fund plus 1) BWC of \$722,347 carryover from FY16 for State Department of Corrections (DOC) M57 funding. This is the allocation for the second half of the 2015-2017 biennium. Funding restricted to program that supports Measure 57; 2) \$999,279 - State Criminal Justice Commission START Court for second half of biennium. The 2015-2017 biennium funding is \$2,246,400 shared among DA, DCJ and Sheriff. Total DCJ's share is \$1,979,390; 3) \$13,180 - Supervision fees. 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; 4) \$78,319 - Bureau of Justice Administration START Enhancement (Alumni Group) grant . Total award is \$200,000 for the period of 10/01/2014 to 9/30/2016.

Significant Program Changes

Last Year this program was: FY 2016: 50030-16 Adult Property Crimes Programs (RAIN & START)

This program offer reflects a net increase of 1.60 FTE that transferred to/from other DCJ programs.

Department: Community Justice **Program Contact:** Michelle Aguilar
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 corrections clients in a pro-social occupation of their time, as well as teaching pro-social skills and promoting anti-criminal thinking patterns. CS assists clients with their court mandated obligations of community service work and provides sanctioning services to Formal Probation clients.

Program Summary

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

In addition to alternative sanctions and allowing offenders the opportunity to give back to the community, Community Service also allows offenders to pay back victims of crimes by offenders earning money with the Restitution Work Crew program. This program will ensure offender 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 9,113 hours in the community and paid \$46,577 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of adult offenders served	1,750	2,300	2,000	2,000
Outcome	Percent of cases completing community service hours successfully	72%	75%	65%	75%
Output	Number of hours juvenile crews worked in the community	NEW	NEW	8438	8917
Outcome	Restitution payments made by juveniles participating in work crews	NEW	NEW	\$45,795	\$49,265

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,120,833	\$209,703	\$1,005,943	\$206,199
Contractual Services	\$9,273	\$94,584	\$9,273	\$105,804
Materials & Supplies	\$46,577	\$0	\$46,542	\$0
Internal Services	\$118,972	\$34,051	\$160,862	\$30,929
Total GF/non-GF	\$1,295,655	\$338,338	\$1,222,620	\$342,932
Program Total:	\$1,633,993		\$1,565,552	
Program FTE	11.30	2.20	9.44	2.06

Program Revenues				
Indirect for Dept. Admin	\$25,805	\$0	\$25,486	\$0
Fees, Permits & Charges	\$0	\$25,970	\$0	\$25,000
Intergovernmental	\$0	\$312,368	\$0	\$317,932
Total Revenue	\$25,805	\$338,338	\$25,486	\$342,932

Explanation of Revenues

County General Fund plus five other fundings: 1) \$40,000 - IGA with City of Portland Water Bureau. Work crews provide scheduled general heavy brushing work on right of ways, roadsides, trails, and COP properties. Current IGA ends 6/30/2016, anticipating renewal at same amount; 2) \$172,128 - IGA with City of Portland Parks & Recreation. Work crews provide scheduled maintenance of Portland Parks, golf courses and other sites. FY 2017 rate is \$489/day; 3) \$25,000 – Fees collect per ORS 423.570 “Fee Payable by Person on Supervised Release”. This is a onetime 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 COP Water Bureau at \$75,000 through 6/30/2016 to provide youth work crew for outdoor maintenance and landscape services to the Bureau of Water Works at locations throughout the City; 5) \$30,804 - IGA with Metro to provide youth work crew through Project Payback for twice weekly litter pick-up. Proceeds used for victim restitution.

Significant Program Changes

Last Year this program was: FY 2016: 50031-16 Community Service

This program offer reflects a decrease of 2.00; during FY 2016 1.00 FTE Records Technician transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17), in FY 2017 this program offer is reduced by 1.00 FTE Community Works Leader.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$79,676	\$0
Materials & Supplies	\$0	\$0	\$260	\$0
Total GF/non-GF	\$0	\$0	\$79,936	\$0
Program Total:	\$0		\$79,936	
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:

This program offer restores 1.00 FTE Community Works Leader reduced from program offer 50031A-17.

Department: Community Justice **Program Contact:** Michelle Aguilar
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. 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 who not only experience the stigma of having felony records but also experience the stigma attached to being African American in our society. The Department of Community Justice (DCJ) works with culturally responsive providers who have demonstrated effectiveness in improving outcomes for African American men and women offenders who are 18 to 45 years of age in the areas of education, employment, 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 offenders 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 success.

Offenders assigned to this program are classified as a high risk as scored 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	435	450	404	450
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	22%	22%

Performance Measures Descriptions

Measure Changed 2: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$131,604	\$1,009,396	\$141,729	\$1,038,806
Contractual Services	\$121,872	\$203,055	\$123,822	\$205,960
Materials & Supplies	\$260	\$5,080	\$260	\$5,080
Internal Services	\$0	\$136,242	\$411	\$155,821
Total GF/non-GF	\$253,736	\$1,353,773	\$266,222	\$1,405,667
Program Total:	\$1,607,509		\$1,671,889	
Program FTE	1.00	8.00	1.00	8.00

Program Revenues				
Indirect for Dept. Admin	\$103,247	\$0	\$128,397	\$0
Intergovernmental	\$0	\$1,353,773	\$0	\$1,405,667
Total Revenue	\$103,247	\$1,353,773	\$128,397	\$1,405,667

Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$1,405,667. This is the allocation amount for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated;

Significant Program Changes

Last Year this program was: FY 2016: 50032-16 Adult Gang and African American Program

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

Executive Summary

Community Court is sponsored by the Multnomah County District Attorney's Office. Police Officers cite people accused of misdemeanors and violations directly to Community Court. Most non-violent, non person-to-person misdemeanors and violations are eligible to remain in Community Court for final resolution, which allows for social service referrals, a community service sentence, and dismissal of most charges on the first case.

Program Summary

Community Court is a collaborative program staffed by the District Attorney's Office, the Circuit Court, Multnomah County Human Services, the Department of Community Justice (DCJ), Portland Business Alliance, Oregon Indigent Defense Services, Sheriff's Office, Portland State University and Portland Community College. Community Court is designed to address less serious offenses that negatively impacts livability. Community Court provides real consequences for offenders as well as attempting to meet their social service needs. These offenders do not have a Parole/Probation Officer (PPO), but report directly to the sentencing judge. The Department of Community Justice provides one Corrections Technician (CT) to support Community Court.

Offenders sentenced to Community Court are typically cited on non person-to-person misdemeanors and violations. A typical Community Court sanction includes one to five days of community service and may include a social service mandate as well. Most first-time cases sent through Community Court are dismissed if the defendant successfully completes the Community Court sanction.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of community court participants referred annually	1,489	2,800	1,062	1000
Outcome	Percent of offenders completing their community service as ordered	61%	65%	52%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$89,936	\$0	\$92,723	\$0
Materials & Supplies	\$1,820	\$0	\$1,820	\$0
Total GF/non-GF	\$91,756	\$0	\$94,543	\$0
Program Total:	\$91,756		\$94,543	
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 2016: 50035-16 Support to Community Court

Department: Community Justice **Program Contact:** Laura Ritchie
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 offenders accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with offenders to address behavior change, Parole/Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence.

Program Summary

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

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

DV PPOs regularly attend court to ensure a systematic approach is being utilized in victim safety and offender accountability.

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	85	95	100	95
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	0%	0%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$81,050	\$0	\$75,701	\$0
Materials & Supplies	\$260	\$0	\$260	\$0
Total GF/non-GF	\$81,310	\$0	\$75,961	\$0
Program Total:	\$81,310		\$75,961	
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 2016: 50036-16 Adult Domestic Violence Deferred Sentencing

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

Executive Summary

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

Program Summary

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

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

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

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

*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 offenders and focuses on allocating the majority of resources to high and medium risk sex offenders. One Sex Offender Specialist Parole/Probation Officer (PPO) supervises approximately 180 offenders on the SORS caseload and is required to complete a home visit every six months. The offender is required to submit monthly reports, report in person every six months, successfully complete a maintenance polygraph every six months, participate in sexual offense specific treatment until discharged, and pay supervision and court ordered fees. Offenders are returned to a high risk caseload if there are any indications of status instability or verified behaviors that present an increased risk to the community or victim.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	214	125	214	200
Outcome	Percent of offenders convicted of a misd. or felony within one year of supervision start date	NEW	NEW	2%	2%
Outcome	Percent of offenders convicted of a new sex-offense misd. or felony within one year of supervision start date	NEW	NEW	0%	0%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition
 Measure 3 Changed: New Measure

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$129,395	\$0	\$207,662
Materials & Supplies	\$0	\$260	\$0	\$0
Internal Services	\$0	\$14,508	\$0	\$31,149
Total GF/non-GF	\$0	\$144,163	\$0	\$238,811
Program Total:	\$144,163		\$238,811	
Program FTE	0.00	1.00	0.00	2.00

Program Revenues				
Indirect for Dept. Admin	\$10,995	\$0	\$25,667	\$0
Intergovernmental	\$0	\$144,163	\$0	\$238,811
Total Revenue	\$10,995	\$144,163	\$25,667	\$238,811

Explanation of Revenues

State Department of Corrections (DOC) \$238,811. This is the allocation amount for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated.

Significant Program Changes

Last Year this program was: FY 2016: 50037-16 Adult Sex Offender Reduced Supervision (SORS)

This program offer reflects an increase of 1.00 FTE Corrections Technician that transferred from another DCJ program during FY 2016 (refer # 50028A-17).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$962,672	\$348,670	\$650,114	\$400,392
Contractual Services	\$2,750	\$15,122	\$2,750	\$23,330
Materials & Supplies	\$23,505	\$0	\$6,711	\$0
Internal Services	\$2,817	\$40,708	\$3,140	\$60,058
Total GF/non-GF	\$991,744	\$404,500	\$662,715	\$483,780
Program Total:	\$1,396,244		\$1,146,495	
Program FTE	9.95	3.35	5.26	3.74

Program Revenues				
Indirect for Dept. Admin	\$30,849	\$0	\$49,488	\$0
Fees, Permits & Charges	\$0	\$404,500	\$0	\$483,780
Other / Miscellaneous	\$76,550	\$0	\$158,714	\$0
Total Revenue	\$107,399	\$404,500	\$208,202	\$483,780

Explanation of Revenues

County General Fund plus 1) \$158,714 is 51% allocation of projected Circuit Court Jail Assessments (HB2712) of \$308,326 , which are deposited into the general fund. Assuming funding from HB2712 will remain the same as FY16 actual (\$308,326); historically, fees for the Criminal Fine Account (CFA) are collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308.2) Supervision fees from clients \$483,780. 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 2016: 50038-16 Adult Generic Reduced Supervision (Casebank)

This program offer reflects a decrease of 4.30 FTE; 4.00 FTE Records Technician transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17), 0.30 FTE Probation/Parole Officer transferred to DCJ program offer # 50039-17.

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

Executive Summary

These programs promote public safety by monitoring and supervising adult offenders on bench probation who have been convicted of Driving Under the Influence of Intoxicants (DUII). Staff monitor and supervise offenders by tracking each case for police contact, new criminal activity and compliance to conditions set by the Court. These programs' ability to monitor the activities of offenders allows the courts to effectively supervise these cases and address violations in a timely manner. MMP and FSMP are instrumental in holding bench probation clients accountable.

Program Summary

The Monitored Misdemeanor Program (MMP) and Formal Supervised Misdemeanor Program (FSMP), provide a service to the courts by monitoring police contacts with DUII offenders who are placed on bench probation. The MMP program monitors offenders who have failed to successfully complete the DUII Diversion program or are otherwise ineligible for diversion. Fifteen percent of these offenders are high risk multiple DUII offenders participating in the DUII Intensive Supervision Program.

FSMP is a program that has the ability to modify program operations according to regularly scheduled reviews with criminal justice partners. The most common offenses for people placed on bench probation are assaults, menacing, drunk driving, and theft. This program is risk-based and during the first phase of implementation focused on offenders convicted of two or more DUII offenses. The program is strongly supported by judges, who currently do not have sufficient staff or supervision programs to respond to all of the offenders currently serving a bench probation.

DCJ's ability to monitor additional offenders in FSMP is modeled on the existing MMP program that is utilized heavily by the Courts, but is restricted in terms of eligibility to only first and second time drunk driving convictions, and is limited in actual supervision provided. Clients on FSMP will be able to report compliance issues, maintain current address, contact information, and pay supervision fees electronically. On a regular schedule, compliance will be monitored with regards to special conditions such as treatment, community service, and restitution.

Defendants in both programs are entered into the statewide Law Enforcement Data System (LEDS) following their conviction. Police contact will generate an electronic notification sent to MMP staff. Staff researches the nature of the contact and sends a report to the supervising judge. FSMP offenders can also be sanctioned by the officer depending on the severity of the behavior. The report to the judge includes information regarding law enforcement contact that reveals alcohol use, illegal driving or new criminal activity; or when an offender exhibits behaviors as reported by law enforcement which appear to constitute a significant danger to public safety.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	2,349	2,350	2,000	2,000
Outcome	Percent of positive case closures	97%	80%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$411,308	\$278,977	\$196,822	\$234,365
Contractual Services	\$0	\$23,779	\$0	\$29,369
Materials & Supplies	\$1,300	\$2,355	\$0	\$379
Internal Services	\$1,299	\$37,789	\$1,845	\$37,087
Total GF/non-GF	\$413,907	\$342,900	\$198,667	\$301,200
Program Total:	\$756,807		\$499,867	
Program FTE	4.28	3.42	1.65	2.85

Program Revenues				
Indirect for Dept. Admin	\$26,151	\$0	\$28,968	\$0
Fees, Permits & Charges	\$0	\$342,900	\$0	\$301,200
Total Revenue	\$26,151	\$342,900	\$28,968	\$301,200

Explanation of Revenues

County General Fund plus Bench Probation fees \$301,200 (\$88,200 - FSMP; \$213,000 - MMP). Fees are set by and ordered by the Circuit Court as a condition of probation and payable to DCJ for monitoring of the clients. The current fees for FSMP clients are \$30 per month. The monitoring fees for MMP clients are \$15 per month.

Significant Program Changes

Last Year this program was: FY 2016: 50039-16 Formal Supervision & Monitor Misdemeanor Program

This program offer reflects a net decrease of 3.20 FTE that transferred to/from other DCJ programs including 2.00 FTE Records Technician that transferred to program offer 50017-17 as part of the reorganization to support staff in the Adult Services Division.

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

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of alternative sanctions recommended per month	217	250	210	250
Outcome	Average number of revocations per month	24	25	25	25
Outcome	Average number of DCJ jail bed days saved monthly	1,900	1,200	1,500	1,200

Performance Measures Descriptions

Savings are calculated based on the benchmark of 445 jail beds occupancy for DCJ clients.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$903,262	\$0	\$910,298	\$0
Contractual Services	\$198,289	\$0	\$160,979	\$35,311
Materials & Supplies	\$12,470	\$0	\$3,040	\$0
Total GF/non-GF	\$1,114,021	\$0	\$1,074,317	\$35,311
Program Total:	\$1,114,021		\$1,109,628	
Program FTE	9.50	0.00	9.50	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50040-16 Adult Effective Sanctioning Practices

Department: Community Justice **Program Contact:** Truls Neal
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

The Juvenile Services Division works to hold youth involved with the Juvenile Justice System accountable, provide reformation opportunities, and promote public safety to ensure an equitable and fair Juvenile Justice system. Juvenile Services Management (JSM) leads, supports and monitors Delinquency Intervention, Probation, Accountability, Community Engagement, Treatment, and Detention services for delinquent youth 12-18 years of age, and in the case of probation, youth up to the age of 23.

Program Summary

JSM ensures that JSD protects public safety, provides fair and equitable accountability and delivers cost effective, evidence based services to delinquent youth and their families. JSD is responsible for engaging with the community and collaborating with system partners (e.g., the judiciary, law enforcement, etc) to enhance the coordination and effectiveness of the overall juvenile system. Programs are designed to reduce recidivism as well as the over-representation of youth of color in the juvenile justice system in Multnomah County. Specific oversight responsibilities include:

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of criminal referrals received annually	NEW	NEW	1,150	1,150
Outcome	Percent of youth that had one or more subsequent referrals within one year post disposition	NEW	NEW	28%	28%

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Functions
 Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,313,519	\$220,976	\$1,237,540	\$143,021
Contractual Services	\$211,401	\$0	\$194,370	\$0
Materials & Supplies	\$120,954	\$9,834	\$117,661	\$5,195
Internal Services	\$63,883	\$23,664	\$47,868	\$17,324
Total GF/non-GF	\$1,709,757	\$254,474	\$1,597,439	\$165,540
Program Total:	\$1,964,231		\$1,762,979	
Program FTE	10.03	0.97	8.43	0.57

Program Revenues				
Indirect for Dept. Admin	\$17,657	\$0	\$14,187	\$0
Intergovernmental	\$0	\$101,740	\$0	\$67,069
Other / Miscellaneous	\$3,300	\$152,734	\$3,300	\$87,324
Beginning Working Capital	\$0	\$0	\$0	\$11,147
Total Revenue	\$20,957	\$254,474	\$17,487	\$165,540

Explanation of Revenues

County General Fund plus 1) \$3,300 - 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 3 year average; 2) \$98,471 - Annie E. Casey Foundation grant. Amount includes BWC of \$11,147 which is projected unspent balance being carried forward from FY16; 3) \$67,069 - remaining of US DOJ OJJDP Anti Gang award. Total grant award amount is \$203,478 for two years from 10/1/14-9/30/16.

Significant Program Changes

Last Year this program was: FY 2016: 50050-16 Juvenile Services Management

This program offer reflects a decrease of 2.00 FTE that transferred to other DCJ programs (refer # 50000-17 and 50051-17). This program offer includes \$16k general fund backfill due to reduction in funding from the Annie Casey grant.

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

Executive Summary

Juvenile Support Services supports Juvenile Services Division's (JSD) Administration, Pre-adjudication, Probation, and Assessment & Treatment for Youth and Families units (ATYF). Support Services staff members perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) provide administrative and clerical support to division personnel; d) coordinate payroll, property management and purchasing; and e) provide reception coverage.

Program Summary

Support Services provides office support to Pre-adjudication, Probation and ATYF. Within Support Services, the Child Abuse Unit provides service of summons and petitions according to statutory criteria. Essential functions include: specialized entry and records maintenance in the statewide Juvenile Justice Information System (JJIS), and Law Enforcement Data System (LEDS). Support 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; archiving requests; expunction of juvenile records that meet statutory criteria; Title IV-E claiming, and support related to victim fines and restitution tracking. Support Services also maintains all closed juvenile files; provides public assistance with general inquires; mail distribution; and processes documents, and forms for JSD, and the District Attorney's Office, Department of Human Services and the judiciary per inter-agency agreements.

The Child Abuse Unit partners with Judiciary, the District Attorney's Office, the Department of Human Services and other agencies to ensure legal compliance regarding service of legal documents affecting the outcome of dependency cases and termination of parental rights cases. They provide precise records which are vital to the outcome of individual cases.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of referrals received & processed annually	3,559	3,200	3,100	3,200
Outcome	Number of court orders and dispositions processed	1,672	1,500	1,400	1,500
Outcome	Percent of warrants successfully processed without additional validations needed	95%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,304,292	\$0	\$1,389,872	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$117,915	\$0	\$127,078	\$0
Internal Services	\$1,117,222	\$0	\$1,215,167	\$0
Total GF/non-GF	\$2,549,429	\$0	\$2,742,117	\$0
Program Total:	\$2,549,429		\$2,742,117	
Program FTE	15.00	0.00	16.00	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 2016: 50051-16 Juvenile Services Support

This program offer reflects an increase of 1.00 FTE that transferred from another DCJ program (refer # 50050-17).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$160,883	\$790,208	\$163,509	\$807,219
Contractual Services	\$0	\$40,906	\$0	\$41,402
Materials & Supplies	\$0	\$38,505	\$0	\$35,544
Internal Services	\$0	\$164,496	\$0	\$186,594
Total GF/non-GF	\$160,883	\$1,034,115	\$163,509	\$1,070,759
Program Total:	\$1,194,998		\$1,234,268	
Program FTE	1.10	7.70	1.42	7.58

Program Revenues				
Indirect for Dept. Admin	\$78,865	\$0	\$99,773	\$0
Fees, Permits & Charges	\$0	\$950,130	\$0	\$992,960
Intergovernmental	\$0	\$83,985	\$0	\$77,799
Total Revenue	\$78,865	\$1,034,115	\$99,773	\$1,070,759

Explanation of Revenues

County General Fund plus 1) \$758,960 in state funding appropriation for conciliation and mediation services; 2) \$94,000 conciliation services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation svcs fee; 3) Evaluation fees \$10,000 (70% of clients qualify for a waiver); 4) Parent education Fees \$130,000 (\$55 or \$70 fee). Fees are collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution; 6) \$77,799 is the Access & Visitation grant from US Dept of Health and Human Services to be used for various services e.g. mediation services, counseling and the development of parenting plans. (\$20,009 for grant ending 09/30/2016, and \$57,790 for anticipated renewal.)

Significant Program Changes

Last Year this program was: FY 2016: 50052A-16 Family Court Services

This program offer adds 0.20 FTE Marriage & Family Counselor Associate in FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$96,984	\$180,477	\$136,176	\$167,888
Contractual Services	\$38,320	\$32,866	\$56,563	\$32,616
Materials & Supplies	\$364	\$7,000	\$364	\$5,332
Internal Services	\$4,894	\$24,657	\$4,263	\$25,183
Total GF/non-GF	\$140,562	\$245,000	\$197,366	\$231,019
Program Total:	\$385,562		\$428,385	
Program FTE	1.40	1.40	1.56	1.24

Program Revenues				
Indirect for Dept. Admin	\$18,686	\$0	\$20,751	\$0
Intergovernmental	\$0	\$245,000	\$0	\$231,019
Total Revenue	\$18,686	\$245,000	\$20,751	\$231,019

Explanation of Revenues

1) \$211,827 - US DOJ OVW Supervised Parenting Grant. Anticipating submitted grant application of \$600,000 will be awarded. Awarding period is three year from 10/01/20106 to 09/30/2019 2) \$19,192 - Clackamas County contribution for security and transportation - based on FY16 grant agreement.

Significant Program Changes

Last Year this program was: FY 2016: 50053-16 FCS - Justice for Families - Supervised Parenting Time

This program offer includes \$47k in general fund backfill due to funding reduction in the DOJ OVW Supervised Parenting grant.

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 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 FY 2015, over 1,300 youth were brought to Juvenile Detention for intake screening. This offer funds 56 of the 72 beds required to meet the County's daily detention needs.

Program Summary

The Juvenile Detention facility has a capacity of 191 beds. Of the 72 beds required to meet the County's daily detention needs, 33 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 39 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 72 beds, a unit of 16 beds must be kept available for female clients.

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 the County's 56 detention beds allows for Intake services and housing arrangements for youth who are awaiting trial, who are parole violators, who have serious probation violations, or those who are on out-of-state holds awaiting return to their jurisdiction.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of days in which the detention population exceeded funded bed capacity	70	8	40	25
Outcome	Room confinement avoided per 100 person days of detention	99	99	99	99

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$6,570,888	\$1,539,375	\$6,583,443	\$0
Contractual Services	\$11,594	\$900	\$5,461	\$0
Materials & Supplies	\$299,997	\$366,865	\$214,613	\$166,110
Internal Services	\$928,142	\$246,765	\$886,452	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$7,821,621	\$2,153,905	\$7,700,969	\$166,110
Program Total:	\$9,975,526		\$7,867,079	
Program FTE	62.00	14.00	58.20	0.00

Program Revenues				
Indirect for Dept. Admin	\$164,269	\$0	\$0	\$0
Intergovernmental	\$3,383,904	\$162,610	\$3,389,979	\$166,110
Other / Miscellaneous	\$255,330	\$1,000	\$80,603	\$0
Beginning Working Capital	\$0	\$203,006	\$0	\$0
Service Charges	\$153,609	\$1,787,289	\$0	\$0
Total Revenue	\$3,957,112	\$2,153,905	\$3,470,582	\$166,110

Explanation of Revenues

County General Fund plus 1) \$80,603 - DCJ Catering Sales. FY17 budget trends from prior 3 FYs; 2) \$3,389,979 - IGA with Washington County and Clackamas County; projection is based on the followings: informed FY17 daily bed rate of \$288.92; the FY17 yearly total day counts are 365 days with 16 beds for Washington County (\$1,687,293) and 17 beds for Clackamas County (\$1,792,749), respectively; , plus the additional set amount for each county when usage is over 12 beds - Clackamas \$3,467 (anticipating 12 beds over usages) , Washington \$8,668 (anticipating 30 beds which is trending up from prior years actual). This projection also includes the deduction of \$51,099 for each county for the Health Dept's provision of health services to detention clients 3) \$166,110 - total reimbursement by USDA ODE for youth that qualify for the school lunch program (\$59,770 breakfast & \$106,340 Lunch). Anticipating meal count at same level as FY16 with rate \$0.84 per snack/\$1.99 per breakfast and \$3.13 per lunch

Significant Program Changes

Last Year this program was: FY 2016: 50054A-16 Juvenile Detention Services - 56 Beds

This program offer reflects a decrease of 17.80 FTE; during FY 2016 1.00 FTE Community Justice Manager and 1.00 FTE Juvenile Custody Services Specialist transferred to another DCJ program (refer # 50063-17), 13.00 FTE Juvenile Custody Services Specialist are cut because the Senderos Program ended during FY 2016, in FY 2017 this program offer is reduced by 1.00 FTE Cook and 1.80 FTE Food Service Worker.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$714,752	\$0	\$743,727	\$0
Materials & Supplies	\$63,806	\$0	\$35,516	\$0
Total GF/non-GF	\$778,558	\$0	\$779,243	\$0
Program Total:	\$778,558		\$779,243	
Program FTE	6.00	0.00	6.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50054B-16 Juvenile Detention Services - 16 Beds

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$142,057	\$0
Contractual Services	\$0	\$0	\$7,239	\$0
Materials & Supplies	\$0	\$0	\$72,215	\$0
Total GF/non-GF	\$0	\$0	\$221,511	\$0
Program Total:	\$0		\$221,511	
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Service Charges	\$0	\$0	\$114,000	\$0
Total Revenue	\$0	\$0	\$114,000	\$0

Explanation of Revenues

County General Fund plus \$114,000 in DCJ Courtyard Cafe sales.

Significant Program Changes

Last Year this program was:

This program offer restores the operation of the Courtyard Cafe for lunch service only, including 1.00 FTE Cook and 1.00 FTE Food Service Worker and associated revenue, material, and service costs reduced from program offer 50054A-17.

Department: Community Justice **Program Contact:** Tracey Freeman
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 nearly 200 additional youth per year.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	187	200	190	200
Outcome	Percent of youth who attend their court appearance	98%	98%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$306,604	\$273,827	\$272,539	\$316,648
Internal Services	\$0	\$30,642	\$0	\$0
Total GF/non-GF	\$306,604	\$304,469	\$272,539	\$316,648
Program Total:	\$611,073		\$589,187	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$23,221	\$0	\$0	\$0
Intergovernmental	\$0	\$304,469	\$0	\$316,648
Total Revenue	\$23,221	\$304,469	\$0	\$316,648

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$316,648. This is the budgeted amount for the second half of the 2015-2017 biennium.

Significant Program Changes

Last Year this program was: FY 2016: 50055-16 Community Monitoring Program

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$137,848	\$470,148	\$73,839	\$534,157
Internal Services	\$0	\$52,609	\$0	\$0
Total GF/non-GF	\$137,848	\$522,757	\$73,839	\$534,157
Program Total:	\$660,605		\$607,996	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$39,868	\$0	\$0	\$0
Intergovernmental	\$0	\$522,757	\$0	\$534,157
Total Revenue	\$39,868	\$522,757	\$0	\$534,157

Explanation of Revenues

County General Fund plus 1) Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$473,337. This is the budgeted amount for the second half of the 2015-2017 biennium 2) \$60,820 - Title IV-E reimbursement funds based on FY 2016 projection of allowable activity

Significant Program Changes

Last Year this program was: FY 2016: 50056A-16 Juvenile Shelter & Residential Placements

Department: Community Justice **Program Contact:** Deena Corso
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 (12-18). Youth who are at imminent risk of becoming chronic juvenile offenders are identified using validated risk assessment instruments; supervision and services are provided to 400 juvenile offenders 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, an apology letter, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of youth served by IAIA	528	NEW	400	400
Outcome	Percent of informal youth who do not receive a new criminal referral within one year post disposition	NEW	NEW	85%	85%

Performance Measures Descriptions

Measure 1 and 2 Changed: Alignment to Core Functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,016,800	\$0	\$959,796	\$0
Contractual Services	\$6,019	\$0	\$6,019	\$0
Materials & Supplies	\$5,158	\$0	\$4,205	\$0
Internal Services	\$19,056	\$0	\$13,212	\$0
Total GF/non-GF	\$1,047,033	\$0	\$983,232	\$0
Program Total:	\$1,047,033		\$983,232	
Program FTE	9.00	0.00	8.00	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 2016: 50057-16 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

This program offer reflects a decrease of 1.00 FTE Juvenile Counselor that transferred to another DCJ program in FY 2016 (refer # 50066-17).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,237,901	\$1,178,288	\$1,126,694	\$1,320,970
Contractual Services	\$366,579	\$66,502	\$288,343	\$66,502
Materials & Supplies	\$13,135	\$1,300	\$12,127	\$2,308
Internal Services	\$57,457	\$135,915	\$59,374	\$182,736
Total GF/non-GF	\$1,675,072	\$1,382,005	\$1,486,538	\$1,572,516
Program Total:	\$3,057,077		\$3,059,054	
Program FTE	11.14	10.86	10.08	11.92

Program Revenues				
Indirect for Dept. Admin	\$102,147	\$0	\$150,574	\$0
Intergovernmental	\$0	\$1,382,005	\$0	\$1,572,516
Total Revenue	\$102,147	\$1,382,005	\$150,574	\$1,572,516

Explanation of Revenues

County General Fund plus 1) \$420,937 - Title IV-E reimbursement funds based on FY 2016 projection of allowable activity 2) \$811,753 - Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is the budgeted amount for the second half of the 2015-2017 biennium. 3) \$339,826 - Oregon Youth Authority Juvenile Crime Prevention (OYA JCP Female Gender). This is the budgeted amount for the second half of the FY15-17 biennium. Funding must be allocated to evidence-based programs.

Significant Program Changes

Last Year this program was: FY 2016: 50058-16 Juvenile Female Probation Services

Combines 50059-16, 50061-16 and 50062-16

This program offer includes \$21k in general fund backfill due to the ending of Federal Juvenile Accountability Block grant and a \$83k reduction in Sex Offender Tx services.

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. Latino gangs have established themselves east of 122nd street and their high risk activities have increased in recent years.

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

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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of outreach/contacts with suspected gang members/associates	1,060	1,200	1,000	1,100
Outcome	Number of gang-activity related criminal arrests	372	250	300	250

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$699,262	\$0	\$484,957
Internal Services	\$0	\$18,950	\$0	\$0
Total GF/non-GF	\$0	\$718,212	\$0	\$484,957
Program Total:	\$718,212		\$484,957	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$718,212	\$0	\$484,957
Total Revenue	\$0	\$718,212	\$0	\$484,957

Explanation of Revenues

Oregon Youth Authority Gang Transition Services (GTS) funds \$484,957. This is the budgeted amount for the second half of the 2015-2017 biennium.

Significant Program Changes

Last Year this program was: FY 2016: 50060-16 Juvenile East Multnomah Gang Enforcement Team (EMGET)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$492,290	\$1,046,727	\$415,665	\$1,431,972
Contractual Services	\$141,331	\$69,967	\$99,765	\$73,387
Materials & Supplies	\$5,751	\$13,076	\$7,021	\$9,630
Internal Services	\$144,742	\$118,840	\$157,875	\$168,631
Total GF/non-GF	\$784,114	\$1,248,610	\$680,326	\$1,683,620
Program Total:	\$2,032,724		\$2,363,946	
Program FTE	4.54	10.46	2.51	14.49

Program Revenues				
Indirect for Dept. Admin	\$88,223	\$0	\$138,952	\$0
Intergovernmental	\$0	\$700,828	\$0	\$1,088,043
Service Charges	\$0	\$547,782	\$0	\$595,577
Total Revenue	\$88,223	\$1,248,610	\$138,952	\$1,683,620

Explanation of Revenues

County General Fund plus 1) total funding of \$1,088,043 from Oregon Youth Authority Juvenile Crime Prevention program. This is the budgeted amount for the second half of the FY15-17 biennium. Funding consists of \$735,777 for Diversion programs and \$352,266 for Basic programs; 2) \$280,612 - Behavioral Rehabilitation Services (BRS), a form of Medicaid. Estimate based on an anticipated average of 8 beds filled/day @ \$96.10 per bed per day; 3) \$227,395 - Assumes continuation of IGA with the Department of Human Services at the same funding level as FY16; 4) \$87,570 - Assumes continuation of the IGA with Clackamas County at the same funding level as FY16.

Significant Program Changes

Last Year this program was: FY 2016: 50063-16 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

This program offer reflects an increase of 2.00 FTE; during FY 2016 1.00 FTE Community Justice Manager and 1.00 FTE Juvenile Custody Services Specialist transferred from another DCJ program (refer # 50054A-17).

Department: Community Justice **Program Contact:** Deena Corso
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. ATYF provides clinical assessments and outpatient treatment to approximately 130 probationers per year.

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. The therapists also develop and provide clinical recommendations to help the courts with dispositional planning. This increases the likelihood that youth will receive appropriate treatment without compromising community safety.

ATYF 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served annually	122	140	120	140
Outcome	Percent of youth who reduced usage or were not using A/D at the end of treatment	67%	70%	70%	70%
Outcome	Percent of youth who improved problem-solving, self-management, anger management and/or coping skills	81%	80%	80%	80%
Outcome	Percent of youth who made academic progress and/or improved attendance	74%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$110,223	\$964,133	\$240,280	\$649,851
Contractual Services	\$4,000	\$53,010	\$4,000	\$53,010
Materials & Supplies	\$2,325	\$9,713	\$779	\$7,999
Internal Services	\$16,457	\$103,657	\$19,853	\$91,856
Total GF/non-GF	\$133,005	\$1,130,513	\$264,912	\$802,716
Program Total:	\$1,263,518		\$1,067,628	
Program FTE	0.89	8.11	2.25	5.75

Program Revenues				
Indirect for Dept. Admin	\$80,337	\$0	\$82,764	\$0
Intergovernmental	\$0	\$1,039,620	\$0	\$710,028
Service Charges	\$59,097	\$90,893	\$65,826	\$92,688
Total Revenue	\$139,434	\$1,130,513	\$148,590	\$802,716

Explanation of Revenues

County General Fund plus 1) Total funding of \$710,028 from Oregon Youth Authority Juvenile Crime Prevention program for JSD's Assessment & Treatment for Youth and Families (ATYF) program. Funding includes \$174,823 for Basic program and \$535,205 for Prevention program. This is the budgeted amount for the second half of the FY15-17 biennium. Funding must be allocated to evidence-based programs; 2) \$92,688 - Medicaid insurance reimbursement for FQHC eligible services from Verity, CareOregon, and DMAP; 3) additional \$65,826 in FQHC wraparound payments that post to the general fund. Revenue based on prior 3 year average.

Significant Program Changes

Last Year this program was: FY 2016: 50064-16 Juvenile Assessment & Treatment for Youth & Families (ATYF)

This program offer reflects a net decrease of 1.00 FTE; during FY 2016 2.00 FTE Mental Health Consultants (MHC) transferred to the Health Department, Corrections Health Division (refer # 40049-17), 1.00 FTE MHC transferred in from another DCJ program (refer # 50066-17), in FY 2017 a vacant 1.00 FTE MHC is cut and a new 1.00 FTE Case Manager 2 is added.

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

Executive Summary

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

Program Summary

This collaborative paradigm between the County's Department of Community Justice (DCJ), Department of County Human Services (DCHS) and community based providers is a joint system responsibility that entails shared financial resources and investments, shared system outcomes and shared risk. CHI applies supervision/suppression, intervention, and prevention strategies to youth and families who have recent involvement with high risk activities and behaviors relevant to violence/gun violence. This program serves approximately 90 families annually. 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.

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.

CHI is a proven best practice successful in intervening with these young people and families. By utilizing a specific, proven best practice model that provides intensive family-focused support and intervention, services are culturally and gender specific, as well as tailored to individual client needs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of African-American and Latino youth referred through Juvenile service	60	100	80	100
Outcome	Percent of African American and Latino youth who avoided new criminal referrals after entering services	60%	65%	62%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$1,290,874	\$137,705	\$1,251,697	\$159,239
Materials & Supplies	\$1,221	\$0	\$0	\$0
Internal Services	\$0	\$15,409	\$0	\$0
Total GF/non-GF	\$1,292,095	\$153,114	\$1,251,697	\$159,239
Program Total:	\$1,445,209		\$1,410,936	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$11,677	\$0	\$0	\$0
Intergovernmental	\$0	\$153,114	\$0	\$159,239
Total Revenue	\$11,677	\$153,114	\$0	\$159,239

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$159,239. This is the budgeted amount for the second half of the 2015-2017 biennium Governor's budget.

Significant Program Changes

Last Year this program was: FY 2016: 50065A-16 Juvenile Culturally Specific Intervention

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. Community Healing Initiative (CHI) Early Intervention and Diversion Program is a community centered and family focused model designed to prevent and reduce delinquency, address root causes and to augment community safety and connection. Culturally specific nonprofits provide services, supports and referral 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 a best practice model 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 within communities of color.

Starting on 7/1/15, the CHI Early Intervention and Diversion Program is for all first time youth offenders throughout the county with a qualifying low level offense. All youth with a qualifying offense are referred to community based nonprofits that offer them and their families 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 case load of youth to develop service plans that are tailored to meet the individual youth and family situation. Providers report that school connection/re-connection assistance, counseling, youth development activities (sports, arts, i.e.) and parent support / parenting classes are among the most critical areas of need. Approximately 400 youth will be served by this program. Previously, these youth would have received a warning letter from the Juvenile Services Division (JSD) after contact with law enforcement. CHI supports community based, culturally and gender specific prevention and early intervention services delivered by community providers to young people and their families at the highest risk of gang membership.

Youth of color experience exclusionary school discipline at disproportionate rates in Multnomah County and disconnection from school and a lack of educational attainment have been cited as contributors to youth and gang violence problems in our community. This proposed funding also supports a School Advocacy program that provides legal representation services for school discipline administrative hearings for approximately 50 juvenile justice involved youth, primarily medium to high risk youth on probation. This program interrupts the school to prison pipeline.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	N/A	500	450	450
Outcome	Percent of youth engaging in community-based support services	N/A	75%	60%	65%
Output	Number of youth receiving school advocacy services	NEW	NEW	NEW	50

Performance Measures Descriptions

Measure 1: FY 15 Data Unavailable During Database Upgrades

Measure 3 Changed: New Program Goal

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$764,944	\$0	\$770,491	\$0
Total GF/non-GF	\$764,944	\$0	\$770,491	\$0
Program Total:	\$764,944		\$770,491	
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 2016: 50065B-16 Early Intervention and Community Coordination

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

Executive Summary

CHI Mentoring services are based on a key theme emerging from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Community Gang Model. A key theme in the resulting assessment report was the need for “mentors that get it,” meaning mentors who have lived the experience of gangs, to work with youth who are already involved with gangs or at risk of becoming involved.

Program Summary

Community Healing Initiative (CHI) Mentoring Services is a prevention and intervention strategy aimed at reducing youth involvement in gangs. CHI Mentoring Services target gang involved youth or youth who are at risk for gang involvement ages 11-18 years. Mentoring is delivered as an additional service component within the existing Community Healing Initiative program of the Juvenile Services Division, with youth who are on probation being the first priority. CHI is a family and community centered collaboration designed to stop youth and gang violence in Multnomah County by addressing its root causes. CHI provides culturally specific and evidence based services to medium and high risk youth and their families. Mentoring services are targeted to last 6 months to a year for each youth involved in the program, as research has shown that relationships that persist over a longer period of time produce more positive outcomes (Clayton 2009).

Gang Violence has been a growing concern in Multnomah County and traditional efforts at suppression have not stopped gang violence. Providing mentoring services designed to serve the juvenile justice population is a strategy for addressing the gang issues in our community. Programs that provide mentoring for youth serve not only to establish positive nurturing relationships with adults, but also to provide pathways to increased opportunities in education and employment in the community. In addition, research has shown that juvenile justice youth who have participated in various mentoring programs had a reduction in recidivism compared to youth who did not receive mentoring services (Clayton 2009). Mentors help disconnected youth reintegrate back into their communities and stay focused on positive aspects of their lives.

African American and Latino youth are served by the CHI mentors. Potential impacts are great for these two populations. Based on our OJJDP Gang Assessment one of the key interventions identified that was needed were mentors with lived experience. Mentors can connect young people to community and pro-social activities, be a support in understanding struggles the young person encounters and offer guidance. Potential impact is to stop youth’s penetration into Correctional Facilities by keeping youth connected to their community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	NEW	60	44	60
Outcome	Percent of youth demonstrating increased involvement in pro-social activities	NEW	70%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$220,000	\$0	\$223,520	\$0
Total GF/non-GF	\$220,000	\$0	\$223,520	\$0
Program Total:	\$220,000		\$223,520	
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 2016: 50065C-16 Community Healing Initiative Mentoring Services

Department: Community Justice **Program Contact:** Deena Corso
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 connections with community 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 EMPLOYMENT ACCESS COORDINATOR serves as a liaison between JSD and the education and youth workforce development communities to improve school connectivity, job readiness and career development.

RESTORATIVE JUSTICE COORDINATOR identifies and implements strategies for increasing restorative opportunities for youth in the juvenile justice system as well as those in the community who have not yet been referred to the system. JSD also contracts with Resolutions NW to provide restorative Justice training and technical assistance to school districts throughout the County.

TREATMENT EXPEDITER serves as the liaison between JSD and internal treatment and community based providers to improve outcomes for youth and their families. This position promotes effective system collaboration

YOUTH VILLAGES INTERCEPT- Youth Villages Intercept program is an evidenced-based in-home family therapy model. DCJ contracts with Youth Villages to serve approximately 30 youth and their families each year.

POLICE DEPARTMENT LIAISONS/JCCs works with the School Resource Officers (SRO) countywide in their mission to prevent delinquency, reduce truancy and increase graduation rates. These positions work to intervene prior to formal system involvement and to reduce Racial and Ethnic Disparities (RED).

PORTLAND PUBLIC SCHOOLS (PPS) JCCs - JSD and PPS share two JCCs who provide services and referrals to PPS students exhibiting behaviors that place them at risk for suspension and/or expulsion

WRAPAROUND FACILITATOR CASE MANAGER2 is responsible for coordination with County Wraparound and service planning. This position facilitates communication between the family, natural supports, community resources, involved providers and agencies to provide a more coordinated response and continuity of care.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth and family connections made in the community for diversion from juvenile system	334	150	249	250
Outcome	Percent of youth on probation actively engaged in school	86%	85%	87%	85%
Output	Number of youth served by Youth Villages Intercept Program	32	35	36	35
Outcome	Percent youth exiting Youth Villages Intercept Program showing improved problem-solving, anger control, coping	65%	75%	70%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$653,923	\$110,074	\$717,655	\$113,372
Contractual Services	\$381,397	\$443,077	\$110,480	\$500,129
Materials & Supplies	\$10,650	\$0	\$11,343	\$0
Internal Services	\$12,913	\$61,897	\$16,125	\$17,006
Total GF/non-GF	\$1,058,883	\$615,048	\$855,603	\$630,507
Program Total:	\$1,673,931		\$1,486,110	
Program FTE	6.00	1.00	6.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$46,906	\$0	\$14,012	\$0
Intergovernmental	\$0	\$615,048	\$0	\$630,507
Total Revenue	\$46,906	\$615,048	\$14,012	\$630,507

Explanation of Revenues

County General Fund plus 1) \$376,309 -Title IV-E reimbursement funds, \$376,309 is based on FY 2016 projection of allowable activity; 2) \$65,189 - funding from Portland Public School (PPS) for Delayed Expulsion Program; 3) \$65,189 - funding from PPS for Major Suspension Program; 4) \$ 123,820 - Oregon Youth Authority (OYA) Flex Fund Grant. This is the budgeted amount for the second half of the FY2015-2017 biennium.

Significant Program Changes

Last Year this program was: FY 2016: 50066-16 Juvenile Community Interface Services

This program offer reduces funding for Youth Villages Intercept Program by \$100k and eliminates the \$114k School-Based Restorative Justice contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$114,000	\$0
Total GF/non-GF	\$0	\$0	\$114,000	\$0
Program Total:	\$0		\$114,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

Restores funding for School Based Restorative Justice.

Department Overview

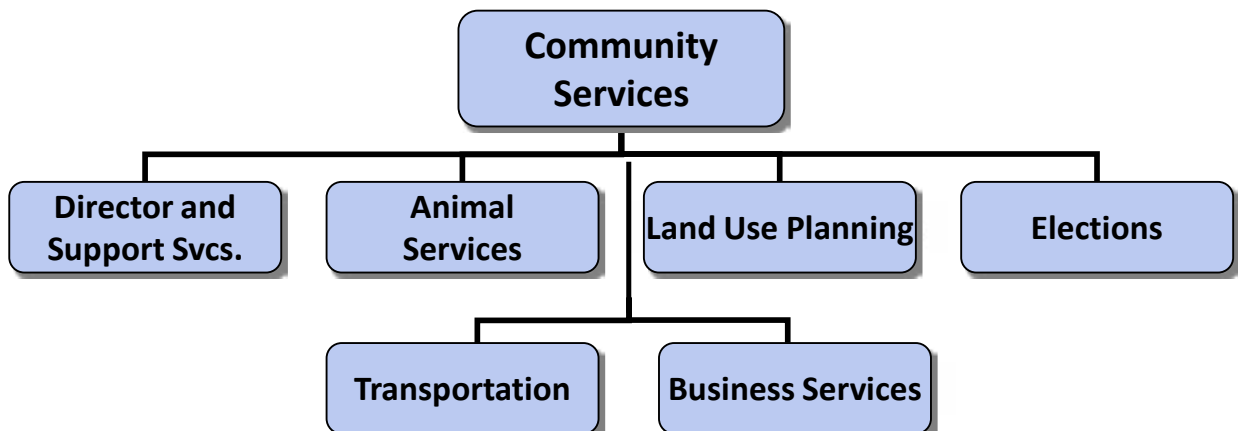
Multnomah County Department of Community Services (DCS) has developed a performance and accountability strategy that focuses on results. This system improves our ability to measure how we are doing, plan for the future and report on our performance across all of the services we deliver to the community. The foundation of our performance and accountability strategy is our first 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 2017 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 budget for the Department of Community Services is approximately \$125.9 million. When compared with the FY 2016 Adopted budget, General Fund support increases by \$1.8 million (9%) to \$16 million (of which \$1.2 million is for one-time-only programs and includes \$700,000 of Video Lottery Funds). Other Funds decrease by \$17.3 million (14%) to \$110 million. Significant budget changes include increases in contracted services - \$4.2 million for Levee Ready Columbia Infrastructure Finance Authority (IFA) loan (91013A), \$1.1 million increase City Supplemental Payments for the County gas tax to the cities (program offer 91022), \$1.3 million Burnside Bridget Feasibility Study, year 2 of 3 (program offer 91018). The increase in contracted services is offset with a \$2.7 million decrease due to the ramp down of the Sellwood Bridge replacement project (91017). The overall budget decreases by \$16 million due to reduced capital budgets projects, in particular the planned completion of the Sellwood Bridge replacement project (91017) in FY 2017. Staffing is relatively unchanged with a net 0.20 FTE increase.

The following programs are funded on a one-time-only basis:

- 91006C Animal Services Field Officer Moving/Renovation \$200,000
- 91008B Presidential Elections \$335,000
- 91023 Levee Ready Columbia \$450,000
- 91027 Land Use Comprehensive Plan Update \$250,000

The following programs are funded with ongoing funding:

- 91000B Director’s Office Management Assistant \$148,279, 1.00 FTE
- 91006B Animal Services Field Officer Lease Space \$60,000
- 91007B Animal Services Animal Care \$178,666, 2.00 FTE
- 91021B Land Use Planning Compliance \$96,716, 1.00 FTE

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

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	197.30	208.80	208.80	209.00	0.20
Personnel Services	\$20,733,053	\$21,133,704	\$23,372,030	\$23,294,184	(\$77,846)
Contractual Services	40,131,118	40,266,415	38,256,580	43,642,230	5,385,650
Materials & Supplies	3,782,833	4,100,664	4,834,450	4,680,302	(154,148)
Internal Services	16,142,507	17,112,362	20,538,740	18,975,350	(1,563,390)
Capital Outlay	<u>44,079,480</u>	<u>44,496,681</u>	<u>54,919,834</u>	<u>35,299,499</u>	<u>(19,620,335)</u>
Total Costs	\$124,868,991	\$127,109,826	\$141,921,634	\$125,891,565	(\$16,030,069)

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

Successes and Challenges

The Department of Community Services Divisions have successfully met several significant milestones during FY 2016:

The Sellwood Bridge replacement project continues to meet several key milestones. This past year a lot of work was accomplished which took shape in the form of retaining walls, steel arches, bridge decking, completion of both approaches and progress along state highway 43. Traffic was moved onto the new bridge in early March 2016. Directing traffic to the new span allowed for the demolition of the old detour bridge and approaches followed by the planned completion of project in FY 2017.

Animal Services – Continues to develop and deploy new program models to increase the live release rates of animals. The live release rate for dogs is 96% and for cats it is 89%, respectively, a 2% increase for both dogs and cats from last year. The program is also working towards the addition of staff positions and addressing facility improvements at the shelter to improve service delivery.

Elections – In FY 2016 the division created a new program that allows a focus on the equitable provision of voter and election services to under-served communities. The Voter Education and Outreach Program, led by a new program specialist, is working to identify and remove barriers to participation in the voter registration and election processes. Elections continues to prepare for the November 2016 Presidential Election.

Land Use Planning – Completed work on the update of the Sauvie Island Rural Area Plan and continues to work towards completion of the updated County Comprehensive Plan. The Comprehensive Plan identifies land use and transportation planning goals, policies and strategies to protect natural resources and guide development within the unincorporated portions of the county.

Transportation – During FY 2016, the Department reorganized three transportation functional areas: Road Services, Bridges, and Transportation Planning (previously within the Land Use and Transportation Planning Division) into a focused Transportation Division. The consolidation allows an enhanced alignment of resources, increased efficiency and effectiveness to better serve the public. The Transportation Division is comprised: Bridges (engineering, maintenance & operations), Road Engineering, Road Maintenance, Planning and Development, Water Quality and County Surveyor.

The most significant challenge facing Transportation continues to be related to the financing of infrastructure. Transportation continues to look for ways to fund much needed improvement to the County's system of roads and bridges.

Diversity and Equity

DCS leadership continues efforts to diversify its workforce and institutionalize equity in the delivery of and access to its services. Efforts to improve recruitment and selection to maintain a diverse workforce includes targeted recruitment of women and people of color for vacancies. These efforts have resulted in the successful employment of both men and women in non-traditional classifications, i. e., more men in office support and customer service positions and women in engineering and mechanic positions.

The DCS 2015-2020 Strategic Plan includes an objective to increase awareness of the Equity and Empowerment Lens throughout the Department and to maximize our application of the Lens in all business operations and services. We continue to meet this objective through institutionalizing equity reviews for new and current program activity and tailoring Equity and Empowerment Lens training to our specific work programs. Community involvement in our public meetings, Citizen Advisory Committees and Planning Commission include a broad spectrum of voices to help guide program planning and implementation. We promote inclusion, diversity and equity discussions at staff meetings through our DCS Equity Summit Group. We continue our DCS representation on the County Equity Council and encourage staff participation in the varied county employee resource groups.

The Sellwood Bridge Replacement project continues with significant opportunities to support minority and women owned businesses as well as emerging small businesses. Programs in place for this large project include mentoring, apprenticeship, and the division of large task into smaller components to give more businesses the opportunity to bid successfully on portions of the project. Sellwood Bridge is on track for completion in FY 2017.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Director and Support Services	\$1,987,802	\$1,747,959	\$3,735,761	27.00
Animal Services	7,260,770	2,421,500	9,682,270	58.00
Elections	4,269,815	0	4,269,815	10.00
Land Use Planning	1,682,389	291,037	1,973,426	11.00
Transportation	<u>116,000</u>	<u>114,704,970</u>	<u>114,820,970</u>	<u>103.00</u>
Total Community Services	\$15,316,776	\$119,165,466	\$134,482,242	209.00

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

Director and Support Services

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

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

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

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

Significant Changes

The Director's Office will be leading an update of the department-wide Strategic Plan as it moves into its third year. The arrival of three new division directors leading Animal Services, Land Use Planning and Transportation support the need to update the Strategic Plan. The FY 2017 budget will introduce a new Deputy Director position to Community Services which will provide additional support to the Director's Office and Division leadership.

Animal Services

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

1. Animal Shelter Operations program provides humane shelter and health care 365 days a year for lost, homeless and stray animals that are injured, sick, abandoned, abused or neglected. It reunites animals with their owners, adopts animals into new homes and provides veterinary services.
2. Field Services program provides 24 hour public safety emergency response to animals attacking people and animals; 24 hour emergency rescue for injured, sick and abused animals; investigation services for animal bite cases, potentially dangerous dog incidents and animal abuse and neglect; enforces city, county and state laws; and, provides education and assistance in resolving neighborhood animal nuisances complaints.
3. Client Services and Community Outreach provides customer service for shelter visitors, phone customers and e-business transactions; administers the county-wide pet licensing program, volunteer and foster programs, web and social media efforts, and the Apartment Cat Team (ACT).
4. Community Services and Program Development program provides/ manages Volunteer Services Foster Care Services, community-based cat TNR services, and community networking and marketing.

Significant Changes

The following describes the significant budget changes that impacted the Division. More information can be found in the program offers.

Animal Services has submitted two innovative program offers:

1. Program offers 91006B and 91006C adds a combined \$260,000 to the Division budget to allow for the relocation of Field Services to an off-site location, thus freeing up much needed space at the animal services facility for operational programming.
2. Program offer 91007B will add 2.00 new full time Animal Care Technicians. The additional staffing will support the continued vision of animal services to greatly enhance its service delivery and increase the live release rate of both dogs and cats.

Elections

The mission of the Elections Division is to uphold the reputation for 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.

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

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

Significant Changes

Once every four years, a Presidential General Election takes place. This will occur in FY 2017. Expenses for Presidential General Elections are far greater than any other election that occurs in the four-year cycle due to a greater rate of participation. As a result, program offer 91008B adds \$335,000 to pay for the additional labor and supplies associated with the increased voter participation.

In January 2016, Governor Kate Brown signed House Bill 2177 which created Oregon Motor Voter Act to modernize voter registration in Oregon and provide a secure, simple and convenient way more Oregonians to be registered voters. Oregonians will not need to take a separate step to register to vote at the Driver and Motor Vehicle Services (DMV) after obtaining or renewing their driver license. The new law will make voter registration automatic. It is anticipated Multnomah County voting rolls will see an increase of nearly 50,000 new voters.

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 the County.

Land Use Planning implements Federal, State, and local policies and laws that preserve the rural farm and timber economy, protect the environment and maintain the quality of life in our unincorporated communities.

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

The Solid Waste Licensing program licenses service providers for solid waste and recycling in the rural unincorporated areas of the County to meet State and regional requirements.

Significant Changes

In FY 2016, a division reorganization in the Department of Community Services brought a new division alignment. Previously known as Land Use and Transportation Planning, this division is now the Land Use Planning division. Transportation Planning has been moved to the newly formed Transportation division.

Transportation

The Transportation Division is comprised of: Bridges, Roads, County Surveyor, Planning and Development, and Water Quality.

Bridges and Roads maintain, preserve, and improve the safety of the County's six Willamette River Bridges and approximately 300 miles of roads outside of the Cities of Portland and Gresham. Transportation performs planning, engineering, and construction management for capital projects, responds to emergencies and performs preventative maintenance task such as maintaining traffic signs, striping, and signals, and storm drainage system, in addition to operating the four movable downtown bridges.

County Surveyor maintains survey records, reviews and files surveys and land divisions plats, along with maintaining and restoring public land survey corners.

Water Quality coordinates the county-wide response to federal and state clean water regulations, with the aim to protect the health of streams and water quality.

Planning and Development develops strategies to improve all modes of transportation in the County. The program reviews transportation impacts of development, reviews permits for the use of County's Right of Way, prepares the Capital Improvement Plan, and secures funding for capital projects.

During FY 2016, reorganization in the Department of Community Services created the Transportation Division. Road Services, Bridges, and Transportation Planning (previously within the Land Use and Transportation Planning Division), have been merged into one division in order to enhance resources, increase efficiency and effectiveness in better serving the public.

Road Fund revenue has shown continued modest recovery, but has not kept up with system needs. FY 2016 saw a modest pavement overlay program, however FY 2017 will see a decrease in the overlay program budget. Our condition index rating was steady between FY 2015 and FY 2016, but will decline in the next few years without a significant increase in Transportation Funding.

In FY 2017 construction of the Sellwood Bridge, Morrison Lift Spans Rehabilitation, and east county road projects on NE Sandy Boulevard and NE Arata Road are planned to be completed. Work will continue on the Broadway Rall Wheel Replacement, Burnside Maintenance Project, Burnside Seismic Feasibility Study, NW Cornelius Pass Road Project, NE 238th Ave between NE Halsey Street and NE Glisan Street, and culvert replacements on Beaver Creek at SE Stark Street and SE Cochran Road in the City of Troutdale.

Significant Changes

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 2017 General Fund	Other Funds	Total Cost	FTE
DCS Director and Support Services					
91000A	Director's Office	\$816,550	\$0	\$816,550	3.00
91000B	Director's Office Management Assistant	148,279	0	148,279	1.00
91001	Human Resources	482,360	0	482,360	4.00
91002	Business Services	540,613	1,747,959	2,288,572	19.00
Animal Services					
91004	Animal Services Community Services & Program Development	534,916	0	534,916	5.00
91005	Animal Services Client Services	1,578,322	1,635,000	3,213,322	16.00
91006A	Animal Services Field Services	1,562,602	20,000	1,582,602	14.00
91006B	Animal Services Field Officer Lease Space	60,000	0	60,000	0.00
91006C	Animal Services Field Officer OTO Moving/Renovation	200,000	0	200,000	0.00
91007A	Animal Services Animal Care	3,146,264	766,500	3,912,764	21.00
91007B	Animal Service Staffing 2.0 FTE Animal Care	178,666	0	178,666	2.00
Elections					
91008A	Elections	3,934,815	0	3,934,815	10.00
91008B	Presidential Elections	335,000	0	335,000	0.00
Land Use Planning					
91021A	Land Use Planning	1,585,673	41,037	1,626,710	10.00
91021B	Land Use Planning Compliance	96,716	0	96,716	1.00
91027	Land Use Comprehensive Plan Update	0	250,000	250,000	0.00
Transportation					
91012	County Surveyor's Office	0	4,373,000	4,373,000	10.00
91013A	Road Services	116,000	14,597,449	14,713,449	52.00
91015A	Bridge Services	0	12,163,201	12,163,201	41.00
91017	Sellwood Replacement Project	0	37,499,519	37,499,519	0.00
91018	Transportation Capital	0	13,424,262	13,424,262	0.00
91022	City Supplemental Payments	0	32,197,539	32,197,539	0.00
91023	Levee Ready Columbia	0	450,000	450,000	0.00
Total Community Services		\$15,316,776	\$119,165,466	\$134,482,242	209.00

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$567,297	\$0	\$575,206	\$0
Contractual Services	\$20,000	\$0	\$20,000	\$0
Materials & Supplies	\$33,500	\$0	\$25,400	\$0
Internal Services	\$179,516	\$0	\$195,944	\$0
Total GF/non-GF	\$800,313	\$0	\$816,550	\$0
Program Total:	\$800,313		\$816,550	
Program FTE	4.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$591,781	\$0	\$726,440	\$0
Total Revenue	\$591,781	\$0	\$726,440	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2016: 91000A-16 Director's Office

The Director's Office has cut two positions to respond to funding constraints. Restoration of these position are identified in program Offers 91001B (Director's Office Management Assistant) and 91000C-17 (Director's Office Research and Evaluation).

Department: Community Services **Program Contact:** Kim Peoples
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91000A-17 Director's Office
Program Characteristics:

Executive Summary

The Department Director's Office seeks to retain a Management Assistant position to support implementation of County and Department initiatives. The Director is held to plan, organize, direct and review the overall activities and operations of a department. The Management Assistant classification is intended to complement a Department's executive leadership team, and to plan, direct and perform a variety of complex, highly visible/sensitive projects and work assignments on behalf of the Department Director as a direct report.

Program Summary

In the FY 2016 County Budget this Management Assistant position was restored after a three year absence from the Director's Office. The Department budget constraint and operational priorities placed this position outside of the Department budget target. Retaining this position supports the ability of the Director's Office to manage various tasks and projects that are elevated at the County or Department level. This position has improved the Office's capacity to manage the implementation of the strategic plan and be responsive to Board, Department, and constituent needs. The position resumed responsibility as liaison with County facilities and Property Management, project management support of department-wide activities identified in the Strategic Plan including leading LEAN Six Sigma process improvement projects, managing the Department's Communication Strategies (i.e. web newsletter, social media, etc), Equity and Diversity program and managing ad hoc initiatives and projects. This Program Offer advances the Department of Community Services Strategic Plan's goal of service excellence by delivering the most effective services possible to our customers in a timely, efficient and thoughtful manner.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of LEAN projects supported in FY 2017	N/A	2	2	2
Outcome	Percent of Department staff who participate in Diversity and Equity meetings/trainings.	N/A	100%	100%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Department directors are required to review and analyze pertinent Federal, State and local laws, regulations, policies and procedures in terms of impact on assigned department programs; oversee and ensure compliance as required. The Management Assistant classification is one resource available to a Director to fulfill these obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$148,279	\$0
Total GF/non-GF	\$0	\$0	\$148,279	\$0
Program Total:	\$0		\$148,279	
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 2016: 91000B-16 Director's Office Management Assistant

Department: Community Services **Program Contact:** Cynthia Trosino
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 91000-17 Director's Office, 91002-17 Business Services
Program Characteristics:

Executive Summary

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

Program Summary

The program provides a broad range of services for both Division Managers and employees regarding human resources and labor relations issues.

- a) The DCS Human Resources staff consults and advises management and employees on interpreting and applying the County's HR performance planning, personnel rules, policies and procedures, collective bargaining and labor agreements, and other applicable laws and regulations governing public sector employment.
- b) The unit provides DCS managers with additional support in the form of recruitment and retention services; performance management consultation; discipline and grievance processing and dispute resolution.
- c) The team provides recruitment and selection services; facilitates the department's FMLA and OFLA requirements; maintains its personnel records and provides an essential liaison relationship with Central HR/Labor Relations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average days to fill recruitment	60	45	60	60
Outcome	Percent of new (within 30 days) employee satisfaction with orientation	100%	100%	100%	100%

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$492,988	\$0	\$481,360	\$0
Materials & Supplies	\$1,000	\$0	\$1,000	\$0
Total GF/non-GF	\$493,988	\$0	\$482,360	\$0
Program Total:	\$493,988		\$482,360	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$45,450	\$0	\$45,450	\$0
Total Revenue	\$45,450	\$0	\$45,450	\$0

Explanation of Revenues

Revenue shown is derived from Other Internal transfer of dollars from dedicated funds within the department to fund the new Human Resource Technician position.

Significant Program Changes

Last Year this program was: FY 2016: 91001-16 DCS Human Resources

Department: Community Services

Program Contact: Tom Hansell

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs: 91000 & 91001

Program Characteristics:
Executive Summary

The Department of Community Services Business Services provides administrative, financial and business support for the department. Services include development, management and administration of the department's annual budget; GIS and asset management; grants management; accounts receivable; accounts payable; payroll; contracts; purchasing; and customer service and dispatch via the reception desk. Staff serve as liaison between the department and internal service providers such as Department of County Assets, County Finance and Central Budget.

Program Summary

Work unit supports the work of the Department by providing: GIS and asset management; budget development, management and reporting; contracting and procurement; accounts payable and receivable; payroll; grant accounting; administrative support; and implementation of, and compliance with, all county, state and federal fiscal policies and procedures related to the business of this department.

Business Services personnel work across the county with other departments and agencies; function as liaison staff between the department and internal service providers such as County Finance, Central Budget, and the Department of County Assets.

Business Services also manages two County special districts; Dunthorpe-Riverdale Sanitary Sewer District and the Mid-County Street Lighting Service District.

Business Services provides responsible leadership; sound budgetary and financial management; and delivers results that are consistent with Department and County priorities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total Dollars Spent by DCS	\$127M	\$145M	\$140M	\$196M
Outcome	Percentage of Invoices Paid on Time	89%	90%	90%	90%

Performance Measures Descriptions

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

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$419,393	\$1,270,032	\$493,761	\$1,364,125
Contractual Services	\$5,000	\$56,000	\$5,000	\$31,000
Materials & Supplies	\$7,150	\$23,852	\$4,150	\$32,680
Internal Services	\$23,319	\$278,664	\$37,702	\$320,154
Total GF/non-GF	\$454,862	\$1,628,548	\$540,613	\$1,747,959
Program Total:	\$2,083,410		\$2,288,572	
Program FTE	4.00	13.00	4.00	15.00

Program Revenues				
Indirect for Dept. Admin	\$42,308	\$0	\$75,987	\$0
Intergovernmental	\$0	\$1,354,405	\$0	\$1,233,245
Other / Miscellaneous	\$11,000	\$199,143	\$11,000	\$202,320
Beginning Working Capital	\$0	\$0	\$0	\$237,394
Service Charges	\$0	\$75,000	\$0	\$75,000
Total Revenue	\$53,308	\$1,628,548	\$86,987	\$1,747,959

Explanation of Revenues

Funding for Business Services comes from the dedicated Transportation Funds, Public Land Corner Preservation Fund, County General Fund and the two County Special 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 2016: 91002-16 DCS Business Services

This program offer will increase by two FTE to respond to improve service delivery and span of control of employee workforce. Program offer will create a finance supervisor to oversee accounting operations and a program manager which will lead asset management services.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91005-17 Client Services, 91006-17 Field Services and 91007-17 Animal Care
Program Characteristics:

Executive Summary

The Community Services and Program Development program provides/manages Volunteer Services Foster Care Services, community-based cat TNR services and community networking and marketing.

Program Summary

The Community Services and Program Development program delivers the following services: 1) The Volunteer Program provides recruitment, selection, training and supervision for citizens and organizations who volunteer to assist in the delivery of services. Volunteers assist with animal care, foster shelter animals, and participate in adoption outreach and community events; 2) The Foster Care Program 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; 3) The ACT Program provides community based TNR (Trap-Neuter-Return) Services to feral and community cats and works closely with the Animal Shelter Alliance of Portland (ASAP) to facilitate spay/neuter services to cats funded by through collaborative funding; 4), The Community Outreach program works to establish and maintain relationships/partnerships with community members and facilitates community awareness events. Additionally, this program serves as the marketing/communications unit focusing on social media and public information activities. Lastly, this program works directly with the Community Advisory Committee.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of cat served through the ACT Program	420	225	420	450
Outcome	Number of volunteer hours provided to MCAS as a result of ongoing volunteer training and engagement activities	57,691	48,548	90,000	90,000

Performance Measures Descriptions

All performance measures for Current Year Estimates are based on July 2015 - December 2015 calculations.

The ACT Program measure relates to the total number of cats who receive one or all services offered by the program including any of the following: Spay/Neuter Surgery, Medical Care, Vaccinations, Microchip

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$90,000	\$0	\$504,166	\$0
Contractual Services	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$0	\$0	\$20,750	\$0
Total GF/non-GF	\$90,000	\$0	\$534,916	\$0
Program Total:	\$90,000		\$534,916	
Program FTE	1.00	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.

Significant Program Changes

Last Year this program was: FY 2016: 91005-16 Animal Services Client Services

This program was moved from the Client Services Program Offer category to its own category this year.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,693,596	\$0	\$1,311,665	\$0
Contractual Services	\$25,000	\$0	\$15,000	\$0
Materials & Supplies	\$81,799	\$0	\$61,050	\$0
Internal Services	\$186,605	\$0	\$190,607	\$0
Cash Transfers	\$0	\$1,635,000	\$0	\$1,635,000
Total GF/non-GF	\$1,987,000	\$1,635,000	\$1,578,322	\$1,635,000
Program Total:	\$3,622,000		\$3,213,322	
Program FTE	20.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,600,000	\$0	\$1,600,000
Financing Sources	\$1,635,000	\$0	\$1,635,000	\$0
Service Charges	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$1,635,000	\$1,635,000	\$1,635,000	\$1,635,000

Explanation of Revenues

Dog License revenue: 49,000 licenses issued @ \$25.00/license = \$1,225,000. Cat License revenue: 30,000 licenses issued @ \$12/license = \$360,000. 150 Animal Facility licenses x \$100 = \$15,000. Total Licensing revenue = \$1,600,000. Animal Adoption revenue: 1,670 adoptions x \$21/average adoption = \$35,000.

In the General Fund, the \$1,635,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above.

Significant Program Changes

Last Year this program was: FY 2016: 91005-16 Animal Services Client Services

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,205,927	\$0	\$1,242,573	\$0
Contractual Services	\$96,854	\$0	\$96,854	\$0
Materials & Supplies	\$42,200	\$0	\$42,200	\$0
Internal Services	\$235,207	\$0	\$180,975	\$0
Cash Transfers	\$0	\$20,000	\$0	\$20,000
Total GF/non-GF	\$1,580,188	\$20,000	\$1,562,602	\$20,000
Program Total:	\$1,600,188		\$1,582,602	
Program FTE	14.00	0.00	14.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$20,000	\$0	\$20,000
Financing Sources	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$20,000	\$20,000	\$20,000

Explanation of Revenues

Revenue from Notice of Infractions fines: Projected (800) Notices of Infraction issued @ an average of \$25/notice = \$20,000. In the General Fund, the \$20,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 91006-16 Animal Services Field Services

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Materials & Supplies	\$0	\$0	\$20,000	\$0
Internal Services	\$0	\$0	\$40,000	\$0
Total GF/non-GF	\$0	\$0	\$60,000	\$0
Program Total:	\$0		\$60,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was:

N/A

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$25,000	\$0
Materials & Supplies	\$0	\$0	\$175,000	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund One-Time-Only

Significant Program Changes

Last Year this program was:

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91004-17 Comm. Svcs & Development, 91005-17 Client Services, 91006-17 Field Services
Program Characteristics:

Executive Summary

The Animal Care program provides humane shelter and veterinary care 365 days/year for the lost, homeless, stray, injured, sick, abandoned, abused, 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: 1) Provides a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter; 2) Reunites animals with their owners; 3) Provides Lost/Found pet services; 4) Provides Pet Adoption services; 5) Provides shelter medicine and veterinary hospital services, which include veterinary health care and treatment for all shelter animals, spay/neuter surgeries for adopted animals, subsidized veterinary services for low income pet owners; 6) Provides animal behavioral assessment and training services to determine adoption availability or transfer to partner organizations. 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 is 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.

The Animal Care program continues to leverage donation funds to support efforts to increase the Live Release rate. The program will continue to use these funds to pilot new service delivery models and gather data to evaluate results.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Animal intake at the shelter	6,421	3,089	6,200	6,000
Outcome	Live Release Rate - Dogs (Calendar Year)	95.5%	90.0%	95.0%	95.0%
Outcome	Live Release Rate - Cats (Calendar Year)	89.3%	85.0%	89.0%	89.0%
Outcome	Dogs and Cats Euthanasia per 1,000 human population	0.62	1.0	0.65	0.65

Performance Measures Descriptions

Animals received at the shelter is the measure that most impacts shelter services staffing and expenditures. Live Release Rate for dogs and cats is the percentage of all animal dispositions that are "live release" (returned to owner, adopted, or transferred to placement partners). The Live Release Rate is an industry benchmark statistic calculated on the calendar year. The Previous Year Actual is for calendar 2015. Euthanasia per 1,000 human population is an industry standard. The 2012 national average was 9.7 per 1.000. All performance measures are projected to continue on their current trend lines.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,727,489	\$290,930	\$1,786,279	\$261,460
Contractual Services	\$122,000	\$121,846	\$122,000	\$102,700
Materials & Supplies	\$167,069	\$337,800	\$192,391	\$219,840
Internal Services	\$982,383	\$0	\$1,045,594	\$0
Cash Transfers	\$0	\$100,000	\$0	\$100,000
Unappropriated & Contingency	\$0	\$323,137	\$0	\$82,500
Total GF/non-GF	\$2,998,941	\$1,173,713	\$3,146,264	\$766,500
Program Total:	\$4,172,654		\$3,912,764	
Program FTE	20.00	1.00	20.00	1.00

Program Revenues				
Fees, Permits & Charges	\$0	\$125,000	\$0	\$125,000
Other / Miscellaneous	\$0	\$190,000	\$0	\$122,500
Financing Sources	\$100,000	\$0	\$100,000	\$0
Beginning Working Capital	\$0	\$858,713	\$0	\$519,000
Total Revenue	\$100,000	\$1,173,713	\$100,000	\$766,500

Explanation of Revenues

Animal Fee revenue: 2,100 animals returned to owner x \$47.62 average = \$100,000. Animal Fee revenue: 1,000 animal licenses @ \$25 average = \$25,000 is a portion of the license fee revenue retained in the the restricted accounts, per County Resolution 2010-098. Revenues budgeted in this Program Offer are a combination of General Fund, and private donations and grants in Fund 1508. Private donations are projected to be \$122,500 in FY17.

Significant Program Changes

Last Year this program was: FY 2016: 91007A-16 Animal Services Animal Care

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$141,166	\$0
Contractual Services	\$0	\$0	\$17,500	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
Total GF/non-GF	\$0	\$0	\$178,666	\$0
Program Total:	\$0		\$178,666	
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:

Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions in Multnomah County as well as how to fill vacancies in county elective offices. Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by each county. Rules deal with issues such as County Voters' Pamphlets and Voting by Mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. There are also Federal mandates. The Voting Rights Act, The National Voter Registration Act, 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	2016	2016	2017	2017
Personnel	\$1,478,246	\$0	\$1,401,938	\$0
Contractual Services	\$531,637	\$0	\$366,143	\$0
Materials & Supplies	\$1,144,609	\$0	\$1,286,977	\$0
Internal Services	\$805,513	\$0	\$879,757	\$0
Capital Outlay	\$500,000	\$0	\$0	\$0
Total GF/non-GF	\$4,460,005	\$0	\$3,934,815	\$0
Program Total:	\$4,460,005		\$3,934,815	
Program FTE	11.00	0.00	10.00	0.00

Program Revenues				
Service Charges	\$961,662	\$0	\$1,086,193	\$0
Total Revenue	\$961,662	\$0	\$1,086,193	\$0

Explanation of Revenues

Most 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.

During FY 17 two smaller special elections are included in the budget at \$260,447 each. Another special election in May 2017 is in the budget at \$526,799. Budget amounts for all these special elections are calculated at 100% reimbursement. Reimbursement for the General election in November 2016 is budgeted at 3%, or \$30,000.

In addition to election reimbursement, the budget has revenue of \$6,000 for boundary changes and \$2,500 for petitions.

Significant Program Changes

Last Year this program was: FY 2016: 91008A-16 Elections

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$250,000	\$0
Contractual Services	\$0	\$0	\$19,500	\$0
Materials & Supplies	\$0	\$0	\$65,500	\$0
Total GF/non-GF	\$0	\$0	\$335,000	\$0
Program Total:	\$0		\$335,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund. Additional revenue associated with the Presidential General Elections has been included in the regular Elections program offer #91008A-17).

Significant Program Changes

Last Year this program was:

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	2016	2016	2017	2017
Personnel	\$0	\$1,152,966	\$0	\$1,170,223
Contractual Services	\$0	\$96,000	\$0	\$2,000
Materials & Supplies	\$20,000	\$49,600	\$0	\$50,600
Internal Services	\$0	\$297,909	\$0	\$342,718
Capital Outlay	\$0	\$40,000	\$0	\$60,000
Unappropriated & Contingency	\$0	\$2,026,335	\$0	\$2,747,459
Total GF/non-GF	\$20,000	\$3,662,810	\$0	\$4,373,000
Program Total:	\$3,682,810		\$4,373,000	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Indirect for Dept. Admin	\$37,880	\$0	\$64,750	\$0
Other / Miscellaneous	\$0	\$1,465,000	\$0	\$1,255,000
Interest	\$0	\$7,500	\$0	\$15,000
Beginning Working Capital	\$0	\$1,889,650	\$0	\$2,853,000
Service Charges	\$0	\$165,000	\$0	\$250,000
Total Revenue	\$37,880	\$3,527,150	\$64,750	\$4,373,000

Explanation of Revenues

The County Surveyor's Office is self supporting. All revenues are from user fees or charges for services. Maintenance and restoration of Public Land Corners makes up the largest part of our program. This is funded by a fee (currently \$10) charged when documents are recorded in the County Records. We are proposing to reduce this fee to \$6 in order to better align revenues with program expenditures. 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 133,333 documents recorded at \$6 each - \$800,000, Plats and Surveys submitted for filing/recording - estimated 625 at \$400 each = \$250,000, and Survey support for county roads and bridges, estimated \$205,000. (part of "Other/Miscellaneous" above); Plat review and approval - actual cost incurred - estimated \$223,000, and survey work performed for agencies outside of Transportation Division - estimated \$27,000 (shown as "Service Charges" above).

Significant Program Changes

Last Year this program was: FY 2016: 91012-16 County Surveyor's Office

Department: Community Services **Program Contact:** Ian Cannon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91012, 91018, 91020
Program Characteristics:

Executive Summary

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

Program Summary

The Division is responsible for planning, funding, design, construction, maintenance, operation and preservation of County-owned roads. The Division contributes to the goals and strategies of the Department of Community Services in providing transportation services county residents rely upon. The Division focuses on providing quality roads through innovation, skilled workforce and efficient practices. Four program areas (roadway engineering, planning and development, water quality and maintenance) deliver services to comply with local, State, and Federal transportation requirements while striving to achieve the transportation priorities of Multnomah County residents communicated to the Division through our public outreach efforts. The Division is a regional leader in sustainable maintenance policies and practices that respond to the Endangered Species Act, Safe Drinking Water Act, and Clean Water Act. The Division fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the building of roads and providing on-going maintenance and traffic services that contribute to public safety, environmental protection, and livability. The Division 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 Community Wellness and Prevention Plan (CWPP) and 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 decreasing revenues have shown that the current funding models are not sustainable. The County's 3 cent fuel tax receipts continue to decline each year. The decline results from fewer gallons being consumed and the fuel tax rate remaining static (unchanged since 1981). State and local land use goals promote density, which supports alternative modes of transit to the public (i.e. buses, bikes, and rail) and have reduced the demand for gasoline consumption, consequently reduced fuel tax receipts. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Output Lane Miles maintained by County	681	681	681	681
Outcome	Pavement Condition Index (PCI)	65	66	67	66
Outcome	Percentage of development proposals with transportation evaluations and findings	98%	95%	96%	96%

Performance Measures Descriptions

The County rates road surfaces using a pavement management system to assess the condition of the road surface by assigning a Pavement Condition Index (PCI) rating between 0 and 100, with a 100 as excellent. The percent of proposals approved with transportation evaluation and findings are indicators of the amount of effort required to process the applications and the effectiveness of the process to review applications for land owners/developers.

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$5,880,244	\$0	\$5,830,845
Contractual Services	\$0	\$262,500	\$0	\$4,523,012
Materials & Supplies	\$130,000	\$2,018,685	\$0	\$1,762,313
Internal Services	\$0	\$2,665,476	\$116,000	\$2,481,279
Total GF/non-GF	\$130,000	\$10,826,905	\$116,000	\$14,597,449
Program Total:	\$10,956,905		\$14,713,449	
Program FTE	0.00	53.20	0.00	52.00

Program Revenues				
Indirect for Dept. Admin	\$277,539	\$0	\$346,431	\$0
Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$7,388,345	\$0	\$7,732,887
Taxes	\$0	\$169,500	\$0	\$50,000
Other / Miscellaneous	\$0	\$106,500	\$0	\$136,500
Financing Sources	\$0	\$0	\$0	\$3,950,512
Interest	\$0	\$45,000	\$0	\$65,000
Beginning Working Capital	\$0	\$3,155,720	\$0	\$2,547,550
Service Charges	\$0	\$27,500	\$0	\$45,000
Total Revenue	\$277,539	\$10,962,565	\$346,431	\$14,597,449

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 2016: 91013-16 Road Services

The combination of the Division's four program areas (roadway engineering, planning and development, water quality and maintenance) forms a transportation division that supports county business needs to deliver the capital plan and program and serve our community. Transportation planning was previously under the Land Use Planning program.

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	2016	2016	2017	2017
Personnel	\$0	\$5,580,413	\$0	\$4,684,349
Contractual Services	\$0	\$128,425	\$0	\$900,000
Materials & Supplies	\$0	\$486,124	\$0	\$499,000
Internal Services	\$0	\$1,146,280	\$0	\$1,514,121
Capital Outlay	\$0	\$614,562	\$0	\$560,013
Cash Transfers	\$0	\$35,351	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$4,005,718
Total GF/non-GF	\$0	\$7,991,155	\$0	\$12,163,201
Program Total:	\$7,991,155		\$12,163,201	
Program FTE	0.00	43.40	0.00	41.00

Program Revenues				
Indirect for Dept. Admin	\$130,041	\$0	\$239,272	\$0
Intergovernmental	\$0	\$4,070,782	\$0	\$7,144,738
Other / Miscellaneous	\$0	\$2,914,580	\$0	\$1,374,458
Beginning Working Capital	\$0	\$1,005,793	\$0	\$3,644,005
Total Revenue	\$130,041	\$7,991,155	\$239,272	\$12,163,201

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 largest component is the Sellwood Bridge Project which represents \$1,164,878.

Significant Program Changes

Last Year this program was: FY 2016: 91015-16 Bridge Services

The Bridge Section supplies the majority of the County labor for the Sellwood Bridge Replacement. As the project nears completion, labor needs are decreasing. In FY 2017, Bridges FTE count drops 3.4, reflecting the decrease in labor needs.

Department: Community Services **Program Contact:** Ian Cannon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91011, 91016, 91018
Program Characteristics:

Executive Summary

The Sellwood Bridge has deteriorated after approximately 89 years of service. The bridge has been weight-limited to 10 tons since 2005. TriMet buses and most trucks are excluded from the bridge. Bicycle and pedestrian facilities are very narrow. Approximately 30,000 vehicles cross the narrow two lane bridge each day. This program is replacing the existing bridge with a modern multi-modal facility. Significant progress has been made on the construction. This program offer represents the effort required in FY2017.

Program Summary

The program is the overall work effort to replace the Sellwood Bridge in Southeast Portland. The scope of the project includes a new three-span steel deck arch bridge with shoulders and sidewalks, a new grade separated interchange at OR-43, improved trail connections at both ends, and environmental mitigation for project impacts. It includes the design, right of way, and construction phases of the project. The estimated total cost of the project including design, right of way, and construction will be between \$307.5 and \$317.5 million. Substantial project completion is expected by November 2016.

Construction is more than 95% complete. Traffic has been moved to the new bridge. Work continues on the East approach structure, the interchange at OR-43, landscaping , bicycle and pedestrian facilities, and removal of the old bridge and temporary structures.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of the interchange work completed	50	75	75	100
Outcome	Percent of project milestones met	0	95	95	100

Performance Measures Descriptions

The final interchange work will not be able to be completed until after the traffic is on the new bridge and the old approaches have been removed. This final interchange work is expected to be complete in FY 2017. We also expect project completion in FY 2017, therefore 100% of the project milestones will have been met.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$78,150	\$0	\$83,538
Contractual Services	\$0	\$5,570,000	\$0	\$2,830,000
Materials & Supplies	\$0	\$241,562	\$0	\$154,251
Internal Services	\$0	\$12,693,645	\$0	\$10,878,505
Capital Outlay	\$0	\$43,031,999	\$0	\$23,553,225
Total GF/non-GF	\$0	\$61,615,356	\$0	\$37,499,519
Program Total:	\$61,615,356		\$37,499,519	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,172,605	\$0	\$11,481,537
Intergovernmental	\$0	\$9,192,068	\$0	\$11,649,190
Interest	\$0	\$10,000	\$0	\$0
Beginning Working Capital	\$0	\$41,240,683	\$0	\$14,368,792
Total Revenue	\$0	\$61,615,356	\$0	\$37,499,519

Explanation of Revenues

Beginning Working Capital: \$14.3 million
 TIGER III Federal Grant: \$.1 million
 State Appropriation for Interchange work - \$1.0 million
 County vehicle registration fee revenue - \$11.4 million
 City of Portland project reimbursement - \$10.5 million

Significant Program Changes

Last Year this program was: FY 2016: 91017-16 Sellwood Replacement Project

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91013-17 Road Services, 91015-17 Bridge Services
Program Characteristics:

Executive Summary

The Transportation Capital program represents payments to contractors for capital improvement projects on County-owned Willamette River bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island) and County road infrastructure including bicycle, 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

Current capital needs are identified in the Transportation Capital Improvement Plan that outlines needed Road and Bridge improvements for the next 20 years. The Transportation Capital Program prioritizes the projects and schedules projects to match available and new funds projected for a 5-year period. Capital improvements are relatively high dollar projects to rehabilitate, improve, or replace when needed, transportation infrastructure assets such as roads and bridges. This program represents County and other fund sources that pass through the County, to make capital improvements on County owned bridges, roads, bicycle/pedestrian facilities and culverts.

This program is dependent upon Bridge Engineering and Roadway Engineering programs to provide County labor, to plan and oversee the design and construction associated with capital projects. Projects are identified, prioritized and scheduled in the Transportation Capital Improvement Program (CIP) to match available funds. This program is approved by the Board of County Commissioners. Transportation staff pursue outside sources of funding through grants and collaborative agreements for these projects. The County's transportation infrastructure assets are valued in excess of \$1.8 billion dollars, thus we deem it very important to protect these assets. Many factors contribute to the constant degradation of the transportation infrastructure which demands constant effort to maintain the current status.

Recent CIP updates include equity and health criteria for rating and ranking roadway, bike, pedestrian, culvert and bridge projects. The major transportation capital projects included in the FY2017 budget are the Sellwood Bridge replacement (program offer 91017), Morrison Bridge deck repair, Broadway Bridge Paint and Rall Wheels and Burnside Bridge Repairs. Other roadway projects are scheduled in East County and include bike and pedestrian improvements to Arata Road, freight mobility improvements to a section of Sandy Boulevard, and sidewalk infill on a portion of Sandy Blvd. Also, included are fish passage and culvert projects on Beaver Creek at Stark Street and Cochran Road, and at Dairy Creek at Reeder Road.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Dollar value of capital improvements	\$5,233,498	\$11,507,090	\$5,457,742	\$13,899,262
Outcome	Percent of cost growth	0%	0%	0%	0%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$286,790	\$0	\$1,836,145
Internal Services	\$0	\$487,027	\$0	\$461,856
Capital Outlay	\$0	\$10,733,273	\$0	\$11,126,261
Unappropriated & Contingency	\$0	\$294,900	\$0	\$0
Total GF/non-GF	\$0	\$11,801,990	\$0	\$13,424,262
Program Total:	\$11,801,990		\$13,424,262	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$12,655	\$0	\$0	\$0
Intergovernmental	\$0	\$10,931,608	\$0	\$9,755,856
Interest	\$0	\$1,800	\$0	\$1,800
Beginning Working Capital	\$0	\$868,582	\$0	\$3,666,606
Total Revenue	\$12,655	\$11,801,990	\$0	\$13,424,262

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2016: 91018-16 Transportation Capital

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91021B-17 Land Use Planning Compliance, 91027-17 Land Use Plan Comprehensive Update
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

Multnomah County is a unique and highly sought after location to live, work, and recreate because the area offers vast open spaces, natural and scenic resources, forests, and farmland. 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 section is to create, revise, and adopt plans, policies, and zoning codes in a uniform thoughtful and sensitive manner to ensure that development is consistent with the rural character of the County. The County is in the process of updating and consolidating the County's Comprehensive Plan Zoning Code reinforcing the fact that Multnomah County serves the entire rural community equitably. Once the Comprehensive Plan is updated staff will then focus on drafting code to implement the vision articulated by the community within the revised plan.

Planning staff also play a key role in the coordination with regional partners, such as Metro and the Columbia River Gorge Commission, to ensure the County's vision and values continue to be achieved. Policies and plans addressing the urban areas within the Urban Growth Boundary are equally important in assisting the County achieve the goals of the rural areas.

The current planning section 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 solve complex land use issues with applicants.

The code compliance program responds to possible land use complaints through a voluntary compliance based program. The focus of this program is education and compliance to successfully resolve potential issues. This is accomplished by working with property owners to voluntarily resolve land use conflicts without the use of penalties or fines whenever possible. The Planning program manages a Solid Waste and Recycling Management program. This program licenses service providers in the unincorporated areas of the County for solid waste, recyclable materials and provides outreach materials. This program is implemented to comply with applicable State and local regulations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of land use/compliance inquiries	7,623	8,650	6,200	8,000
Outcome	Number of land use/compliance actions taken	429	440	400	400
Quality	% of compliance cases resolved voluntarily	100%	100%	96%	99%
Efficiency	% of land use decisions made in 120 days	69%	90%	60%	70%

Performance Measures Descriptions

The output measure includes calls received and responded to, walk-in customers assisted, and enforcement complaints logged. The outcome measure captures preliminary meetings held, land use reviews issued, zoning sign-offs completed, and enforcement cases closed within the fiscal year. Our quality goal is 100% voluntary compliance for complaints closed. Our efficiency goal is to issue final decisions within 120 days of when they are made complete.

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	2016	2016	2017	2017
Personnel	\$1,170,675	\$0	\$1,201,535	\$0
Contractual Services	\$47,200	\$41,037	\$46,800	\$41,037
Materials & Supplies	\$49,500	\$0	\$47,200	\$0
Internal Services	\$283,121	\$0	\$290,138	\$0
Total GF/non-GF	\$1,550,496	\$41,037	\$1,585,673	\$41,037
Program Total:	\$1,591,533		\$1,626,710	
Program FTE	10.20	0.00	10.00	0.00

Program Revenues				
Fees, Permits & Charges	\$150,000	\$6,037	\$140,000	\$6,037
Intergovernmental	\$30,000	\$35,000	\$0	\$35,000
Total Revenue	\$180,000	\$41,037	\$140,000	\$41,037

Explanation of Revenues

Land Use Planning historically receives a maximum of \$35,000 from the State to assist with implementing the land use rules in the National Scenic Area (NSA). These funds are reimbursed to the County at the end of each fiscal year based on the amount of time staff spends processing permits and resolving compliance issues in the NSA. Historically we spend almost double the amount that we receive in reimbursements.

Fees are set and collected for land use permits. We estimate \$140,000 in revenues from land use permit fees in FY2017. Planning also receives a small stipend from the Forest Service known as 1% Payments. The funding is intended to be a replacement for the property taxes the counties would have otherwise received had the US not acquired the land. It is estimated that we will receive \$6,037 in FY2017.

Significant Program Changes

Last Year this program was: FY 2016: 91021A-16 Land Use Planning

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 97201A-17 Land Use Planning
Program Characteristics:

Executive Summary

This program offer seeks to continue a position that was filled in FY2016. The offer improves the service levels of the compliance section while simultaneously addressing resource challenges with the land use permitting process. The position will improve the responsiveness of the compliance program by continuing to provide a land use planner to assist with research, outreach and processing land use actions that result from compliance cases.

Program Summary

Multnomah County is a unique and highly sought after location to live, work and recreate because the area offers vast open spaces, natural and scenic resources, forests and farmland. Land use planning develops and implements codes and policies to preserve the rural character by preventing urban sprawl. The code compliance section responds to possible land use and transportation right-of-way complaints through a voluntary compliance program. This offer has been submitted in response to community feedback and to reduce future compliance cases by ensuring that conditions of permit approvals are being completed. This additional FTE directly addresses these concerns by responding to compliance complaints more quickly, by helping to reduce case processing workloads for existing planners, and also by creating the capacity to be able to conduct inspections of conditions of approval before they become compliance issues.

A more efficient programmatic model is realized with this additional FTE who is the primary planning adviser and permit reviewer for the code compliance section. This strategy of developing one clear point of compliance contact for the community improves customer service and increases the program's ability to tackle special projects that enhance customer service and program efficiency. A significant resource challenge for the program has been the ability to conduct inspections verifying conditions of permit approval have been satisfied. Roughly half of all land use application requests are associated with open compliance cases requiring resolution.

Approximately 25% of all code compliance cases result from conditions of previous land use approvals not being met. Issues requiring inspection range from confirming construction activities are not impacting water quality, assuring that approved buildings are constructed in the right location and that development is consistent with the permitted scope of work. By increasing staff capacity, we will more efficiently meet the community's expectations and demonstrate the county's commitment to serving the community needs. This position is pivotal in that it resolves existing compliance situations while striving to reduce the overall amount of compliance cases in the future while also providing additional capacity within the current planning section allowing for more timely reviews and responses to public inquiries.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of compliance inquiries	New	29	34	55
Outcome	Number of compliance actions taken	New	22	58	55
Quality	Percent of compliance cases resolved voluntarily	New	100%	96%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets Statewide Planning Goals, including enacting implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390. The County regulates land uses in the National Scenic Area 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 time frame 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. This specific position will be key to ensuring that development activity within the County is consistent with federal, state and local requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$96,716	\$0
Total GF/non-GF	\$0	\$0	\$96,716	\$0
Program Total:	\$0		\$96,716	
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 2016: 91021C-16 Land Use Planning Compliance

Department: Community Services **Program Contact:** Tom Hansell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Beginning in 1984 the 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 the County receives from the County gas tax and state highway funding. For Cities of Troutdale and Fairview the supplemental payment formula is adjusted annually based on the Consumer Price Index – Urban Index for the Portland metropolitan area. For the Cities of Portland and Gresham the supplemental payment formula is adjusted based on actual receipts collected by the County.

Planned FY 2017 Payments:

- City of Fairview \$13,150
- City of Troutdale \$16,225
- City of Gresham \$3,747,678
- City of Portland \$28,420,486

Between 1984 and 2015 the County has transferred 606 miles of roads to Cities.

This program offer does not deliver any County services and is submitted for the provision of a supplemental payment to the cities. The agreements remain subject to future appropriations by any future Board of County Commissioners or City Councils. The formulas in these agreements were intended to remain permanent unless amended by mutual agreement

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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

The County road funds are transferred to the Cities where the county road funds are commingled into their transportation operating budgets. The agreements do not require the City to communicate how County funds are to be used. The Cities prescribed allowed use of these funds are defined under ORS 366 which requires funds only be used for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and the administration thereof.

Legal / Contractual Obligation

Funding obligations are prescribed in the city/county agreements

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$30,452,794	\$0	\$32,197,539
Internal Services	\$0	\$274,075	\$0	\$0
Total GF/non-GF	\$0	\$30,726,869	\$0	\$32,197,539
Program Total:	\$30,726,869		\$32,197,539	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$91,358	\$0	\$0	\$0
Intergovernmental	\$0	\$24,026,869	\$0	\$25,197,539
Taxes	\$0	\$6,700,000	\$0	\$7,000,000
Total Revenue	\$91,358	\$30,726,869	\$0	\$32,197,539

Explanation of Revenues

Monies transferred to the Cities originate from State Highway Money and County Gas Tax received by Multnomah County

Significant Program Changes

Last Year this program was: FY 2016: 91022-16 City Supplemental Payments

Legal / Contractual Obligation

As a regional partner, Multnomah County has served as convener for Oregon Solutions Levee Ready group. County commitments include contractual loan repayment obligations to the project.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$100,000
Contractual Services	\$0	\$0	\$0	\$350,000
Total GF/non-GF	\$0	\$0	\$0	\$450,000
Program Total:	\$0		\$450,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Video Lottery Funds The Board of County Commissioners set aside \$500,000 for the Levee Ready Columbia project which was appropriated to DCS in Budget Modification DCS-04-16. The \$450,000 is the projected amount remaining at the close of FY 2016.

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

The Land Use Planning Program complies with Federal, State and local laws, supports the values of the Board of County Commissioners and meets the evolving needs of the community by adopting and implementing clear and effective land use and transportation planning policies and regulations. These policies and regulations provide the required venue for public participation and a degree of predictability to neighbors and developers.

This program offer will require the continuation of a professional services contract with a firm to help guide public outreach and finalize the policy and regulation amendments.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$273,684	\$0	\$165,000
Contractual Services	\$0	\$323,497	\$0	\$85,000
Total GF/non-GF	\$0	\$597,181	\$0	\$250,000
Program Total:	\$597,181		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This offer supported with Lottery Funds through County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 91027-16 Land Use Comprehensive Plan Update

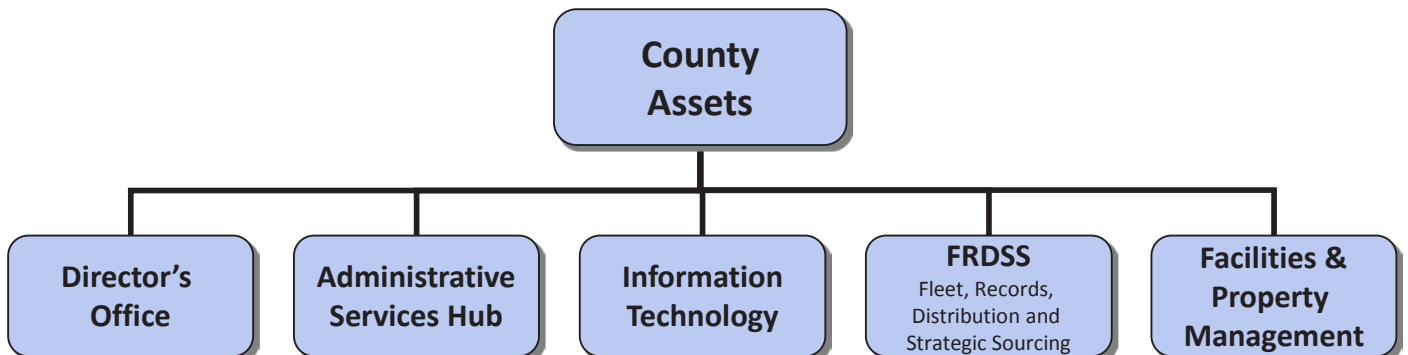
Department Overview

The Department of County Assets (DCA) plans for, acquires, and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs need to provide critical community services efficiently and effectively. Major programs in the department include:

- Facilities & Property Management is manages and makes capital improvements to over 3 million rentable square feet of offices, libraries, courts, detention centers, shops, clinics, and other types of leased and owned space in over 130 locations.
- Information Technology provides telecommunication, network, and hardware support, manages over 8,000 PCs, laptops, and tablets, 7,500 phone numbers, 125 network circuits, 500 virtual servers and 300 business applications.
- Fleet, Records, Distribution, and Strategic Sourcing maintains and manages vehicles, develops and maintains records, provides pick up and delivery of mail and provides contract management.
- Administrative Services Hub provides Human resources, procurement and contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, and a subset of these services to the Department of County Management (DCM) and the non-departmental agencies and offices.

DCA continually evaluates opportunities to implement best practices, integrate service delivery, streamline and improve internal accounting functions, and promote innovative County business tools and processes. The long-range goals for DCA are driven by the County’s efforts to focus scarce financial resources on the delivery of direct services, and include:

- Creating financial accountability for the County’s assets;
- Streamlining business processes and implementing best practices for asset portfolio management; and
- Providing cost-effective, customer-focused infrastructure and business services.



Budget Overview

The FY 2017 budget for the Department of County Assets (DCA) is \$330.9 million. It consists of: \$6.8 million in the General Fund, \$108 million in Internal Service funds and \$216.1 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related.

The budget increases by \$80.5 million from the FY 2016 Adopted budget. The increases are \$45.6 million in the Downtown Courthouse and \$19.7 million in the Health Headquarters Capital funds. In addition, 2 new funds are added, \$6.9 million in the Information Technology Capital Fund, most of which is transferred from the Information Technology Fund, and \$5.4 million in the Hansen Building Replacement Fund. Changes in contractual services and capital outlay are primarily from changes in the Downtown Courthouse and Health Headquarters funds due to anticipated expenditures in FY 2017.

The following programs are identified as one-time-only programs and/or are receiving one-time-only General Fund support.

	General Fund One-Time-Only	FY 2017 Budget
78215- ESPC-Juvenile Justice Complex Lighting		1,040,000
78216- ESPC-Inverness Jail-Water		1,496,627
78217- Yeon-AG Fuel Tanks Installation		436,661
78218- Hansen Building Replacement	3,000,000	5,390,766
78219- Yeon Annex - Reception and Lobby Redesign		49,500
78220- DCJ Mid County Facility	7,500,000	7,500,000
78221- MCDC Detention Electronics	100,000	100,000
78300- IT Continuity of Operations		114,630
78301A- IT Innovation & Investment Projects		3,740,269
78301B- IT Network Convergence		165,158
78318- IT Cyber Security		1,266,610
78319- CRIMES Replacement	1,479,456	1,574,456
78212- Downtown Courthouse	19,900,000	98,602,542

Budget Trends*					
	FY 2015	FY 2016	FY 2016	FY 2017	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	320.95	326.95	326.95	343.65	16.70
Personnel Services	\$40,006,517	\$42,564,458	\$44,499,090	\$49,082,990	\$4,583,900
Contractual Services	19,696,686	25,964,909	31,718,386	197,056,740	165,338,354
Materials & Supplies	30,161,862	31,673,145	35,886,474	39,188,970	3,302,496
Internal Services	10,862,685	9,747,707	15,650,886	16,288,384	637,498
Capital Outlay	<u>4,897,905</u>	<u>7,765,475</u>	<u>122,588,776</u>	<u>29,250,373</u>	<u>(93,338,403)</u>
Total Costs	\$105,625,654	\$117,715,694	\$250,343,612	\$330,867,457	\$80,523,845

*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

A number of strategic projects were initiated and/or completed in FY 2016:

- Board of County Commissioners approval of project plans for the design and construction of the new Central Courthouse and the new Health Headquarters facility, completion of Phase 1 of the Hansen replacement project, and the final sale of the Morrison Bridgehead property.
- Completion of the VoIP implementation project, including the Downtown Courthouse, with the migration of nine State Court call centers and 590 phones across four public safety entities and completion of the Library Digital Collection project. The Gallery provides Library staff with the ability to store, maintain and display materials and allows patrons to search, explore and interact with various digital collections.
- Migration of the downtown motor pool to a third-party CarShare program resulting in reduction in capital costs and improved self-service reservations.
- Development of a senior management program for equity, diversity and inclusion including the completion of a readiness assessment, implementation of structured learning at senior management meetings, and development of a business case for equity, diversity and inclusion.

Several other important projects are in process:

- Planning for a new Mid-County DCJ campus.
- Implementation of Direct Messaging tool, our first cross-departmental system for supporting health care transformation.
- Expansion of County fueling capabilities with installation of above ground tanks at the Yeon location.

In all of its work, DCA considers the County's values and industry best practices, including goals for sustainability and MWSBE participation in our construction projects. DCA's continued partnership with CityFleet brings best practices in fleet maintenance. DCA's strategic sourcing efforts are a best practice in procurement and implements the values of sustainability, buying local and equity.

Key challenges include:

- Effectively balancing workloads against competing priorities: The demand for internal service provision continues to outpace the available resources. There is a continuous need to have the appropriate governance structures in place to re-prioritize the work.
- Recruitment and retention of management and staff: DCA continues to focus on best practices for retaining excellent staff, recruiting new staff, and providing an inclusive workplace.

Diversity and Equity

In FY 2016, the Department of County Assets made a significant investment in equity, diversity, and inclusion. We re-classified an existing position to fund a new senior management position to focus on equity, diversity, and inclusion. Both the new senior team member and the Department Director are members of the Equity Council and equity and inclusion learning is an agenda item for every senior management meeting. Equity is also explicitly addressed in the DCA mission, vision, values tag line and FY 2016-17 goals.

We have developed a senior management program for equity, diversity, and inclusion. As a part of the program, we developed and completed an equity assessment, added structured learning at senior management meetings, and developed a business case to further inform our program. In FY 2015, we formed an Equity and Sustainability Advisory Team (E-SAT) which evaluated and measured our carbon footprint and developed recommendations for reductions. In FY 2016, we are asking a team of managers and staff to develop an organizational assessment tool to measure where we are, guide our planning, and identify where support is needed. This team will further develop and publish our business case for equity, diversity, and inclusion. The business case will clearly describe the importance of equity, diversity, and inclusion from a business perspective and the valuable results that are possible. This is critical in getting our whole team on board and will inform our recruitment and retention plans. We also continue to consider the environment, equity and economy in our Strategic Sourcing planning. Finally, in partnership with Office of Diversity and Equity (ODE), we conducted a three hour workshop with the entire Central Courthouse team (County staff and contractors) on the importance of building an inclusive, trauma-informed space.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$500,586	\$0	\$500,586	2.00
Administrative Hub Services	5,768,965	0	5,768,965	41.40
Facilities & Property Management	0	256,919,839	256,919,839	107.75
Information Technology	0	55,301,198	55,301,198	165.15
Fleet Records Distribution & Strategic Sourcing	<u>499,997</u>	<u>14,267,383</u>	<u>14,767,380</u>	<u>27.35</u>
Total County Assets	\$6,769,548	\$326,488,420	\$333,257,968	343.65

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

The DCA Director's Office provides leadership, strategic direction, operational assessment and accountability in oversight and management of County assets, including information technology, facilities and real property, fleet, records, distribution services and strategic sourcing. The office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement and disposal.

Large capital projects will again be a focus in FY 2017. The IT Division will focus on implementation planning for a new Enterprise Resourcing Planning (ERP) System, implementing the County's new Assessment and Taxation System and assisting the DA's Office in the replacement of their CRIMES System. Facilities and Property Management will move forward with the design and construction of the new Central Courthouse and the new Health Department Headquarters building, as well as with the replacement of the Hansen Complex and the build out of the new Mid-County DCJ facility. The County partners with the City of Portland's CityFleet for fleet maintenance of downtown vehicles and will utilize a third-party CarShare program for our downtown motor pool. Additionally, the Strategic Sourcing team will create at least eight sourcing plans, Records Administration will initiate the county-wide rollout of the new electronic records management system, and Distribution Services will streamline using their new outgoing mail sorting equipment.

Significant Changes

There are no significant changes in the Director's Office.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of more than 3.7 million square feet of owned and leased space in 130 buildings geographically dispersed throughout the County. The FPM mission is to proactively 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 services to the public.

While buildings are FPM's business, people are the purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayer's' 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 commitment to supporting local businesses and promoting diversity and equity is demonstrated by its use of MWESB and QRF firms for contracted services.

In FY 2017, FPM will continue to build on the Facilities Asset Strategic Plan, conducting condition assessments for medium performance buildings and developing near and long-term investment strategies that align with future County service delivery goals.

Significant Changes

While the total Facilities Fund (3505) budget request only increases 2.0 % over the FY 2016 adopted budget, there are notable changes within the relatively flat bottom line. To provide consistent and reliable services to support County operations, the budget reduces contract repair and maintenance services and adds nine new positions. Additionally, FY 2017 internal service rates reflect the end of a spend-down of Facilities Fund beginning working capital (BWC). In recent years, BWC subsidized a portion of operating costs that Facilities, in-turn, did not need to recover from customers. Therefore, while the total Facilities Fund budget remains flat, basic charges to County departments are expected to increase by 6.5%. About half of these charges are for general operations, which increase 8.8% with the end of the BWC subsidy (other basic charges are lease, debt and utilities). Capital Funds BWC was overestimated by \$6M in prior years. The correction for FY 2017 entailed a re-prioritization of projects in the 5 Year Capital Plan to remain within budget constraints.

In addition, The Hansen Building Replacement project (78218) is now assigned its own fund (2512), which combines and supersedes two preexisting projects -- Hansen Operations Relocation and Hansen Reconfiguration. A new program offer, DCJ Mid County Facility (78220), was established to acquire an asset in a mid-county location to consolidate four separate Department of Community Justice (DCJ) sites into a single County owned facility.

Information Technology

The Information Technology (IT) Division'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 hard to define a mission and vision that focus on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2017 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 8,000 PCs, laptops, and mobile devices, about 7,500 phone numbers, over 500 virtual servers and 30 physical servers, 125 network circuits, and approximately 300 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, jail 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 130 different sites across the County, and the technologies required are as diverse as the lines of business.

Significant Changes

The IT Fund (3503) budget increased 6.2% over the FY 2016 adopted budget. The increase is driven by overall County head count, which has increased 2.3% over the last year, and specific requests from individual departments.

A new Information Technology Capital Fund 2508 totaling \$6.9 million is established to separately account for the Information Technology capital projects, formerly in fund 3503. This is in response to an audit recommendation and the Chief Operating Officer's County-wide capital project oversight initiative. Programs include IT Continuity of Operations (78300), IT Innovation & Investment Projects (78301A), IT Network Convergence (78301B), IT Cyber Security (78318), and CRIMES Replacement (78319).

An assessment of IT projects and priorities resulted in a reallocation of \$2 million for the Enterprise Resourcing Planning (ERP) Design and Implementation project within IT Innovation & Investment Projects (78301A).

Fleet, Records, Distribution and Strategic Sourcing

Fleet, Records, Distribution Services, Motor Pool, and Strategic Sourcing provide operational support services to all County departments and agencies.

- Fleet Services maintains and manages over 700 vehicles of various types, including electric and hybrid vehicles.
- Records Management and Archives develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 120 million documents; some dating back to 1855.
- Distribution Services provides pick up and delivery of mail and supplies, medical lab tests, processing and metering of US mail, US Mail related training, consultation and contract management.
- Motor Pool provides short term vehicle availability through the County's Motor Pool and third-party CarShare program.
- The County's Strategic Sourcing program focuses on the holistic approach to the selection and sourcing of goods and services through the development, implementation, oversight and direct delivery of key strategic sourcing practices across the County, providing strategy, leadership, expertise and analytical information to County departments.

Significant Changes

The Motor Pool program, after a successful pilot, implemented an alternative Motor Pool strategy using a third-party CarShare program. The County's owned Downtown Motor Pool vehicles have been re-purposed to meet other County needs and the CarShare program vehicles are located at a parking lot adjacent to the Lincoln building where the heaviest concentration of Downtown Motor Pool users reside.

Also in FY 2016, the aging Records Management and Archiving system was replaced with an industry-standard and compliant system. The use of the electronic records management system will be expanded in the coming years to extend its capabilities and advance adoption of its self-service archive and retrieval features.

Administrative Hub

The DCA Administrative Hub provides human resources, procurement, contracting, finance, budget, internal service rate setting, capital planning, accounts payable, travel and training arrangements, and other administrative services. These services are provided to the 350 employees in DCA while many are also provided to approximately 345 employees in the Department of County Management and the non-departmental agencies and offices. Functional areas supported include:

- Human Resources and Administration, providing services that include strategic planning, job recruitment and outreach, investigations, performance management, HR transaction processing, supplies ordering and timekeeping.
- Procurement and Contracting, providing procurement and contracting for commercial services, construction, leases, software, maintenance and repair, and architectural and engineering contracts. Services include contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.
- Budget and Planning, providing budget, rate setting and capital planning services. Activities include County-wide rate analysis and creation, budget development, budget management and oversight, capital planning and on-going analysis.
- Finance, providing accounts payable and accounts receivable transaction processing, grant accounting and travel & training arrangements.

Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements. Budget and Planning continues to implement the Kaizen Blitz LEAN improvements to the Internal Services Rates process. In FY 2016, the FPM rate process was addressed and the IT rate will be evaluated in FY 2017. LEAN process analysis lays a strong foundation with room for further efficiencies in the budgeting process.

Procurement and Contracting is requesting the addition of 1.00 FTE, a management position, to directly oversee the portfolio of IT Procurement and Contracting, which continues to grow in volume and complexity. The position will supervise 7 to 10 represented and non-represented staff members and be responsible for hundreds of technology related transactions per year.

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 2017 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$500,586	\$0	\$500,586	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	892,807	0	892,807	6.00
78101	Administrative Hub Procurement & Contracting	2,437,758	0	2,437,758	17.40
78102	Administrative Hub Finance	936,861	0	936,861	8.00
78103	Administrative Hub Human Resources	1,501,539	0	1,501,539	10.00
Facilities & Property Management					
78200	Facilities Director's Office	0	4,320,113	4,320,113	10.25
78201	Debt Service & Capital Fee Pass Through	0	5,978,692	5,978,692	0.00
78202	Facilities Operations & Maintenance	0	13,713,337	13,713,337	67.50
78203	Facilities Client Services	0	7,935,492	7,935,492	9.00
78204	Facilities Capital Operation Costs	0	1,445,177	1,445,177	10.00
78205	Facilities Capital Improvement Program	0	12,195,851	12,195,851	0.00
78206	Capital Asset Preservation Program	0	13,761,911	13,761,911	0.00
78208	Facilities Utilities Pass Through	0	6,048,618	6,048,618	0.00
78209	Facilities Lease Management	0	6,989,234	6,989,234	2.00
78210	Facilities Strategic Planning and Projects	0	1,096,235	1,096,235	6.00
78211	Facilities Construction Mgmt & Design	0	579,293	579,293	3.00
78212	Facilities Downtown Courthouse	0	98,602,542	98,602,542	0.00
78213	Library Construction Fund	0	3,439,790	3,439,790	0.00
78214	Health Headquarters Construction	0	64,800,000	64,800,000	0.00
78215	ESPC-Juvenile Justice Complex Lighting	0	1,040,000	1,040,000	0.00
78216	ESPC-Inverness Jail-Water	0	1,496,627	1,496,627	0.00
78217	Yeon-AG Fuel Tanks Installation	0	436,661	436,661	0.00
78218	Hansen Building Replacement	0	5,390,766	5,390,766	0.00
78219	Yeon Annex - Reception & Lobby Redesign	0	49,500	49,500	0.00
78220	DCJ Mid County Facility	0	7,500,000	7,500,000	0.00
78221	MCDC Detention Electronics	0	100,000	100,000	0.00

County Assets

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78300	IT Continuity of Operations	0	114,630	114,630	0.00
78301A	IT Innovation & Investment Projects	0	3,740,269	3,740,269	0.00
78301B	IT Network Convergence	0	165,158	165,158	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,024,801	2,024,801	11.00
78303	IT Help Desk Services	0	972,940	972,940	7.30
78304	IT Telecommunications Services	0	2,344,129	2,344,129	5.00
78305	IT Mobile Device Expense Management	0	1,056,948	1,056,948	1.00
78306	IT Network Services	0	4,875,235	4,875,235	12.00
78307	IT Desktop Services	0	2,250,383	2,250,383	17.10
78308	IT Asset Replacement	0	3,620,129	3,620,129	0.00
78309	IT Health & Human Services Application Services	0	4,830,463	4,830,463	23.00
78310	IT Public Safety Application Services	0	4,155,183	4,155,183	18.00
78311	IT General Government Application Services	0	1,645,027	1,645,027	6.00
78312	IT Data & Reporting Services	0	2,634,487	2,634,487	10.60
78313	IT SAP Application Services	0	2,002,833	2,002,833	9.00
78314	IT Enterprise and Web Application Services	0	3,523,511	3,523,511	15.40
78315	IT Library Application Services	0	278,264	278,264	2.00
78316	IT Shared Operating Expenses	0	7,217,937	7,217,937	3.00
78317	IT Data Center & Technical Services	0	5,007,805	5,007,805	24.75
78318	IT Cyber Security	0	1,266,610	1,266,610	0.00
78319	CRIMES Replacement	0	1,574,456	1,574,456	0.00
Fleet, Records, Distribution and Strategic Sourcing					
78400	Fleet Services	0	4,327,443	4,327,443	9.90
78401	Fleet Vehicle Replacement	0	5,965,054	5,965,054	0.00
78402	Motor Pool	0	828,756	828,756	2.25
78403	Distribution Services	0	1,934,731	1,934,731	6.60
78404	Records Management	0	1,211,399	1,211,399	5.20
78405	Countywide Strategic Sourcing	499,997	0	499,997	3.40
Total County Assets		\$6,769,548	\$326,488,420	\$333,257,968	343.65

Includes cash transfers, contingencies, and unappropriated balances.

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Department: County Assets

Program Contact: Sherry Swackhamer

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 the related functions. The Director's Office is also responsible for ensuring department-wide engagement in important county-wide initiatives including Diversity and Equity, the Climate Action Plan, and the Wellness Program.

Program Summary

The Department of County Assets (DCA) aligns the management of specific County assets including information technology, facilities and property management, fleet operations and maintenance, motorpool, 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 providing Human Resources and Administration, Procurement and Contracting, 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. The hub strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Additionally, the department includes the county-wide Strategic Sourcing initiative. Strategic Sourcing moves the county to an industry standard practice of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similar commodities. A county-wide "Strategic Sourcing Council" provides governance and decision-making, and aligns strategic sourcing initiatives with County values.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Equity Lens project/process evaluations completed	N/A	6	3	6
Outcome	Percent of administrative processes analyzed through the LEAN methodology.	N/A	20	5	10

Performance Measures Descriptions

Output - Equity and inclusion principles including EPL will be used in the evaluation of at least 6 processes/projects.
 Outcome - Percent of administrative processes analysed per the LEAN methodology.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$410,848	\$0	\$429,072	\$0
Contractual Services	\$25,000	\$0	\$22,000	\$0
Materials & Supplies	\$23,375	\$0	\$23,210	\$0
Internal Services	\$27,142	\$0	\$26,304	\$0
Total GF/non-GF	\$486,365	\$0	\$500,586	\$0
Program Total:	\$486,365		\$500,586	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$486,365	\$0	\$500,586	\$0
Total Revenue	\$486,365	\$0	\$500,586	\$0

Explanation of Revenues

Internal Service charges in the Facilities, Information Technology, Fleet, and Distribution funds support the Director's Office.

Significant Program Changes

Last Year this program was: FY 2016: 78000-16 DCA Director's Office

No significant changes.

Department: County Assets **Program Contact:** Lisa Whedon
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Budget and Planning team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to the 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 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 Planning Management (FPM), Information Technology (IT), and Fleet 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

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	On-time Billing	N/A	N/A	80%	90%
Outcome	Percent reduction in billing errors	N/A	N/A	80%	85%

Performance Measures Descriptions

Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.

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	2016	2016	2017	2017
Personnel	\$765,326	\$0	\$793,073	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$11,015	\$0	\$15,466	\$0
Internal Services	\$94,999	\$0	\$79,268	\$0
Total GF/non-GF	\$871,340	\$0	\$892,807	\$0
Program Total:	\$871,340		\$892,807	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$772,447	\$0	\$892,807	\$0
Total Revenue	\$772,447	\$0	\$892,807	\$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 2016: 78047-16 Administrative Hub Budget & Planning

No significant program changes.

Department: County Assets **Program Contact:** Tony Dornbusch
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 78405-17
Program Characteristics:

Executive Summary

Administrative Hub Procurement and Contracting (P&C) team is one of the four 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 and other purchase documents.

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 17.4 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 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, and software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

The Strategic Sourcing component of the area is addressed under program offer 78405-17.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of procurements and contracts processed	1,747*	504	1,260	1,400
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

Output– Measures the total volume of procurements, contracts, amendments, renewals, and purchase orders processed by the Procurement and Contracting staff. (*Prior Year Actual = 1,241 without Conversion activity)

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 Procurements using cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,908,484	\$0	\$2,155,261	\$0
Contractual Services	\$25,000	\$0	\$12,000	\$0
Materials & Supplies	\$93,733	\$0	\$40,855	\$0
Internal Services	\$181,856	\$0	\$229,642	\$0
Total GF/non-GF	\$2,209,073	\$0	\$2,437,758	\$0
Program Total:	\$2,209,073		\$2,437,758	
Program FTE	16.40	0.00	17.40	0.00

Program Revenues				
Other / Miscellaneous	\$1,780,343	\$0	\$2,161,821	\$0
Total Revenue	\$1,780,343	\$0	\$2,161,821	\$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 2016: 78048-16 Administrative Hub Procurement & Contracting

No Significant Changes

Department: County Assets**Program Contact:** Patrick Williams**Program Offer Type:** Administration**Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:**

Executive Summary

The Administrative Hub Finance team is one of the four 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, Marketplace accounting, 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, Marketplace accounting, and general accounting support. The Finance unit reports to the DCA Director.

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 Strategic Sourcing (FREDS), 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 program services.

In addition to the functions referenced above, support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

In FY 2016, the Finance Hub is on pace to reconcile more than 50,000 Marketplace transactions, 16,000 accounting and finance related transactions, and 7,000 P card transactions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of out of town travel and training events reconciled within 30 days of traveler return date.	73%	N/A	90%	100%
Outcome	Maintain quarterly aged receivable balance below \$50,000	\$26,283	N/A	\$311,446	\$50,000

Performance Measures Descriptions

PM #1 Output - Reconciliation of out of town travel and training completed within 30 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.

PM #2 Outcome - Management of external revenue sources to ensure timely payment of money owed the Department of County Assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$791,800	\$0	\$822,089	\$0
Materials & Supplies	\$7,475	\$0	\$8,644	\$0
Internal Services	\$122,143	\$0	\$106,128	\$0
Total GF/non-GF	\$921,418	\$0	\$936,861	\$0
Program Total:	\$921,418		\$936,861	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$629,624	\$0	\$696,605	\$0
Total Revenue	\$629,624	\$0	\$696,605	\$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 2016: 78049-16 Administrative Hub Finance

No significant program changes.

Department: County Assets **Program Contact:** Karin Lamberton

Program Offer Type: Administration **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 600 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 649 regular employees and approximately 61 temporary and/or on-call employees. The supported employees include 395 members of AFSCME Local 88, 14 members in IUOE Local 701 (Operating Engineers) and 17 members of IBEW Local 48 (electrical workers). Additionally, there are 190 executive and management employees, 27 employees who serve as staff to elected officials; and six (6) elected officials. Under the direction of the Human Resources Manager, unit staff provides 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; tracking required trainings; HR information systems data entry, and complex records management and compliance; timekeeping and e-timesheet training and review; and serve as a resource for employees in connection with County policies, training, and career development.

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; Workforce Equity 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, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of recruitments conducted	126	NA	135	135
Outcome	Number of employees provided full range of HR services	680	NA	710	717

Performance Measures Descriptions

Output - Number of all recruitment reflects the total for all departments and offices served by the DCA HR Administrative Hub.

Outcome - Number of employees served 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	2016	2016	2017	2017
Personnel	\$1,122,731	\$0	\$1,346,087	\$0
Contractual Services	\$7,166	\$0	\$0	\$0
Materials & Supplies	\$12,800	\$0	\$23,507	\$0
Internal Services	\$122,143	\$0	\$131,945	\$0
Total GF/non-GF	\$1,264,840	\$0	\$1,501,539	\$0
Program Total:	\$1,264,840		\$1,501,539	
Program FTE	9.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$789,257	\$0	\$692,677	\$0
Total Revenue	\$789,257	\$0	\$692,677	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2016: 78050-16 Administrative Hub Human Resources

No significant program changes.

Department: County Assets

Program Contact: Henry Alaman

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 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 Division creates safe and cost effective work environments for County programs operating in a wide variety of types of facilities, from office space to jails to health clinics and libraries.

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement, Construction Management and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by County-wide goals and initiatives. This office is responsible for centralizing and maintaining all critical building information, managing the Moves/Adds/Changes (MAC) program, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee performance evaluations completed on time.	100%	100%	100%	100%
Outcome	Facility Portfolio Performance Report Completed	N/A	N/A	N/A	1

Performance Measures Descriptions

PM 1: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities.

PM 2: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies. New performance measure created for FY17.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,390,658	\$0	\$1,398,119
Contractual Services	\$0	\$55,000	\$0	\$110,000
Materials & Supplies	\$0	\$482,767	\$0	\$180,386
Internal Services	\$0	\$2,334,636	\$0	\$2,131,608
Unappropriated & Contingency	\$0	\$525,000	\$0	\$500,000
Total GF/non-GF	\$0	\$4,788,061	\$0	\$4,320,113
Program Total:	\$4,788,061		\$4,320,113	
Program FTE	0.00	10.25	0.00	10.25

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$2,547,545
Beginning Working Capital	\$0	\$775,000	\$0	\$500,000
Service Charges	\$0	\$0	\$0	\$1,272,568
Total Revenue	\$0	\$775,000	\$0	\$4,320,113

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities as well as beginning working capital from prior years. For FY 2017 revenues are realigned across Facilities to balance program offers.

Other/Misc. Revenue:
 Dividends & Rebates \$40,000
 Service Reimbursements \$2,363,706
 Write off \$144,385

Significant Program Changes

Last Year this program was: FY 2016: 78002-16 Facilities Director's Office

To realign program offer organization structures, this offer now includes the MAC group, previously in Client Services (78203) and the Compliance Unit, previously in this offer, is now in Operations and Maintenance (78202).

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 accurate occupancy data.

Program Summary

The Facilities & Property Management Division collects payments from departments for the following obligations for FY 2017:

Full Faith & Credit Series 2014 Facilities Fund \$4,718,000

Full Faith & Credit 2010A \$450,000

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah, East County Health/Aging and Blanchard buildings and related equipment. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

FPM pays building debt service and capital cash transfers which are administratively "passed through" as an expense to County departments. Due to funding requirements by departments for Federal/State/Local grants these expenses are allocated back to the tenants either occupying or leasing the facility. This process equitably distributes costs between County departments and ensures that facilities costs for grant funded projects are appropriately charged to those grants and not subsidized by the County General Fund.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

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	2016	2016	2017	2017
Internal Services	\$0	\$5,419,771	\$0	\$5,168,000
Cash Transfers	\$0	\$805,310	\$0	\$810,692
Total GF/non-GF	\$0	\$6,225,081	\$0	\$5,978,692
Program Total:	\$6,225,081		\$5,978,692	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,225,081	\$0	\$5,975,333
Service Charges	\$0	\$0	\$0	\$3,359
Total Revenue	\$0	\$6,225,081	\$0	\$5,978,692

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities.

Significant Program Changes

Last Year this program was: FY 2016: 78003-16 Facilities Debt Service and Capital Fee Pass Through

Department: County Assets **Program Contact:** Liz Rodriguez

Program Offer Type: Internal Service **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Operations and Maintenance Program comprises a broad spectrum of services ensuring Multnomah County's over 130 buildings are operating & functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, & repair the mechanical, electrical, & structural systems in all Multnomah County buildings which total over 3.7 million gross square feet. The Program is responsible for operations, services, & projects that are regulated by multiple federal, state, & local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 67.5 FTE in 8 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio & respective assets of building systems & equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program which:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Conserves energy and resources by optimizing the efficiency of equipment and systems (Climate Action Plan actions 18-4,18-8, and 18-9);
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant and functional facilities that meet programmatic requirements;
- Maximizes occupant comfort; and
- Maintains credible relations with clients & the public by providing safe, accessible, & well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Preventive Maintenance work orders scheduled (proactive vs. reactive)	50%	55%	55%	60%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%

Performance Measures Descriptions

PM #1--The percentage of preventive maintenance work orders scheduled indicates the effort of a more proactive approach to monitor and maintain the efficiency & life cycle of major building systems. Focus on major systems life cycle monitoring and replacement will adjust and stabilize this metric.

PM #2--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	2016	2016	2017	2017
Personnel	\$0	\$6,960,117	\$0	\$8,011,284
Contractual Services	\$0	\$1,355,453	\$0	\$226,150
Materials & Supplies	\$0	\$4,464,207	\$0	\$4,299,188
Internal Services	\$0	\$1,076,897	\$0	\$1,176,715
Total GF/non-GF	\$0	\$13,856,674	\$0	\$13,713,337
Program Total:	\$13,856,674		\$13,713,337	
Program FTE	0.00	60.00	0.00	67.50

Program Revenues				
Fees, Permits & Charges	\$0	\$31,500	\$0	\$0
Other / Miscellaneous	\$0	\$18,510,855	\$0	\$13,713,337
Interest	\$0	\$0	\$0	\$0
Service Charges	\$0	\$131,000	\$0	\$0
Total Revenue	\$0	\$18,673,355	\$0	\$13,713,337

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78004-16 Facilities Operations & Maintenance

This offer has been combined with Building Materials and Services (PO 78009-16) to align the revenues and expenses for maintaining all County buildings.

Increased staffing by 7.5 FTE and reduced reliance on contracted services to remain budget neutral.

Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment. Facilities has over \$6,500,000 in operational contracts, of which \$4.4M are related to QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,050,371	\$0	\$1,260,130
Contractual Services	\$0	\$5,558,770	\$0	\$6,401,206
Materials & Supplies	\$0	\$197,500	\$0	\$103,319
Internal Services	\$0	\$173,466	\$0	\$170,837
Total GF/non-GF	\$0	\$6,980,107	\$0	\$7,935,492
Program Total:	\$6,980,107		\$7,935,492	
Program FTE	0.00	8.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,198,886	\$0	\$7,933,738
Interest	\$0	\$25,000	\$0	\$0
Service Charges	\$0	\$3,521,487	\$0	\$1,754
Total Revenue	\$0	\$6,745,373	\$0	\$7,935,492

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78005-16 Facilities Client Services

One new position is dedicated to and reimbursed by the Health Department. To realign program offer and organization structures, the Moves Adds and Changes (MAC) work unit, previously in this offer is now in Facilities Director's Office (78200).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,234,866	\$0	\$1,347,180
Contractual Services	\$0	\$15,000	\$0	\$15,000
Materials & Supplies	\$0	\$37,300	\$0	\$40,281
Internal Services	\$0	\$41,134	\$0	\$42,716
Total GF/non-GF	\$0	\$1,328,300	\$0	\$1,445,177
Program Total:	\$1,328,300		\$1,445,177	
Program FTE	0.00	9.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,475,288	\$0	\$1,445,177
Total Revenue	\$0	\$1,475,288	\$0	\$1,445,177

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78006-16 Facilities Capital Operation Costs

This offer adds one FTE in FY 2017 for capital project support.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$15,065
Contractual Services	\$0	\$5,771,000	\$0	\$6,007,853
Materials & Supplies	\$0	\$1,285,351	\$0	\$3,660,000
Capital Outlay	\$0	\$11,553,658	\$0	\$2,512,933
Total GF/non-GF	\$0	\$18,610,009	\$0	\$12,195,851
Program Total:	\$18,610,009		\$12,195,851	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,214,778	\$0	\$3,505,847
Financing Sources	\$0	\$671,731	\$0	\$550,088
Interest	\$0	\$25,000	\$0	\$35,000
Beginning Working Capital	\$0	\$13,161,000	\$0	\$7,514,475
Service Charges	\$0	\$1,537,500	\$0	\$590,441
Total Revenue	\$0	\$18,610,009	\$0	\$12,195,851

Explanation of Revenues

Fund 2507 Capital Improvement Program:

- 50000 BWC \$7,139,289 from Routine Project Carryover
- 50236 IG City of Portland share of Justice Center Projects \$590,441
- 50270 Interest on fund 2507 \$35,000
- 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$3,505,847
- 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$550,088

Fund 2503 Equipment Acquisition:

- 50000 BWC Carryover \$375,186

Significant Program Changes

Last Year this program was: FY 2016: 78007-16 Facilities Capital Improvement Program

FY 2016 Beginning Working Capital was overstated by \$6.4 million, which is corrected in the FY 2017 budget.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$2,000,000	\$0	\$2,000,000
Materials & Supplies	\$0	\$350,000	\$0	\$390,000
Capital Outlay	\$0	\$10,007,747	\$0	\$11,371,911
Total GF/non-GF	\$0	\$12,357,747	\$0	\$13,761,911
Program Total:	\$12,357,747		\$13,761,911	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,508,817	\$0	\$3,837,872
Financing Sources	\$0	\$168,930	\$0	\$260,604
Interest	\$0	\$20,000	\$0	\$20,000
Beginning Working Capital	\$0	\$8,660,000	\$0	\$9,643,435
Total Revenue	\$0	\$12,357,747	\$0	\$13,761,911

Explanation of Revenues

50000 BWC from Routine Project Carryover \$9,643,435
50270 Interest Earnings \$20,000
50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,837,872
50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$260,604

Significant Program Changes

Last Year this program was: FY 2016: 78008-16 Facilities Capital Asset Preservation Program

Department: County Assets **Program Contact:** Peggidy Yates

Program Offer Type: Internal Service **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program accounts for the energy and utility costs incurred in County facilities including electric, natural gas, water, sewer and waste/recycling for County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. The Strategic Planning and Projects Section monitors, evaluates, and approves payment, as well as recommends strategy for building utility expenses as an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

Program Summary

Facilities and Property Management is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize savings energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned and leased space in facilities used for County operations.

Electric utilities constitute 53% of the utility expenses followed by water/sewer, natural gas and waste/refuse. Facilities continues to work with the Office of Sustainability to educate building occupants on the value of recycling and reducing waste going to the landfill. The Energy-Utility Specialist in the Strategic Planning and Project group works with industry partners including the Energy Trust of Oregon, Oregon Department of Energy and the City of Portland to address operating efficiencies and capture incentives for energy savings measures.

Facilities continues to work collaboratively with building occupants around behaviors to reduce consumption.

Utility rates are projected to increase significantly over the next five years for electricity, natural gas and water at 19%, 18% and 45% respectively.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Energy Use Intensity (Energy use per square foot)	67	72	71	71
Outcome	Percent reduction in utility consumption.	6.4%	1%	1%	2%

Performance Measures Descriptions

PM #1: Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency. Reducing consumption will help to offset the projected utility rate increases in electricity, natural gas, water and waste management in FY 2016.

PM #2: Energy consumption is attributable to many factors but energy efficiency measures, occupant behavior and weather patterns impacts overall consumption.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Materials & Supplies	\$0	\$6,027,237	\$0	\$6,048,618
Total GF/non-GF	\$0	\$6,027,237	\$0	\$6,048,618
Program Total:	\$6,027,237		\$6,048,618	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,566,916	\$0	\$5,517,517
Service Charges	\$0	\$460,321	\$0	\$531,101
Total Revenue	\$0	\$6,027,237	\$0	\$6,048,618

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities.

Significant Program Changes

Last Year this program was: FY 2016: 78010-16 Facilities Utilities Pass Through

Department: County Assets **Program Contact:** Peggidy Yates
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure departments can deliver programs and services effectively and efficiently to their clients. In addition, lease management is responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These revenue leases supplement operations and help offset maintenance expenses. The priority is to lease to outside entities that complement existing County programs and services.

Program Summary

The Lease Management program is responsible for approximately 430,000 square feet, or 14%, of the County's portfolio. The Leasing Section works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential county owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to effectively position the Departments' needs and the overall County portfolio.

In addition, working with the Departments in assessing options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest. The existing revenue leases represent approximately 70,000 square feet and \$1.5 million in FY 2016. The revenue is applied against operating expenses to reduce Facility rates to County Departments.

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also works with Departments to evaluate existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Proactively manage revenue and expense leases to meet occupant requirements.	98%	99%	99%	99%
Outcome	Lease revenue and expenses align with annual budget projections.	98%	99%	98%	99%

Performance Measures Descriptions

PM #1: Annual lease administration enforcement is managed through the Facilities Lease Administration database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates.

PM #2: Assuring budget projections align with actual revenues and expenses ensures County program budgets reflect actual costs and decreases uncertainty.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$242,595	\$0	\$244,193
Contractual Services	\$0	\$5,000	\$0	\$10,000
Materials & Supplies	\$0	\$6,118,517	\$0	\$6,730,568
Internal Services	\$0	\$4,384	\$0	\$4,473
Total GF/non-GF	\$0	\$6,370,496	\$0	\$6,989,234
Program Total:	\$6,370,496		\$6,989,234	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,753,008	\$0	\$6,501,654
Service Charges	\$0	\$577,007	\$0	\$487,580
Total Revenue	\$0	\$6,330,015	\$0	\$6,989,234

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78011-16 Facilities Lease Management

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program evaluates and recommends strategic portfolio opportunities including acquisitions, dispositions, major project development, renovations, energy efficiency measures, and strategic programming.

Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); property disposition and acquisition; pre-development and evaluation of major portfolio projects; energy and utility strategy relating to operating costs and the Climate Action Plan. Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Initial condition assessments, cost estimates and programming evaluation commenced in FY2016. In FY2017, the program focus is on continuing the assessments on medium and poor performance buildings and commencing on the cost/benefit analysis to identify investment priorities.

The Strategic section coordinates the overall county portfolio including the acquisition and disposition of County assets, planning major capital projects and the long term energy plan. The strategic team members continues to focus on balancing the Departmental needs against the portfolio capacity. In FY2016, Strategic closed on the sale of the Morrison Bridgehead with proceeds applied to the new Downtown Courthouse. The program continues to work with the Portland Housing Bureau, HomeForward and PDC in the development of affordable housing on the North Williams property and the North Edgefield property closed in FY2016.

The strategic section is focused on the strategy for the Gladys McCoy Building and Central Probation. In addition, staff is continuing to focus on the Health Department Headquarters, a potential Public Safety campus and the potential redevelopment of the Hansen site. The team is also responsible for leading the County's Strategic Energy Management program, tracking buildings carbon emissions and the Energy Savings Performance Contract.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of assessments of County owned core properties	1	5	5	5
Outcome	Number of dispositions of surplus property completed	2	2	2	2
Outcome	% of County's carbon footprint reduced for owned facilities operations by 2%/yr (per Climate Action Plan)	2%	2%	2%	2%

Performance Measures Descriptions

- PM #1: A facility condition assessment is critical to developing a long term strategy for the building portfolio.
 PM #2: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.
 PM #3: The reduction of carbon emissions supports the sustainability goals outlined in the Climate Action Plan jointly supported by Multnomah County and City of Portland.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$838,011	\$0	\$810,835
Contractual Services	\$0	\$0	\$0	\$275,000
Materials & Supplies	\$0	\$2,600	\$0	\$10,400
Total GF/non-GF	\$0	\$840,611	\$0	\$1,096,235
Program Total:	\$840,611		\$1,096,235	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,096,235
Total Revenue	\$0	\$0	\$0	\$1,096,235

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78012-16 Facilities Strategic Planning and Projects

The North Edgefield and Morrison Bridgehead properties closed in 2016. The net proceeds from the Morrison Bridgehead sale is applied to the Multnomah County Courthouse project.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Facilities Construction Management and Design program is responsible for supporting the goals, objectives and priorities of the County through the delivery of large scale facilities construction projects. These projects are critical to creating an efficient building portfolio that serve employee and public access needs while prudently investing taxpayer dollars.

Program Summary

The County envisions completing \$300 million to \$400 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities.

The team of Professional Engineers is responsible for managing the planning, scheduling and coordination of major design and construction projects. This includes performing complex risk management, public process and other management functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

Key projects include the new Health Department Headquarters Building to replace the McCoy Building and new Multnomah County Central Courthouse replacing the 100+ year old Downtown Courthouse.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Complete design development for Multnomah County Courthouse and Health Dept Headquarters	N/A	N/A	N/A	1
Outcome	Board presentation and approval to proceed with construction of MCCCH & HDHQ	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1: Completion of development drawings for Multnomah County Courthouse and Health Dept Headquarters to meet project timelines

PM #2: Obtain MCC Board approval to proceed with construction of above and meet project schedule.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$465,077	\$0	\$504,025
Contractual Services	\$0	\$25,000	\$0	\$25,000
Materials & Supplies	\$0	\$18,200	\$0	\$34,500
Internal Services	\$0	\$15,192	\$0	\$15,768
Total GF/non-GF	\$0	\$523,469	\$0	\$579,293
Program Total:	\$523,469		\$579,293	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$688,687	\$0	\$579,293
Total Revenue	\$0	\$688,687	\$0	\$579,293

Explanation of Revenues

Revenue in this offer includes reimbursements from large scale capital project funds. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78013-16 Facilities Construction Management and Design

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	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$67,791
Contractual Services	\$0	\$6,613,000	\$0	\$92,480,282
Materials & Supplies	\$0	\$132,000	\$0	\$974,469
Capital Outlay	\$0	\$46,225,900	\$0	\$5,080,000
Unappropriated & Contingency	\$0	\$1,360,000	\$0	\$0
Total GF/non-GF	\$0	\$54,330,900	\$0	\$98,602,542
Program Total:	\$54,330,900		\$98,602,542	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,000,000	\$0	\$32,451,607
Other / Miscellaneous	\$0	\$10,430,000	\$0	\$0
Financing Sources	\$0	\$28,120,000	\$0	\$34,250,000
Beginning Working Capital	\$0	\$10,780,900	\$0	\$31,900,935
Total Revenue	\$0	\$54,330,900	\$0	\$98,602,542

Explanation of Revenues

- \$31,900,935 BWC carryover of unrestricted funds from FY2016.
- \$34,251,607 in State Bonds to match 50% of approved county expenses.
- \$19,900,000 OTO from County General Fund.
- \$12,550,000 from County Bond sale.

Significant Program Changes

Last Year this program was: FY 2016: 78014-16 Facilities Downtown Courthouse

The program was expanded, per BCC approval in FY2016, to include the District Attorney's offices and the Parking/Traffic/Small Claims/Tenant-Landlord high volume courts. This program offer includes the funding necessary to accomplish this addition.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$1,230,000	\$0	\$1,300,000
Materials & Supplies	\$0	\$200,000	\$0	\$897,790
Capital Outlay	\$0	\$1,518,700	\$0	\$1,242,000
Total GF/non-GF	\$0	\$2,948,700	\$0	\$3,439,790
Program Total:	\$2,948,700		\$3,439,790	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,148,700	\$0	\$1,238,162
Beginning Working Capital	\$0	\$1,800,000	\$0	\$2,201,628
Total Revenue	\$0	\$2,948,700	\$0	\$3,439,790

Explanation of Revenues

\$2,201,628 ~ 50000 BWC Estimated carry forward of ongoing projects
 \$1,238,162 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Libraries

Significant Program Changes

Last Year this program was: FY 2016: 78017-16 Library Construction Fund

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	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$67,791
Contractual Services	\$0	\$0	\$0	\$64,498,209
Materials & Supplies	\$0	\$0	\$0	\$234,000
Capital Outlay	\$0	\$45,139,000	\$0	\$0
Total GF/non-GF	\$0	\$45,139,000	\$0	\$64,800,000
Program Total:	\$45,139,000		\$64,800,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$16,900,000	\$0	\$16,948,460
Financing Sources	\$0	\$13,739,000	\$0	\$36,851,540
Beginning Working Capital	\$0	\$14,500,000	\$0	\$11,000,000
Total Revenue	\$0	\$45,139,000	\$0	\$64,800,000

Explanation of Revenues

FY2017 Revenues are:

- \$11,000,000 carryover from FY2016.
- \$16,948,460 to be received from Portland Development Commission at issuance of building permit.
- \$36,851,540 from county bond sale.

Future revenues expected are:

- \$ 9,300,000 to be received from Portland Development Commission in FY2018.
- \$ 5,000,000 (est.) from the sale of the McCoy Building

Significant Program Changes

Last Year this program was: FY 2016: 78018-16 Health Headquarters Construction

Addition of 3 floors and 57,500 square feet in order to relocate all functions from the McCoy Building. Funding necessary to accomplish this addition is included.

Legal / Contractual Obligation

Require the negotiation of the Phase 2 of the Energy Savings Performance Contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$810,000	\$0	\$1,040,000
Total GF/non-GF	\$0	\$810,000	\$0	\$1,040,000
Program Total:	\$810,000		\$1,040,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$230,000
Financing Sources	\$0	\$810,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$810,000
Total Revenue	\$0	\$810,000	\$0	\$1,040,000

Explanation of Revenues

This program will carryover FY 2016 one-time only General Funds. Anticipate full installation of improvements first half of the 2017 fiscal year.

Significant Program Changes

Last Year this program was: FY 2016: 78055-16 ESPC - Juvenile Justice Complex Lighting

Revenue assumes \$80,000 from ETO Energy Trust Incentive and \$150,000 from ODE Energy Incentive Program

Department: County Assets **Program Contact:** Naomi Butler

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

In FY 2014, the Multnomah County Sheriff's Office spent over \$400,000 in water/sewer expenses to serve inmates at the detention facility through kitchen services, cell lavatories, showers and laundry services. It is estimated that water rates will increase by up to 45% over the next few years. This program offer proposes water savings initiatives to reduce both the consumption and costs.

Program Summary

County leadership requested Facilities to evaluate the economic viability of an Energy Savings Performance Contract (ESPC) to support the County's Climate Action Plan through potential investments in energy and water saving measures. The County executed an ESPC with Ameresco in March 2012, and performed a Technical Energy and Water Audit of Inverness Jail as one of the four buildings evaluated. The purpose was to: assess performance of existing buildings, identify utility savings opportunities, introduce applicable new technologies, and recommend viable capital investments that can be funded through the utility savings of the new system. The audit identified significant opportunities to save water by retrofitting or replacing plumbing fixtures with modern technologies and providing MCSO staff with electronic controls. Inverness Jail consumes 28% of the water used in all County-owned facilities, and presents the first priority to address the rising cost of water in County Facilities.

The Department of County Assets, Facilities and Property Management Division has developed a comprehensive water savings project at Inverness Jail that will modernize the plumbing fixtures used by staff and inmates throughout the Jail, and also install controls that support improved water management and greater flexibility for staff. The ESPC is guaranteed to reduce water consumption within the jail by 44%, and save the Sheriff's Office at least \$196,000 per year in utility costs. This project will yield a simple payback of 7.6 years on the ~ \$1.5M investment.

In 2012, the Multnomah County Sheriff's Office launched the Sustainable Jails Project and has led the way in Oregon by creating equitable and sustainable operations in detention facilities. One of the many stated goals of the project is to reduce water consumption by 40% before 2020. This project will accomplish the Sheriff's goal, and is consistent with DCA's objectives to save County utility costs through conservation, and make more funds available for direct County services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Water consumption in hundred cubic feet (ccf)	30,394	32,000	32,000	17,920
Outcome	Reduction in water usage and sewer fees	\$409,000	\$360,000	\$420,000	\$235,200

Performance Measures Descriptions

PM #1 Output-City of Portland meters water usage fee along with a sewer fee that is based upon consumption. 100 cubic feet (ccf) equates to 748 gallons of water. A reduction in ccf results in utility savings.

PM #2 Outcome-amount of utility savings achieved.

Legal / Contractual Obligation

Requires negotiation of Phase 2 of the Energy Savings Performance Contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$1,496,627	\$0	\$1,496,627
Total GF/non-GF	\$0	\$1,496,627	\$0	\$1,496,627
Program Total:	\$1,496,627		\$1,496,627	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,496,627	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,496,627
Total Revenue	\$0	\$1,496,627	\$0	\$1,496,627

Explanation of Revenues

This program will carry over FY 2016 one-time only carryover of General Funds. Completion of installation of improvements will occur in the first half of the 2017 fiscal year.

Significant Program Changes

Last Year this program was: FY 2016: 78056-16 ESPC-Inverness Jail - Water

Department: County Assets

Program Contact: John Lindenthal

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This Program Offer is to restore the Yeon fueling station to full operation utilizing above-ground tanks. The old facility was decommissioned. This will provide a dedicated fuel resource for Multnomah County in the East County area. This will also ensure that County staff are able to effectively meet fuel consumption needs in order to perform mission critical activities during an emergency event.

Program Summary

Install two (2) 12,000 gallon above-ground fuel storage tanks (AST), one unleaded fuel and one diesel fuel, fuel dispensers with related hardware; install the safety and protection equipment, and fuel control and monitoring systems; and perform the work related to concrete and asphalt pavements, excavation, curbs and drive lanes, piping, drains, clean outs, fittings; electrical upgrades to meet the city, county and DEQ code and permits requirements; and provide Project Management, contingency and site improvements.

Yeon fueling station construction will be underway in FY2016 but the project will carry over into FY2017.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project punch list completion.	N/A	N/A	N/A	100%
Outcome	Percent of operational Yeon fueling station with unleaded and diesel fuel completed	N/A	100%	100%	100%

Performance Measures Descriptions

Performance measure #1 - Successful project punch list completion.

Performance Measure #2 - % of Yeon fueling station operational.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$80,000	\$0	\$80,000
Materials & Supplies	\$0	\$260,000	\$0	\$260,000
Capital Outlay	\$0	\$110,000	\$0	\$96,661
Total GF/non-GF	\$0	\$450,000	\$0	\$436,661
Program Total:	\$450,000		\$436,661	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$450,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$436,661
Total Revenue	\$0	\$450,000	\$0	\$436,661

Explanation of Revenues

This program is carrying over FY2016 one-time only General Funds.

Significant Program Changes

Last Year this program was: FY 2016: 78052-16 Yeon - AG Fuel Tanks Installation

Department:	County Assets	Program Contact:	Naomi Butler
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	78205-17		
Program Characteristics:	One-Time-Only Request		

Executive Summary

This program offer is for the development and execution of the strategy to relocate the Multnomah County Sheriff's Office (MCSO) Law Enforcement Division to an efficient, economical and sustainable facility appropriately sized and sited to deliver critical public safety services to the citizens of Multnomah County.

Program Summary

The Sheriff's office moved to its current location at the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer meets the operational requirements of a modern law enforcement agency.

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. Phase 3 of the program will be a request for funding of the Design and Construction anticipated in 2017 based upon Board Approval.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Phase 1 completion with Preliminary Planning Proposal presented to Board of County Commissioners	0	100%	100%	100%
Outcome	Approval of FAC-1 authorizes Phase 2 Development of Project Plan	0	70%	70%	70%

Performance Measures Descriptions

PM #1--Phase 1 includes developing the programming requirements and options along with exploring development scenarios. Additionally, a conceptual budget estimate will be developed. This information will be presented to the Board of County Commissioners as the Preliminary Planning Proposal in alignment with the FAC-1 administrative procedure.

PM #2--Phase 2 work is pending approval of the Preliminary Planning Proposal by the Board of County Commissioners. Upon approval the team will move into Phase 2 and expect to complete 70% of the work related to that phase in FY2017.

Legal / Contractual Obligation

Contract #44000010000 with Shiels Obletz Johnsen, Inc. for Owner's Representative services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$3,973,411
Capital Outlay	\$0	\$500,000	\$0	\$1,417,355
Total GF/non-GF	\$0	\$500,000	\$0	\$5,390,766
Program Total:	\$500,000		\$5,390,766	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$500,000	\$0	\$5,390,766
Beginning Working Capital	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$500,000	\$0	\$5,390,766

Explanation of Revenues

[A] This program offer will be funded with carryover of FY 2016 one-time-only General Fund, \$2,390,766, consists of:

[1] Total \$2.7M in OTO from General Fund: \$1,200,000 Hansen Operations Relocation (OTO from General Fund in FY14) in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) \$1,000,000 Hansen Reconfigure (OTO from General Fund in FY14) in 78007-16 (CIP) previous year. (Project CP08.14.17) \$500,000 Hansen Operations Relocation (OTO from General Fund in FY16) in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A)

[2] Minus project-to-date expenses consist of: (\$282,645) for Hansen Operations Relocation. (Project CP08.11.08A) and (\$26,589) for Hansen Reconfigure. (Project CP08.14.17).

[B] Additional \$3,000,000 in new OTO from General Fund has also been added.

Significant Program Changes

Last Year this program was: FY 2016: 78059-16 Hansen Building Relocation

Significant program impact was the MCSO entered into a 10 year agreement with the City of Troutdale to 1) provide patrol services and 2) a lease agreement for the use of the Troutdale Public Community Center for County patrol operations.

Department: County Assets **Program Contact:** John Lindenthal
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 improve how the Land Use and Transportation Planning Program provides services through redesign of the Yeon Annex building public counter, receptionist area and lobby to better meet the needs of clients, including those with physical disabilities.

Program Summary

This program offer includes demolition of the counter, removal of a dropped ceiling obstruction, installing carpeting inside the fire door, creating two, seated client service stations, adding wall sound baffling treatments and re-positioning the greeting receptionist. The redesign will remove barriers, provide improved customer service, and enhanced privacy and security which will allow the Program to serve all citizens safely and equitably.

Although the project will be well into construction in June 2016, the design phase of this project has taken longer than anticipated.

Funds are requested for carry-over to ensure we can complete the project as planned.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project punch list completion	N/A	N/A	N/A	100%
Outcome	% of work complete to improve program service delivery by re-configuring Yeon Annex main lobby.	N/A	100%	70%	100%

Performance Measures Descriptions

PM #1 Successful project punch list completion.

PM #2 Percent of work completed to improved program service delivery by re-configuring Yeon Annex main lobby for better flow, function and customer service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$29,473
Materials & Supplies	\$0	\$15,000	\$0	\$4,622
Capital Outlay	\$0	\$50,000	\$0	\$15,405
Total GF/non-GF	\$0	\$165,000	\$0	\$49,500
Program Total:	\$165,000		\$49,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$165,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$49,500
Total Revenue	\$0	\$165,000	\$0	\$49,500

Explanation of Revenues

This program offer will be funded through FY 2016 carryover of one-time only General Funds, \$49,500

Significant Program Changes

Last Year this program was: FY 2016: 78054-16 Yeon Annex - Reception and Lobby Redesign

Request funding to be carried over to complete project in FY2017

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) have identified the need to acquire an asset in a mid-county location that will consolidate four separate sites into a single County owned facility. This aligns with the County's Facilities Asset Strategic Plan to increase operational efficiencies, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities.

Program Summary

This program envisions the co-location of DCJ District Managers, seven Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. As part of the Facilities Strategic Asset Plan, the majority of these functions will be relocated from facilities with expiring leases or properties that the County is planning to reposition. Some functions will be relocated from the Mead Building to better serve the central Mid-County area.

Goals for this new mid-county facility include:

- Creating a campus environment that serves clients in a centrally located and easily accessible area
- Providing a community resource center
- Providing a safe and secure facility for staff, clients and neighbors
- Achieving cost efficiency by co-locating services
- Increasing efficiency of work areas in terms of hoteling and space utilization
- Supporting public transit and providing convenient transit connections for staff and clients

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Board presentation and approval of Purchase Sale Agreement (PSA)	N/A	N/A	N/A	1
Outcome	Board presentation and approval of FAC-1	N/A	N/A	N/A	1

Performance Measures Descriptions

PM 1: Obtain BCC approval of PSA for the acquisition of real property

PM2: Obtain BCC approval of FAC-1 authorizing major capital projects in excess of \$1 million

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$7,500,000
Total GF/non-GF	\$0	\$0	\$0	\$7,500,000
Program Total:	\$0		\$7,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$7,500,000
Total Revenue	\$0	\$0	\$0	\$7,500,000

Explanation of Revenues

\$7,500,000 OTO from County General Fund

Significant Program Changes

Last Year this program was:

N/A

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: MCSO PO 60047-17
Program Characteristics: One-Time-Only Request

Executive Summary

The detention electronics systems at MCDC have reached the end of their serviceable lives. They were last updated in 2004. This program offer funds analysis and the development of a project plan for upgrades.

Program Summary

Updating the MCDC detention electronics systems will provide uniformity in the programming and interface of electronic controls that are used in all County detention facilities. This will provide efficiency in training of County staff, equipment and software maintenance, and ongoing maintenance of the electronic controls in all County detention facilities.

DCA and MCSO will work together to perform analysis and develop a project plan for the detention electronics upgrade.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Completed Analysis and Project Plan	NA	NA	NA	1
Outcome	DCA project-component scope completed within defined timeline				100%

Performance Measures Descriptions

PM #1: Completed analysis and project plan documented with options, timelines and associated costs.
 PM #2: DCA analysis and project planning scope completed and delivered per the approved timeline.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$100,000
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$100,000
Total Revenue	\$0	\$0	\$0	\$100,000

Explanation of Revenues

\$100,000 one-time-only from General Fund

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Rodney Chin

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is a carryover request, funding the Information Technology (IT) department's ability to support remote access from alternative work site locations. A recent Continuity of Operations Planning (COOP) exercise and an actual outage of multiple buildings identified the need for increased IT capacity for mobility and remote access to applications from alternate work sites. Current licensing and system capacity is inadequate to support this requirement.

Program Summary

This program offer supports two projects designed to increase IT capacity to accommodate alternate work locations in an event where COOP plans are activated - 1) increasing capacity and redundancy for remote access to systems and applications, and 2) increasing wireless network capacity and redundancy. The result is a reduced risk of staff not being able to perform their essential functions from identified alternate work site locations.

Project 1: The remote access VPN product has been selected and procured. Implementation, training and migration of users will start in FY2016 and extend into FY2017.

Project 2: The high-availability wireless network expansion project was completed in FY2016. At completion, the new system is able to support over three times the old systems' access point capacity with full system controller redundancy at two locations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of licensing requirements met to support County access to VPN and wireless services.	N/A	100%	50%	100%
Outcome	Percent of VPN and wireless capacity and redundancy met as identified by the County's COOP plan.	N/A	100%	50%	100%

Performance Measures Descriptions

Output – This measure is designed to ensure VPN and wireless licensing meet the Continuity of Operations relocation requirements.

Outcome – This measure is designed to ensure VPN and wireless system capacity and redundancy meet the Continuity of Operations requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$350,000	\$0	\$114,630
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$350,000	\$0	\$114,630
Program Total:	\$350,000		\$114,630	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$114,630
Beginning Working Capital	\$0	\$350,000	\$0	\$0
Total Revenue	\$0	\$350,000	\$0	\$114,630

Explanation of Revenues

One time only general fund request carryover from FY 2015 OTO.

Significant Program Changes

Last Year this program was: FY 2016: 78019-16 IT Continuity of Operations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$192,000	\$0	\$172,967
Contractual Services	\$0	\$3,150,125	\$0	\$3,567,302
Total GF/non-GF	\$0	\$3,342,125	\$0	\$3,740,269
Program Total:	\$3,342,125		\$3,740,269	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$3,740,269
Beginning Working Capital	\$0	\$3,342,125	\$0	\$0
Total Revenue	\$0	\$3,342,125	\$0	\$3,740,269

Explanation of Revenues

Unspent one time only revenues are carried into this fiscal year as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2016: 78020A-16 IT Innovation & Investment Projects

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$138,789
Materials & Supplies	\$0	\$325,000	\$0	\$26,369
Total GF/non-GF	\$0	\$325,000	\$0	\$165,158
Program Total:	\$325,000		\$165,158	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$165,158
Beginning Working Capital	\$0	\$325,000	\$0	\$0
Total Revenue	\$0	\$325,000	\$0	\$165,158

Explanation of Revenues

This program is carrying over one-time resources from the County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 78020B-16 IT Network Convergence

Funding being carried over into FY2017 for the completion of SIP implementation and the labor for circuit disconnects and Nortel decommissioning.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,604,131	\$0	\$1,789,246
Contractual Services	\$0	\$50,000	\$0	\$40,000
Materials & Supplies	\$0	\$182,875	\$0	\$195,055
Internal Services	\$0	\$100	\$0	\$500
Total GF/non-GF	\$0	\$1,837,106	\$0	\$2,024,801
Program Total:	\$1,837,106		\$2,024,801	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,837,106	\$0	\$2,024,801
Total Revenue	\$0	\$1,837,106	\$0	\$2,024,801

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 2016: 78021-16 IT Planning, Projects & Portfolio Management

No significant changes.

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. Friendly and professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate them to other IT teams.

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 5,000 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 while 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 61% are resolved at the Help Desk. The other 39%, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of customer tickets processed	28,799	34,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned	4.3%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	62.14%	60%	60%	60%

Performance Measures Descriptions

Output Measure - Tracks the number of tickets created on an annual basis.

Outcome Measure – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent.

Outcome Measure - Percent of calls resolved at the Help Desk without requiring escalation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$856,214	\$0	\$868,925
Contractual Services	\$0	\$0	\$0	\$90,000
Materials & Supplies	\$0	\$7,800	\$0	\$14,015
Total GF/non-GF	\$0	\$864,014	\$0	\$972,940
Program Total:	\$864,014		\$972,940	
Program FTE	0.00	7.30	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$864,014	\$0	\$972,940
Total Revenue	\$0	\$864,014	\$0	\$972,940

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 2016: 78022-16 IT Help Desk Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$687,557	\$0	\$720,980
Materials & Supplies	\$0	\$1,741,390	\$0	\$1,612,649
Internal Services	\$0	\$10,434	\$0	\$10,500
Total GF/non-GF	\$0	\$2,439,381	\$0	\$2,344,129
Program Total:	\$2,439,381		\$2,344,129	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,194,533	\$0	\$2,138,834
Service Charges	\$0	\$244,848	\$0	\$205,295
Total Revenue	\$0	\$2,439,381	\$0	\$2,344,129

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 2016: 78023-16 IT Telecommunications Services

No significant changes.

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 centralizes the 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 1,600 wireless devices. This group works closely with Departments to identify wireless communication needs then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices. This group works closely with IT, Desktop and Security, as well as Departments to identify mobile communication needs then sources and/or negotiates the services for delivery to internal County customers.

In addition to managing risk, a primary goal of this program is to reduce the overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The initial baseline for this measure was set at the end of fiscal year 2013 and is based upon total overall expenses translated into an average cost per minute metric. The implementation of the Telecom Expense Management system was completed in FY 2015. The average cost per minute metric has been re-baselined to establish the ongoing benchmark for future comparison. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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	8%	4%	4%	2%

Performance Measures Descriptions

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.

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	2016	2016	2017	2017
Personnel	\$0	\$109,012	\$0	\$132,566
Materials & Supplies	\$0	\$870,007	\$0	\$924,382
Total GF/non-GF	\$0	\$979,019	\$0	\$1,056,948
Program Total:	\$979,019		\$1,056,948	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$979,019	\$0	\$1,056,948
Total Revenue	\$0	\$979,019	\$0	\$1,056,948

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 2016: 78024-16 IT Mobile Device Expense Management

No significant changes.

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. 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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%

Performance Measures Descriptions

Output Measure - This measure is 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.

Outcome Measure - This measure is designed to minimize the impact of cybersecurity incidents involving county computers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,916,001	\$0	\$2,117,635
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$2,394,705	\$0	\$2,586,600
Internal Services	\$0	\$600	\$0	\$1,000
Capital Outlay	\$0	\$70,000	\$0	\$100,000
Total GF/non-GF	\$0	\$4,451,306	\$0	\$4,875,235
Program Total:	\$4,451,306		\$4,875,235	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,434,006	\$0	\$4,853,235
Service Charges	\$0	\$17,300	\$0	\$22,000
Total Revenue	\$0	\$4,451,306	\$0	\$4,875,235

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Service charge revenue of \$22,000 from external clients.

Significant Program Changes

Last Year this program was: FY 2016: 78025-16 IT Network Services

No significant changes.

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 offer supports 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 (customer) productivity.

Program Summary

Desktop Services manages over 6,000 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 support 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	90%	90%	90%	90%
Outcome	New hire devices installed and functional on emp start date on requests rcvd 5 days prior to start day.	90%	90%	90%	90%

Performance Measures Descriptions

Output Measure - This measures moves of county staff desktop devices during moves from one county location to another
 Outcome Measure - This measures our ability to have new hire desktops ready when they arrive to work on their first day

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,825,379	\$0	\$1,992,373
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$166,790	\$0	\$171,510
Internal Services	\$0	\$8,404	\$0	\$16,500
Total GF/non-GF	\$0	\$2,070,573	\$0	\$2,250,383
Program Total:	\$2,070,573		\$2,250,383	
Program FTE	0.00	16.10	0.00	17.10

Program Revenues				
Other / Miscellaneous	\$0	\$2,070,573	\$0	\$2,250,383
Total Revenue	\$0	\$2,070,573	\$0	\$2,250,383

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 2016: 78026-16 IT Desktop Services

No significant changes.

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 IT assets allowing the county to spread the cost of the equipment replacements over multiple years. It also enables IT to better keep pace with rapidly changing technology in the technology industry.

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 decommissioned 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule (IT.Hardware)	40%	100%	74%	95%
Outcome	Asset database quality: Accuracy and completeness	85%	99%	98%	98%

Performance Measures Descriptions

Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

Outcome Measure - Measures the effectiveness of the asset database(s) for quality for accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$148,438
Materials & Supplies	\$0	\$2,458,066	\$0	\$2,532,222
Capital Outlay	\$0	\$531,107	\$0	\$939,469
Total GF/non-GF	\$0	\$2,989,173	\$0	\$3,620,129
Program Total:	\$2,989,173		\$3,620,129	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,617,741	\$0	\$2,471,503
Beginning Working Capital	\$0	\$371,432	\$0	\$1,148,626
Total Revenue	\$0	\$2,989,173	\$0	\$3,620,129

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 2016: 78027-16 IT Asset Replacement

No significant changes.

Department: County Assets

Program Contact: Bob Leek

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 (72 systems) and Department of County Human Services (79 systems). The wide variety of services focus on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Summary

Services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and county needs. Also, understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	80%	70%	80%	65%
Outcome	Percentage point increase in employee hours spent on planned work	15%	10%	0%	10%

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	2016	2016	2017	2017
Personnel	\$0	\$3,446,610	\$0	\$4,113,100
Contractual Services	\$0	\$980,354	\$0	\$574,383
Materials & Supplies	\$0	\$159,763	\$0	\$142,980
Internal Services	\$0	\$600	\$0	\$0
Total GF/non-GF	\$0	\$4,587,327	\$0	\$4,830,463
Program Total:	\$4,587,327		\$4,830,463	
Program FTE	0.00	20.80	0.00	23.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,587,327	\$0	\$4,830,463
Total Revenue	\$0	\$4,587,327	\$0	\$4,830,463

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 2016: 78028-16 IT Health & Human Services Application Services

No significant changes.

Department: County Assets

Program Contact: Mark Lyen

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

IT Public Safety Application Services provides reliable, effective software systems for Community Justice, Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office. The wide variety of services provided require focus on increasing and improving delivery of technology to provide higher value to departments and constituents while adequately performing activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

Program Summary

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

Services include managing customer relationships; capturing, prioritizing and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

This program ensures that requests are well-defined, prioritized and scheduled in alignment with department and County priorities. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and 3) using Total Cost of Ownership to make informed IT investment decisions. These strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	65%	60%	65%
Outcome	Percentage point increase in time spent on planned projects	3%	5%	2%	5%

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 % increase in planned work versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$2,697,745	\$0	\$2,860,553
Contractual Services	\$0	\$84,000	\$0	\$1,208,000
Materials & Supplies	\$0	\$134,059	\$0	\$86,264
Internal Services	\$0	\$332	\$0	\$366
Total GF/non-GF	\$0	\$2,916,136	\$0	\$4,155,183
Program Total:	\$2,916,136		\$4,155,183	
Program FTE	0.00	17.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,916,136	\$0	\$4,155,183
Total Revenue	\$0	\$2,916,136	\$0	\$4,155,183

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 2016: 78029-16 IT Public Safety Application Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,254,555	\$0	\$1,581,660
Contractual Services	\$0	\$86,849	\$0	\$0
Materials & Supplies	\$0	\$79,874	\$0	\$63,367
Total GF/non-GF	\$0	\$1,421,278	\$0	\$1,645,027
Program Total:	\$1,421,278		\$1,645,027	
Program FTE	0.00	5.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,421,278	\$0	\$1,645,027
Total Revenue	\$0	\$1,421,278	\$0	\$1,645,027

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 2016: 78030-16 IT General Government Application Services

No significant changes.

Department: County Assets **Program Contact:** Chris Clancy

Program Offer Type: Internal Service **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve all County lines of business. Services include geographic maps, platform support for databases, web server support, and support of reporting tools used for decision making and results measurement. Specific service areas include Geographical Information System (GIS); Database Services, Reporting Services, Web Platform Administration, and related customer service management.

Program Summary

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. An Enterprise GIS environment enables interactive web maps, allows departments to share data, and provide tools for the departments to create their own maps and perform analysis without requiring IT assistance.

Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes our enhancements in Business Intelligence capabilities being rolled out in FY2016.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required and ensuring the integrity and security of the platforms. Key to effectively providing these services is meeting common cross department needs and identifying new opportunities; while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Measures are focused on increasing the amount of customer work vs IT and administrative work as well as up time, in general, for the platform.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	23%	25%	25%	25%
Outcome	Percent of time production systems are available for customer usage	99%	99%	99%	99%

Performance Measures Descriptions

Output Measure - measures the amount of time employees are working on direct customer tasks.

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	2016	2016	2017	2017
Personnel	\$0	\$1,871,845	\$0	\$1,779,078
Contractual Services	\$0	\$0	\$0	\$160,000
Materials & Supplies	\$0	\$335,891	\$0	\$625,409
Internal Services	\$0	\$249	\$0	\$0
Capital Outlay	\$0	\$70,000	\$0	\$70,000
Total GF/non-GF	\$0	\$2,277,985	\$0	\$2,634,487
Program Total:	\$2,277,985		\$2,634,487	
Program FTE	0.00	11.60	0.00	10.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,277,985	\$0	\$2,634,487
Total Revenue	\$0	\$2,277,985	\$0	\$2,634,487

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 2016: 78031-16 IT Data & Reporting Services

No significant changes.

Department: County Assets

Program Contact: Michelle Smith

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

SAP is a Countywide (enterprise) system for managing people, money, materials, services, buildings and maintenance. It is used to manage the business operations of the County. SAP integrates with other applications to become the primary system of record whenever possible. SAP provides timely, relevant and accurate information. SAP resources maintain core business functions as well as enable enterprise wide strategies and goals. Using SAP enables the County to avoid investing in or allows retiring older legacy systems and reduce related costs. SAP provides real time operational data.

Program Summary

As the County's system of record for a majority of business transactions, the SAP support program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The SAP support team provides direct technical support and configuration for all SAP modules utilized by Multnomah County. The team also provides training, education and technical assistance to County SAP users for business functions including accounts payable, accounts receivable, general ledger, payroll, human resources, and plant maintenance. The team provided by this program offer also support the implementation of SAP-related capital projects.

SAP currently supports the following Countywide users:

- * 574 County staff members that update and maintain SAP data
- * 400 County staff members that display and report on the SAP data
- * In addition to the above, 3,791 County benefit eligible employees that can view their Benefits information via SAP's Employee Self Service
- * 645 County Management and Executives using E-Timesheets to record their time

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Employee hours spent on planned work versus unplanned work.	48%	52%	50%	52%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	7%	4%	2%	4%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: This does not include time spent on standard activities (excludes time spent on administrative tasks, sick time, holidays, vacation, etc). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The % increase in the number of planned versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,524,487	\$0	\$1,535,779
Materials & Supplies	\$0	\$742,803	\$0	\$467,054
Internal Services	\$0	\$100	\$0	\$0
Total GF/non-GF	\$0	\$2,267,390	\$0	\$2,002,833
Program Total:	\$2,267,390		\$2,002,833	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,267,390	\$0	\$2,002,833
Total Revenue	\$0	\$2,267,390	\$0	\$2,002,833

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 2016: 78032-16 IT SAP Application Services

No significant changes.

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 (i.e. commons.multco.us and learns.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 MC Library's public site, the Intranet (Multco Commons) and the Learning Management System (Multco Learns). 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	51%	55%	53%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	NA	2%	2%	2%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time (excludes time for training, vacation, holidays). 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,983,347	\$0	\$2,336,711
Contractual Services	\$0	\$50,000	\$0	\$100,000
Materials & Supplies	\$0	\$956,695	\$0	\$1,086,800
Internal Services	\$0	\$300	\$0	\$0
Total GF/non-GF	\$0	\$2,990,342	\$0	\$3,523,511
Program Total:	\$2,990,342		\$3,523,511	
Program FTE	0.00	13.40	0.00	15.40

Program Revenues				
Other / Miscellaneous	\$0	\$2,990,342	\$0	\$3,523,511
Total Revenue	\$0	\$2,990,342	\$0	\$3,523,511

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 2016: 78033-16 IT Enterprise and Web Application Services

Department: County Assets

Program Contact: Bob Leek

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 growing and 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 is working closely with the Library to complete the first-ever MakerSpace at the Rockwood Library Branch in the east county area. The new space, geared towards teens, girls, and others in the area near the branch, will provide the public with tools, equipment, and expertise in a number of technology areas, including 3D Printing, software design, and mobile device applications. In addition, innovations in programming for library services will be tried in the new flexible space to set the stage for wider adoption in other libraries. The Application Service team is also expanding its work in developing web-based and mobile device-based applications for patrons of the library.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	NA	55%	50%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	NA	5%	5%	5%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Increase the the amount of hours spent on planned work vs unplanned work.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$154,566	\$0	\$258,854
Materials & Supplies	\$0	\$9,081	\$0	\$19,410
Total GF/non-GF	\$0	\$163,647	\$0	\$278,264
Program Total:	\$163,647		\$278,264	
Program FTE	0.00	1.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$163,647	\$0	\$278,264
Total Revenue	\$0	\$163,647	\$0	\$278,264

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 2016: 78034-16 IT Library Application Services

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$497,363	\$0	\$683,225
Materials & Supplies	\$0	\$525,401	\$0	\$578,351
Internal Services	\$0	\$4,393,320	\$0	\$5,071,851
Unappropriated & Contingency	\$0	\$869,510	\$0	\$884,510
Total GF/non-GF	\$0	\$6,285,594	\$0	\$7,217,937
Program Total:	\$6,285,594		\$7,217,937	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,401,084	\$0	\$6,333,427
Beginning Working Capital	\$0	\$884,510	\$0	\$884,510
Total Revenue	\$0	\$6,285,594	\$0	\$7,217,937

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 2016: 78035-16 IT Shared Operating Expenses

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$3,945,060	\$0	\$3,978,375
Contractual Services	\$0	\$6,700	\$0	\$7,200
Materials & Supplies	\$0	\$922,879	\$0	\$1,022,230
Total GF/non-GF	\$0	\$4,874,639	\$0	\$5,007,805
Program Total:	\$4,874,639		\$5,007,805	
Program FTE	0.00	25.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$4,874,639	\$0	\$5,007,805
Total Revenue	\$0	\$4,874,639	\$0	\$5,007,805

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 2016: 78036-16 IT Data Center & Technical Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$1,091,197
Materials & Supplies	\$0	\$1,155,000	\$0	\$175,413
Capital Outlay	\$0	\$570,000	\$0	\$0
Total GF/non-GF	\$0	\$1,725,000	\$0	\$1,266,610
Program Total:	\$1,725,000		\$1,266,610	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,725,000	\$0	\$1,266,610
Total Revenue	\$0	\$1,725,000	\$0	\$1,266,610

Explanation of Revenues

This program will use FY 2016 one-time only General Funds.

Significant Program Changes

Last Year this program was: FY 2016: 78037-16 Cyber Security

The ongoing nature of changes in the threats to our cybersecurity capabilities require identifying those threats and establishing mitigation plans related to those vulnerabilities. The initial work identified for FY2016 is under way, and new items have been identified and will be addressed with in FY2017. Continued vigilance and planning are expected as an ongoing component of this program offer. Requesting FY2016 carryover to continue the project completions in FY2016.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$1,574,456
Total GF/non-GF	\$0	\$100,000	\$0	\$1,574,456
Program Total:	\$100,000		\$1,574,456	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$100,000	\$0	\$1,574,456
Total Revenue	\$0	\$100,000	\$0	\$1,574,456

Explanation of Revenues

This program offer will use one-time only General Funds

Significant Program Changes

Last Year this program was: FY 2016: 78058-16 CRIMES Replacement Assessment

Partial FY2016 funding will be carried over and the program has expanded to include the purchase and implementation of the technology solution.

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	2016	2016	2017	2017
Personnel	\$0	\$965,560	\$0	\$1,024,536
Contractual Services	\$0	\$602,546	\$0	\$526,590
Materials & Supplies	\$0	\$1,904,380	\$0	\$1,713,330
Internal Services	\$0	\$809,254	\$0	\$970,207
Capital Outlay	\$0	\$0	\$0	\$70,000
Unappropriated & Contingency	\$0	\$423,418	\$0	\$22,780
Total GF/non-GF	\$0	\$4,705,158	\$0	\$4,327,443
Program Total:	\$4,705,158		\$4,327,443	
Program FTE	0.00	9.90	0.00	9.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,899,111	\$0	\$3,962,443
Interest	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$350,000
Service Charges	\$0	\$28,000	\$0	\$15,000
Total Revenue	\$0	\$3,927,111	\$0	\$4,327,443

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2017 charge rates. The FY 2017 budget has been developed based on FY 2015 cumulative charges.

Significant Program Changes

Last Year this program was: FY 2016: 78039-16 Fleet Services

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$134,129	\$0	\$0
Capital Outlay	\$0	\$4,763,999	\$0	\$5,965,054
Total GF/non-GF	\$0	\$4,898,128	\$0	\$5,965,054
Program Total:	\$4,898,128		\$5,965,054	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,677,160	\$0	\$1,832,300
Interest	\$0	\$19,000	\$0	\$20,000
Beginning Working Capital	\$0	\$3,728,902	\$0	\$4,112,754
Total Revenue	\$0	\$5,425,062	\$0	\$5,965,054

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 fund to offset future replacement costs. One-time only revenue was received in FY14, Program Offer #78031, to bridge a replacement funding gap for aging vehicles in the Fleet. This money, \$1.2M, was to be spent over a 3 year period, FY 2014-FY 2016, and is on track to be spent by end of FY16.

Significant Program Changes

Last Year this program was: FY 2016: 78040-16 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	2016	2016	2017	2017
Personnel	\$0	\$153,059	\$0	\$176,925
Contractual Services	\$0	\$2,239	\$0	\$82,457
Materials & Supplies	\$0	\$39,931	\$0	\$452,101
Internal Services	\$0	\$56,253	\$0	\$111,914
Capital Outlay	\$0	(\$7,835)	\$0	\$0
Unappropriated & Contingency	\$0	\$24,185	\$0	\$5,359
Total GF/non-GF	\$0	\$267,832	\$0	\$828,756
Program Total:	\$267,832		\$828,756	
Program FTE	0.00	2.00	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$483,820	\$0	\$828,256
Service Charges	\$0	\$35,125	\$0	\$500
Total Revenue	\$0	\$518,945	\$0	\$828,756

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 2016: 78041-16 Motor Pool

With the sale of our primary Motor Pool site at 530 SW 2nd Avenue, a pilot program was tested to simulate a transition to a new model of using a vendor to support the County's downtown transportation needs rather than replacing the motor pool location with an expensive external parking lot solution. The pilot was successful and all of the downtown based transportation needs have been shifted to the vendor as of December, 2015. We are currently in the process of clarifying how our program will change and using FY 2017 as a transition year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$578,710	\$0	\$579,476
Contractual Services	\$0	\$10,000	\$0	\$3,025
Materials & Supplies	\$0	\$956,099	\$0	\$671,186
Internal Services	\$0	\$262,407	\$0	\$280,755
Capital Outlay	\$0	\$61,500	\$0	\$293,689
Unappropriated & Contingency	\$0	\$181,504	\$0	\$106,600
Total GF/non-GF	\$0	\$2,050,220	\$0	\$1,934,731
Program Total:	\$2,050,220		\$1,934,731	
Program FTE	0.00	6.85	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,433,633	\$0	\$1,513,554
Interest	\$0	\$5,000	\$0	\$0
Beginning Working Capital	\$0	\$592,353	\$0	\$331,000
Service Charges	\$0	\$95,724	\$0	\$90,177
Total Revenue	\$0	\$2,126,710	\$0	\$1,934,731

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 2016: 78042-16 Distribution Services

No significant program changes.

Legal / Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention, access and disposition. Executive Rule 301 assigns the retention schedule function to the Records Management program. Chapter 8.500 of the County Code defines additional responsibilities and obligations of the Records Management program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$483,721	\$0	\$509,516
Contractual Services	\$0	\$128,000	\$0	\$31,500
Materials & Supplies	\$0	\$65,618	\$0	\$37,450
Internal Services	\$0	\$448,627	\$0	\$496,467
Capital Outlay	\$0	\$0	\$0	\$75,896
Unappropriated & Contingency	\$0	\$101,390	\$0	\$60,570
Total GF/non-GF	\$0	\$1,227,356	\$0	\$1,211,399
Program Total:	\$1,227,356		\$1,211,399	
Program FTE	0.00	5.20	0.00	5.20

Program Revenues				
Other / Miscellaneous	\$0	\$972,503	\$0	\$1,073,399
Beginning Working Capital	\$0	\$178,363	\$0	\$138,000
Total Revenue	\$0	\$1,150,866	\$0	\$1,211,399

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 FY2015.

Significant Program Changes

Last Year this program was: FY 2016: 78043-16 Records Management

No significant program changes.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Countywide Strategic Sourcing is part of the Department of County Assets (DCA) Administrative Services Hub and focuses services on holistic (County-wide) data driven strategic planning to define and drive improved Strategic Sourcing, Procurement and Contract Administration outcomes. This unit works collectively with the other DCA Administrative Service Hub units to deliver services to both departments and divisions supported by DCA and across the entire County.

Program Summary

This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organizations reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA.

The program includes Strategic Sourcing Analysts and Strategic Sourcing Data Analyst 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 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 lifecycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend and achieve better prices.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	0	8	8	8
Outcome	Percent of goods available from and purchased via Multco MarketPlace	37%	41%	42%	45%

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 eMarketplace 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	2016	2016	2017	2017
Personnel	\$437,155	\$0	\$450,077	\$0
Materials & Supplies	\$13,290	\$0	\$5,000	\$0
Internal Services	\$46,143	\$0	\$44,920	\$0
Total GF/non-GF	\$496,588	\$0	\$499,997	\$0
Program Total:	\$496,588		\$499,997	
Program FTE	3.40	0.00	3.40	0.00

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

Explanation of Revenues

This program is funded in the General Fund. A portion of the costs are recovered through the county's indirect cost allocation plan.

Significant Program Changes

Last Year this program was: FY 2016: 78044-16 Countywide Strategic Sourcing

No significant changes.

Department Overview

The Department of County Human Services (DCHS) is committed to the delivery of quality social services that promote the success and well being of seniors, adults, youth and families. DCHS serves families in poverty, survivors of domestic violence, adults and children with physical and developmental disabilities, older adults, veterans and offers school-based services for children and families.

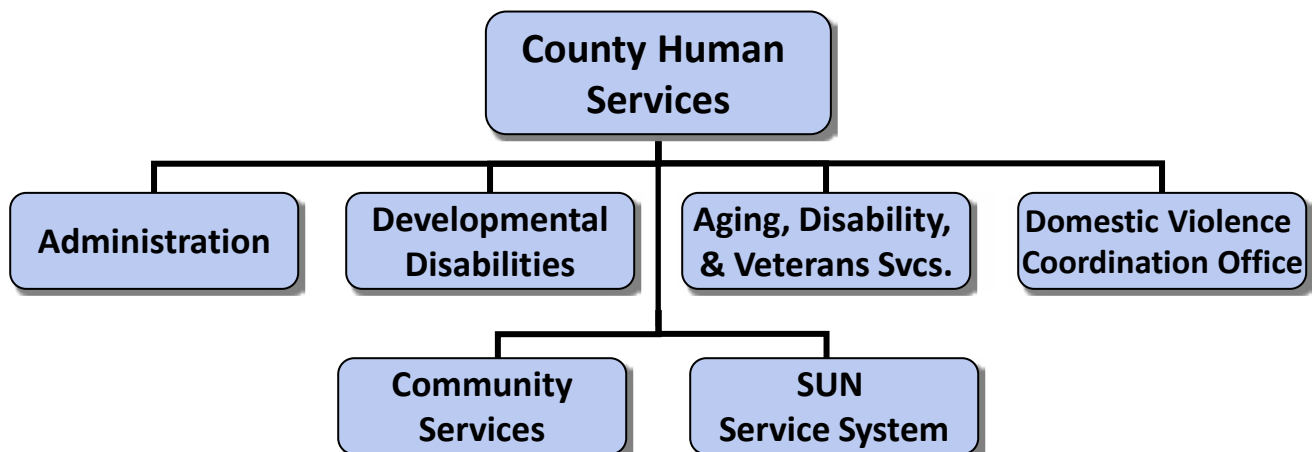
DCHS manages funding and partnerships to ensure the most vulnerable residents are able to live, work and thrive in Multnomah county.

DCHS achieves its mission through collaboration with State, Federal and local government agencies, non-governmental organizations, community advocates and the public. As the primary funder of social services in the community, the department convenes partners and providers of social services to develop systems of care and ensure quality service delivery.

The DCHS Strategic Business Plan identified key goals for DCHS that remain high level guideposts. These goals include:

- Racial and Ethnic Justice
- High Quality and Accountable Service Delivery
- Community Engagement
- Administrative Simplification
- Thriving Learning Organization.

In addition to the key goals mentioned, the department serves as the Area on Aging, the Community Action Agency for Multnomah County, the managing partner for the Schools Uniting Neighborhoods (SUN) program, co-manager of Early Learning Multnomah, Domestic Violence Coordination Office (DVCO) for Multnomah County and the City of Portland and the Community Developmental Disability Program for Multnomah County. DCHS accomplishes its work with a budget of \$142 million and over 670.00 FTE.



Budget Overview

The DCHS FY 2017 budget is \$141.9 million, a \$3.3 million decrease from the FY 2016 Adopted budget. A County reorganization moving \$10.9 million homelessness-related services from DCHS to the newly created Joint Agency on Homeless Services drives the year-over-year budget decrease. The FY 2017 budget is comprised of 34% General Fund (\$47.8 million) and 66% Other Funds (\$94.0 million).

After adjusting for the move of homeless-related services, the FY 2017 budget increased by \$7.6 million, or 5.7%, from the FY 2016 Adopted budget. The bulk of that increase is in Federal and State funding, where the budgets increased by a total of \$5.9 million. During FY 2016, DCHS received an additional \$6.19 million in revenue from the State of Oregon’s biennial allocation for programs such as senior property tax deferrals, long term/ adult care, developmental disability services, weatherization, and educational services. This funding was added in FY 2016 with a budget modification and is included in the FY 2017 budget.

The following programs have been allocated additional ongoing funding:

- Business Services and Operations (25002B) \$77,349
- ADVSD Public Guardian Expansion (25026B) \$115,027
- Sexual Assault Services (25049) \$200,000
- East County Youth Reception (25138) \$50,000

The following programs have been funded on a one-time-only basis:

- Economic Opportunity Initiative (25003) \$225,000
- Food Policy - SNAP Eligibility (25006) \$103,744
- Benefits Recovery Program (25115B) \$250,000
- Housing Stabilization (25133B) \$243,244
- East County Youth Reception (25138) \$25,000
- Multnomah Stability Initiative (25139B) \$250,000
- SUN Youth Advocacy Program (25149B) \$304,561
- School Attendance Supports Expansion (25159B) \$240,000

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	782.19	675.45	626.65	672.05	45.40
Personnel Services	\$75,783,239	\$59,756,197	\$59,623,202	\$65,468,276	\$5,845,074
Contractual Services	156,427,349	65,317,645	68,760,043	57,962,841	(10,797,202)
Materials & Supplies	2,888,496	2,568,624	2,408,609	2,328,751	(79,858)
Internal Services	17,314,087	14,938,773	14,361,906	16,106,162	1,744,256
Capital Outlay	95,606	672,002	0	0	0
Total Costs	\$252,508,777	\$143,253,241	\$145,153,760	\$141,866,030	(\$3,287,730)

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

Successes and Challenges

A significant success for the SUN Service System is the increase in funding for culturally specific services and requiring all contractors to be/become culturally responsive. The completion of the Request for Proposal process for the SUN Service System is an accomplishment, and creates opportunities for improved youth outcomes, particularly for youth of color.

Community Services Division is expanding its work around housing stability, eviction prevention and asset building. A Home for Everyone continues to move forward to create shared leadership, including a consolidated lead agency, shared budgeting and joint prioritization of initiatives.

Aging, Disability, and Veterans Services Division implemented the Oregon Project Independence Pilot Expansion to serve 19 - 59 year adults with physical disabilities needing in-home supports. In the first year of the pilot (FY 2015) ADVSD served 196 individuals. The division also expanded services to Veterans, increasing representation for veterans by 37% and intake and referral by almost 300%

The Developmental Disabilities Services Division (DDSD) and department leadership successfully advocated to state partners and the Legislature to fund the CDDP Workload Model at 95% equity, resulting in over 30 additional FTE to provide increased services and access.

The Domestic Violence Coordination Office will continue implementing its grant funded partnerships with the Disability Awareness Response Team to improve responses for people with disabilities who experience domestic violence and sexual assault.

Challenges:

The community is struggling in the current Housing State of Emergency. As a result it is taking longer and costing more to house individuals and families. The affordable housing crisis is having a significant impact on older adults and people with disabilities. ADVSD is seeing an increase in inquiries for assistance from our clients and individuals new to our services related to no-cause evictions and inability to meet rental increases.

Changes to Department of Labor regulations removed the companionship exemption used by Aging and People with Disability (APD) at the state for individuals receiving In-home Services. Implementation of these changes could lead to a 127% increase in cost of In-home Live-in Plans. APD implemented several rule changes to establish new criteria and definitions for individuals eligible to receive live-in or shift services. DDSD and ADVSD will be monitoring workload and program impact.

Diversity and Equity

Through targeted recruitment and outreach efforts, DCHS has significantly increased the racial diversity of its workforce, from 22.5% employees of color in FY 2011 to 32% employees of color today. The department has consistently promoted employees of color at high rates (41.5% of promotions were employees of color in FY 2015) and recent efforts have demonstrated increased work out of class opportunities for employees of color (an increase from 12% employees of color in FY 2011 to 46% in FY 2015).

The Department continues its work to expand culturally specific services. The SUN Services System is implementing changes in the system’s structure and focus on culturally responsive and culturally specific services that help eliminate structural barriers that lead to better educational outcomes. The Multnomah Stability Initiative (MSI), the department’s redesign of its Anti-Poverty service system, includes 60% of funding targeted towards culturally specific organizations.

The Veterans Services Office is engaging in targeted outreach, partnership development and community education regarding Veterans who are LGBTQ. Although this population typically under-reports when accessing services, the County Veterans Service Office has seen a significant increase in veterans identifying as LGBTQ accessing services.

DCHS has a long standing history of a robust Diversity and Equity Committee. Over the past year, the team has consulted on the creation of an equity survey for three department wide teams, opened recruitment for new members and increased membership from 8 to 17 members across the department and job classifications.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$7,713,176	\$0	\$7,713,176	55.00
Developmental Disabilities	2,769,092	19,253,875	22,022,967	157.55
Aging, Disability, and Veteran Services	10,433,702	54,337,015	64,770,717	394.50
Domestic Violence Coordination Office	2,593,455	760,756	3,354,211	8.10
Community Services	10,614,736	15,385,976	26,000,712	29.00
SUN Service System	<u>13,719,530</u>	<u>4,284,717</u>	<u>18,004,247</u>	<u>27.90</u>
Total County Human Services	\$47,843,691	\$94,022,339	\$141,866,030	672.05

Department Administration

The DCHS Administration provides leadership, vision, and strategic direction to the five service divisions. The Director's office meets with state and local partners, sets policy, addresses issues of cultural competency, researches and evaluates programs, directs service delivery, and coordinates policy priorities. The Office provides emergency management coordination, monitors compliance, implements quality improvement, facilitates innovation and population based policy direction, fosters partner relationships, explores enterprise opportunities related to the mission, and coordinates education opportunities for internal staff and external partners.

Human Resources supports more than 670 departmental employees and addresses recruiting, hiring and retention issues, workforce planning, training, employee performance management, and labor relations.

Business Services and Operations provides financial and business functions including: development, management and oversight of the department's budget, accounts receivable and payable, purchasing, facilities coordination, 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

A Home for Everyone committed funding, policy direction, planning, and human talent to address the homelessness emergency. Next, the City of Portland and Multnomah County Joint Office of Homeless Services will establish a "lead agency" that joins services staff from the City and County in one office, which will move staff and resources from DCHS.

The Youth and Family Division (YFD) will combine Community Services, SUN Service System, and Domestic Violence Coordination Office. YFD will identify needs of core constituencies, develop programming and policies that address those needs and prevention strategies to enable secure housing, education, financial security and quality of life with a focus on addressing shifting demographics.

The Developmental Disabilities Division completed a reorganization to the implement the K-plan which established new Medicaid funded plan options for clients and their families. The Division got additional state funding and increased capacity by 30 staff. Two units were created to accommodate the policy shifts: a High School Transition Team to focus on needs of teens and young adults 16-22 and a Plan of Care Unit to process payroll and purchases for families receiving in-home services.

Developmental Disabilities Service Division

The Developmental Disabilities Service Division (DDSD) provides case management services linking consumers and families to available resources in the community and, when eligible, to Medicaid funded residential, employment, in-home and brokerage services. Additionally, the division provides Intake and Evaluation to more than 1,150 consumers per year and Abuse Investigation services to program consumers, opening more than 200 investigations per year. The goal is to ensure that every person is safe, healthy and integrated into their community.

Person-centered planning assures that each person's choices are respected and honored. For example, several years ago when a client first requested DD services, he and his father were living in their car. The combination of homelessness and special needs was very stressful and intensified health issues for this family. The DD case manager connected them with housing supports through the Shelter Plus Care grant. Once the family stabilized in housing they received in-home supports through the K-Plan. The greater safety and structure provided by the housing and service supports have enabled the client to make significant progress. DDSD serves over 5,300 people with intellectual and developmental disabilities diagnosed prior to the age of twenty two. Services may span the entire lifetime. DDSD is also the host for Region One, a five county regional crisis diversion program.

Significant Changes

As part of ongoing implementation of the K-Plan, which establishes new Medicaid-funded plan options for clients and their families, the division received additional state funding to increase capacity and address the significant workload increases from the K-Plan. DDSD is hiring over 30 additional staff to provide case management and required administrative functions. The division and DCHS also negotiated for new office space in west Gresham, to place staff closer to where many clients reside. The division is also undertaking extensive training of the new staff in program and Medicaid requirements. DDSD conducted a planning process, in accordance with division and DCHS strategic objectives, to streamline the additional workload and related processes. As a result, the division has designed a Comp/Plan of Care Unit to process payroll and purchases for families receiving in-home services. DDSD has also created a High School Transition Team, to focus on the specific case management needs of teens and young adults from 16 to 22 years of age.

Although the Legislature has funded the CDDP Workload Model at 95% equity, the model did not account for all required tasks and mandates. Recently state legislators have asked the State of Oregon to cap or cut costs by 10%. Division and DCHS leadership is monitoring these developments and is looking for opportunities to engage and advocate for full funding of services to people with intellectual and developmental disabilities in Multnomah County.

Aging, Disability and Veterans Services

Aging, Disability and Veterans Services Division (ADVSD) is the county's Area Agency on Aging. Designated and charged by state and federal government, ADVSD serves as advocates, conducts person-centered assistance with Medicaid, Supplemental Nutrition Assistance Program (SNAP) and other long term services and supports. ADVSD plans and implements services and programs for the county's 235,000 older adults, people with disabilities and veterans.

ADVSD strives for equity and empowerment and works to meet clients' needs with specialized services for racial and ethnic minorities, lesbian, gay, bisexual, transgender, and queer (LGBTQ) consumers, and people with disabilities. ADVSD works to reflect the communities served with its workforce.

Clients, family members, partners and the public trust ADVSD to help them navigate the array of choices and decisions facing older adults, people with disabilities and veterans. An important starting point is contacting the 24-hour Aging and Disability Resource Connection (ADRC) Helpline at 503-988-3646

ADVSD conducted an agencywide process to identify and improve areas of perceived risk for both the county and clients. The result led to 15 prioritized Risk Reduction projects across ADVSD aimed at remedying identified issues, and improving delivery of services and client's quality of life.

Significant Changes

The state recently recognized the Adult Care Home workload and provided funding for licensing adult care homes for individuals with developmental disabilities. This led to a collaboration between Developmental Disabilities Services Division (DDSD) and ADVSD Adult Care Home Program (ACHP) and resulted in the addition of two new specialized licenser positions in ACHP and funded through the DDSD budget. Smaller specialized caseloads will allow the program to apply expertise necessary to meet the unique needs of residents with developmental disabilities.

ADVSD Long Term Care program successfully piloted and is implementing a banked caseload model for consumers receiving medical and SNAP benefits. Banked caseloads allow individuals to be served by any member of the eligibility case management team. The result is fewer calls going to voice mail and caller concerns addressed by the completion of the call. Pre/post customer satisfaction surveys during the pilot showed improvements in customer service by callers and increased job satisfaction by staff.

Changes in Department of Labor regulations (DOL) have significantly impacted workload for the Long Term Care program. In response to DOL changes, the State implemented several rule changes establishing new criteria and process changes. Implementation of these administrative changes is increasing case manager and business services staff work efforts by six times longer than current processes with no additional state funding.

Domestic Violence Coordination Office

Multnomah County Domestic Violence Coordination Office (DVCO) provides leadership, consultation and technical assistance on domestic violence intervention and prevention. DVCO manages county, state and federal funds for victim services, leads and facilitates multi-disciplinary and collaborative projects, assesses needs and gaps in local interventions, and provides extensive training and capacity-building throughout the County. Collaborative, multidisciplinary projects include the Domestic Violence Enhanced Response Team (DVERT), the Domestic Violence Fatality Review Team, and the Family Violence Coordinating Council. DVCO also oversees the Defending Childhood Initiative, a federal initiative to improve responses to children exposed to violence.

Domestic violence is a significant and complex public safety, health and human services problem that continues to be a priority for Multnomah County. The county has built a multi-disciplinary, coordinated system that responds to victims and perpetrators, including specialized units in multiple County departments. Over 5,000 victims receive community-based, in-person services, 2,000 receive District Attorney-based services, and 25,000 receive assistance by phone. Over 4,000 offenders are jailed, 1,300 are prosecuted and 1,200 are supervised by the Department of Community Justice annually. In March 2015, Multnomah County was recognized by the US Department of Justice for its successes in delivering high-quality services and ensuring coordinated community responses to domestic violence.

Significant Changes

Supported by the Office of Violence Against Women (OVW) three year federal grant, Multnomah County DVCO will continue partnering with Disability Awareness Response Team (DART), Independent Living Resources (ILR), Raphael House and Native American Youth and Family Center (NAYA) to improve responses to domestic violence, sexual assault and/or stalking against women with disabilities. This project focuses on women 18-64 years of age in Multnomah County with physical disabilities, including those with co-occurring mental health conditions. Grant resources support the enhancement of organizational practices, expand capacity building and programming, and provide systems and policy improvements to service organizations supporting domestic, sexual assault and/or stalking against women with disabilities in Multnomah County.

In Fall of 2015, DVCO launched a strategic planning effort designed to identify gaps and solutions in domestic violence and sexual assault services. Key areas for potential investment were identified including:

1. Strategic partnerships for strengthening domestic and sexual violence response;
2. Awareness and prevention work strengthening community capacity;
3. Support for survivors access to specialized domestic and sexual violence services.

Community Services Division

The Community Services Division's (CSD) mission is to align services in order to create systems of support that impact poverty, create opportunities for economic prosperity, and achieve racial justice. Through contract partnerships with non-profit community-based agencies, limited direct service provision and targeted initiatives, CSD supports work in three program areas: Energy Services, Housing, and Anti-Poverty and Prosperity.

As the County's Community Action Agency, CSD believes that the most effective economic opportunity strategy is one that focuses on protecting and building human capital. Its work seeks to:

- Ease the experience of living in poverty
- End the community conditions that cause poverty
- Promote equity and achieve racial/ethnic justice

The economy remains unstable for those we serve, affordable rental housing is scarce in the current state of housing emergency, and too many residents are struggling to meet basic needs. The division provides strategic leadership to create collective impact for the common good through collaboration, creativity, hope, innovation, partnership and risk taking so that we all may have the greatest opportunity to succeed and thrive as a prosperous, caring community.

Significant Changes

In FY 2017 the division will focus on the following:

- Increased focus on economic security and asset buildings strategies in order to build financial stability.
- Targeted responses to changing demographics and mobility.
- Transition of homelessness services into the City/County Joint Office of Homeless Services.
- Coordinated jurisdictional response to the current Housing State of Emergency.
- Focused programming to increase housing stability and prevent evictions
- Broad focus on both new and proven affordable housing strategies.
- Reduction of child poverty and improved childhood outcomes.
- Implementation of the Multnomah Stability Initiative, the county's redesign of the Anti-Poverty system.
- Ongoing program innovation and program improvements including consolidating training and evaluation functions.

In addition to easing the experience of those living in poverty and ameliorating the community conditions that cause poverty, promoting equity and achieving racial and ethnic justice is a core commitment of CSD and will continue to be an important part of all division activities.

SUN Service System

The SUN Service System Division (SUN) has three principal areas of oversight: contracting for services that promote academic success and family economic stability through the SUN Service System, service delivery and coordination at the Bienestar de la Familia program at the Baltazar Ortiz Community Center, and management of data collection, reporting and evaluation activities.

As a service delivery system, the division contracts for a continuum of school based and community-sited services that support student success and family self-sufficiency. Services include 85 SUN Community Schools, youth case management, early childhood supports and anti-poverty/prosperity services for families. The SUN SS accomplishes goals through partnership development and administrative staff engage in activities to align services, build partnerships and strengthen the system. Partnering with the United Way in the Early Learning Multnomah Hub and program development are examples of these efforts. The Bienestar de la Familia program is an important gateway into an array of social services for people living in the Cully neighborhood. Direct service staff coordinate resources and services on site, triage hundreds of requests for assistance, and provide alcohol and drug and mental health services. Data collection, technical assistance, reporting and program evaluation functions are provided across both the SUN SS and the Community Services Divisions.

Significant Changes

A significant focus for Division staff in FY 2017 will be the transition of new contractors into the SUN Service System's programs as a result of the System's Request for Proposals process. This will include orienting contractors and staff, providing technical assistance, training, and other transition supports. Included in this process will be restructured community leadership for the SUN Service System that focuses on System results and key outcomes. The leadership restructuring will be coordinated with the cradle to career strategic education planning.

The focus of Early Learning Multnomah staff will be on cross-sector partnerships in order to align resources to reach early learning goals for children of color and children living in poverty - those most at risk for entering kindergarten not prepared to succeed. This will include a new project with the Oregon Department of Human Services to support stable and attached families and developing a new program at SUN Community Schools to strengthen the bridge between early learning and K-12.

The Bienestar de la Familia program will lose its AmeriCorps Member in FY 2017 as that program is being eliminated by the Red Cross. This will impact the youth services that have developed at Bienestar over the past six years with the support of AmeriCorps members.

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 2017 General Fund	Other Funds	Total Cost	FTE
Department Administration					
25000	Director's Office	\$2,631,326	\$0	\$2,631,326	16.00
25001	Human Resources	1,138,194	0	1,138,194	8.00
25002A	Business Services and Operations	3,537,563	0	3,537,563	29.00
25002B	Business Services and Operations - Finance Specialist 1	77,349	0	77,349	1.00
25003	Economic Opportunity Initiative	225,000	0	225,000	0.00
25006	Food Policy - SNAP Eligibility	103,744	0	103,744	1.00
Developmental Disabilities Services					
25010	DD Administration & Support	1,835,459	2,182,799	4,018,258	17.90
25011	DD Budget and Operations	659,917	3,520,392	4,180,309	24.50
25012	DD Services for Adults	0	4,184,978	4,184,978	34.90
25013	DD Services for Children and Young Adults	24,140	5,140,424	5,164,564	45.00
25014	DD Abuse Investigations and Monitoring	239,576	1,605,053	1,844,629	15.00
25015	DD Crisis Diversion Services	0	1,152,100	1,152,100	8.25
25016	DD Eligibility & Intake Services	10,000	1,468,129	1,478,129	12.00
Aging, Disability and Veterans Services					
25020A	ADVSD Access & Early Intervention Services	4,460,046	12,805,556	17,265,602	35.10
25020B	Senior Hunger Initiative	261,000	0	261,000	0.00
25021	ADVSD Multnomah Project Independence	231,083	0	231,083	0.00
25022	ADVSD Adult Care Home Program	160,960	2,281,547	2,442,507	16.00
25023	ADVSD Long Term Care Program	2,132,531	32,305,237	34,437,768	274.00
25024A	ADVSD Adult Protective Services	852,554	5,333,042	6,185,596	43.40
25024B	ADVSD Adult Protective Services - Risk Outreach	97,128	0	97,128	1.00
25025	ADVSD Veterans Services	523,430	237,959	761,389	7.00
25026A	ADVSD Public Guardian/Conservator	1,321,922	0	1,321,922	10.00
25026B	ADVSD Public Guardian/Conservator Expansion	115,027	0	115,027	1.00
25027	ADVSD Administration	278,021	1,373,674	1,651,695	7.00

County Human Services

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Domestic Violence Services					
25041	Domestic Violence Crisis Services	423,789	0	423,789	0.00
25044A	Domestic Violence Coordination	782,821	189,125	971,946	5.30
25045	Defending Childhood Initiative	50,000	390,146	440,146	1.80
25046A	Domestic Violence Legal Services	199,844	0	199,844	0.00
25047	Domestic Violence Enhanced Response Team	452,333	181,485	633,818	1.00
25048A	Culturally Specific and Underserved Domestic & Sexual Violence Services	484,668	0	484,668	0.00
25049	Sexual Assault Services	200,000	0	200,000	0.00
Community Services					
25115A	Benefit Recovery Program	443,453	223,000	666,453	0.00
25115B	Benefit Recovery Program - Benefits Services	250,000	0	250,000	0.00
25115C	Benefit Recovery Program - Benefits Services	272,631	0	272,631	0.00
25118	Community Services Administration (CSA)	972,518	0	972,518	7.50
25119	Energy Assistance	0	9,207,454	9,207,454	5.50
25121	Weatherization	0	3,953,870	3,953,870	8.50
25133A	Housing Stabilization for Vulnerable Populations (HSVP)	1,818,406	419,674	2,238,080	1.69
25133B	HSVP - Facilities Based Transitional Housing	243,244	0	243,244	0.00
25135	Commercial Sexual Exploitation of Children (CSEC) - Victims System of Care	603,987	191,151	795,138	1.00
25137	Promise Neighborhoods	2,032,000	0	2,032,000	0.00
25138	Runaway Youth Services (RYS)	922,535	175,000	1,097,535	0.00
25139A	Multnomah Stability Initiative	2,691,238	845,259	3,536,497	2.81
25139B	Multnomah Stability Initiative - Employment Services	250,000	0	250,000	0.00
25140	Community Development	69,759	322,247	392,006	1.00
25141	Supplemental Nutrition Assistance Program (SNAP) Outreach	44,965	48,321	93,286	1.00

County Human Services

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
SUN Service System					
25143	SUN Service System Administration	1,325,279	8,500	1,333,779	9.80
25145A	SUN Community Schools	5,957,729	1,835,127	7,792,856	3.00
25145B	SUN Staff Restoration	56,189	0	56,189	0.50
25147	Child & Family Hunger Relief	369,408	0	369,408	1.00
25149A	SUN Youth Advocacy Program	2,076,634	350,000	2,426,634	1.00
25149B	SUN Youth Advocacy Program Funding Enhancement	304,561	0	304,561	0.00
25151	SUN Parent & Child Development Services	1,445,018	412,079	1,857,097	1.00
25152	Early Kindergarten Transition Program	334,236	312,524	646,760	1.00
25155	Sexual & Gender Minority Youth Services	276,323	0	276,323	0.00
25156	Bienestar Social Services	976,142	0	976,142	7.60
25158	Early Learning Multnomah HUB	153,359	1,366,487	1,519,846	3.00
25159A	School Attendance Supports	204,652	0	204,652	0.00
25159B	School Attendance Supports: Expand Services	<u>240,000</u>	<u>0</u>	<u>240,000</u>	<u>0.00</u>
Total Department of County Human Services		\$47,843,691	\$94,022,339	\$141,866,030	672.05

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Department: County Human Services

Program Contact: Liesl Wendt

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Human Services (DCHS) Director's Office provides vision, leadership, and policy direction; facilitates the development of the department's mission and strategic direction; and sets departmental priorities that support the overall county mission.

Program Summary

The DCHS Director's Office oversees the programmatic and fiscal management of the department and ensures that programs and activities are responsive and accountable to our clients, the community, the Board of County Commissioners, our contractors and our funders. The Director's Office is responsible for a \$142 million budget, funding contracted and direct services, and a workforce of over 675 FTE.

The Director's Office provides department-wide services designed to maximize the Department's efforts to achieve goals. The Multnomah Idea Lab, or MIL, is a learning laboratory for active experimentation with new ideas to better achieve our outcomes. It involves practices and inspiration from outside traditional human services, a search for human-centered solutions, and a bias for action that moves us to test instead of talk.

The Quality Improvement Center (QIC) works with teams to improve processes and and tracks whether or not improvements achieve desired goals. The QIC focuses on quality improvement, training and HIPAA privacy compliance. The team provides technical assistance, training, resources, and coaching to support work teams and ensure high quality performance using continuous improvement tools and techniques.

The Director's Office regularly engages with nonprofits both to identify areas of business improvements needed at the county level and to build nonprofit capacity to achieve county contracted deliverables. Community engagement efforts focused on the nonprofit sector round out efforts to address improved client/customer outcomes, cost-effectiveness, accountability and quality.

The Director's Office develops strategies and partnerships that address health, safety, quality of life, education, and earnings with an explicit focus on racial and ethnic diversity.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of formal communications to employees ¹	57	50	50	50
Outcome	Conditions needed for innovation are created. ²	N/A	N/A	N/A	80%

Performance Measures Descriptions

¹ Formal communications include director's brown bag sessions, all staff emails and meetings with staff groups such as district offices or the department Employees of Color employee group. ² This is a new measure and baseline data will be collected in spring 2016, using a draft tool from P.S.U.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,427,130	\$112,566	\$2,142,030	\$0
Contractual Services	\$554,490	\$121,988	\$115,689	\$0
Materials & Supplies	\$328,656	\$4,540	\$204,120	\$0
Internal Services	\$121,920	\$7,064	\$169,487	\$0
Total GF/non-GF	\$2,432,196	\$246,158	\$2,631,326	\$0
Program Total:	\$2,678,354		\$2,631,326	
Program FTE	11.12	0.88	16.00	0.00

Program Revenues				
Intergovernmental	\$0	\$255,316	\$0	\$0
Other / Miscellaneous	\$1,342,018	\$0	\$220,820	\$0
Total Revenue	\$1,342,018	\$255,316	\$220,820	\$0

Explanation of Revenues

\$220,820 - County General Fund Department Indirect: Based on FY17 Dept Indirect Rates published by Central Finance

Significant Program Changes

Last Year this program was: FY 2016: 25000A-16 Director's Office

Additional FTE reflect organization shifts within the department.

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 will continue to support 600-700 regular and temporary/on-call employees in FY17, with the significant addition of staff in the Developmental Disabilities division due to state funding. HR services include outreach and recruiting; hiring and onboarding staff; maintaining HR and individual employee records; addressing staff retention and workforce and succession planning; employee training; employee and labor relations including legal, rules and contract compliance; and performance management consultation.

Program Summary

The Human Resources team provides services including consultation to managers, supervisors and employees. Represented employees are primarily in the Local 88 bargaining unit, within varied operations and schedules.

Principal functions and goals of the HR team include: 1. Organizational consultation to ensure HR services and strategies support and add value to DCHS strategies; 2. Performance management to promote fair and equitable treatment of all employees and adherence to county personnel rules, policies and labor contracts; 3. Alignment with Central HR to develop and implement consistent and effective HR solutions and programs; 4. Workforce and succession planning to develop a diverse and talented pool of employees and candidates to meet future staffing needs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of recruitments	349	290	320	320
Outcome	Number of employee grievances that rise to step 2	1	4	1	4
Output	Number of classification/reclassification requests	113	99	100	105

Performance Measures Descriptions

Recruitments (measured by requisitions) continue to increase. Additional funding and staffing occurred to DD programs. Recruitments will also increase generally due to changing workforce (e.g., retirement eligibility). Reduction of grievances was added in FY15 offer to indicate increased efforts and success in employee and labor relations, to prevent grievances.

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	2016	2016	2017	2017
Personnel	\$801,859	\$112,962	\$991,529	\$0
Contractual Services	\$1,500	\$0	\$4,000	\$0
Materials & Supplies	\$24,345	\$2	\$21,656	\$0
Internal Services	\$79,374	\$0	\$121,009	\$0
Total GF/non-GF	\$907,078	\$112,964	\$1,138,194	\$0
Program Total:	\$1,020,042		\$1,138,194	
Program FTE	6.96	1.04	8.00	0.00

Program Revenues				
Intergovernmental	\$0	\$112,964	\$0	\$0
Other / Miscellaneous	\$364,963	\$0	\$1,061,084	\$0
Total Revenue	\$364,963	\$112,964	\$1,061,084	\$0

Explanation of Revenues

\$1,061,084 - County General Fund Department Indirect: Based on FY17 Dept Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2016: 25001-16 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

The Department of County Human Services (DCHS) Business Services and Operations provides administrative, financial and business support for the department. Services include development, management and administration of the department's budget; grants management; accounts receivable; accounts payable; purchasing; facilities coordination; information systems coordination; procurement and contracting, and customer service.

Program Summary

Business Services and Operations staff serve as liaisons between the department and internal service providers such as County Finance, Central Budget, Central Purchasing, and County Assets. Business Services and Operations supports the work of the department by providing: 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.

Nearly 45% of the total funds in the department are contracted to community-based providers for services to the vulnerable populations served by DCHS. Business Services and Operations personnel provide administrative and support services for the department; work across the county with other departments and agencies; and serve as liaisons between the department and internal service providers such as County Finance, Central Budget, and the Department of County Assets.

DCHS Business Services and Operations provides responsible leadership; produces sound budgetary and financial management; and delivers results that are consistent with the department's and county's priorities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of invoices paid in 30 days or less	76%	82%	77%	78%
Outcome	Percent of financial reports submitted to the grantor error free	99%	98%	99%	99%
Output	Number of executed contracts and amendments (*estimated based on FY16 volume)	400	360	320	350*
Outcome	Percent of annual contracts executed prior to start date	75%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,492,346	\$352,892	\$3,021,412	\$0
Contractual Services	\$62,256	\$7,000	\$58,862	\$0
Materials & Supplies	\$90,146	\$3	\$67,447	\$0
Internal Services	\$257,967	\$0	\$389,842	\$0
Total GF/non-GF	\$2,902,715	\$359,895	\$3,537,563	\$0
Program Total:	\$3,262,610		\$3,537,563	
Program FTE	25.41	3.59	29.00	0.00

Program Revenues				
Intergovernmental	\$0	\$350,737	\$0	\$0
Other / Miscellaneous	\$978,327	\$0	\$1,680,037	\$0
Total Revenue	\$978,327	\$350,737	\$1,680,037	\$0

Explanation of Revenues

\$1,680,037 - County General Fund Department Indirect: Based on FY17 Dept Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2016: 25002A-16 Business Services and Operations

Department: County Human Services **Program Contact:** Rob Kodiriy
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25026B
Program Characteristics:

Executive Summary

DCHS Business Services and Operations provides administrative, financial and business support for the department. An additional Finance Specialist 1 position is requested to ensure that we comply with administrative procedures, make timely payments and abide by all fiduciary obligations of the Public Guardian Program.

Program Summary

The Accounts Payable Unit of Business Services is responsible for accurate and timely payment of all invoices for the Department. This includes all payments on purchase orders, contract payments and direct payments. The unit is also responsible for administering and monitoring procurement cards, travel and training, mileage and employee reimbursements for all divisions of the department.

A Finance Specialist 1 is needed to meet improvements in the following areas: External/Internal Audit Documentation, Internal (Financial) Controls, and Accounting Principles Application for the department. This position will support the Public Guardian Program by assisting with data entry to each individual client account, setting up new vendors in SAP, updating the auto pay list, filing and archiving for a total of 162 clients. The Public Guardian Trust Funds are resources received and held by the County in a fiduciary capacity (held in trust on behalf of clients). Disbursements are made in accordance with the agreement or applicable legislative enactment for each fund. Over the previous 5 years there has been an increase in clients of 11%. The Public Guardian Program Offer includes an additional position that, if funded, is projected to increase the caseload by an additional 6%. It is estimated that the increase of 6% will continue over the next 3-4 years (24% total increase). If these accounts are not maintained in a timely fashion, client benefits like Supplemental Security Income (SSI), Social Security and Pension can be decreased or even eliminated.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of payment transactions processed in the Public Guardian's Data System.	N/A	N/A	N/A	4,000
Outcome		N/A	N/A	N/A	N/A

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$77,349	\$0
Total GF/non-GF	\$0	\$0	\$77,349	\$0
Program Total:	\$0		\$77,349	
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: County Human Services

Program Contact: Mary Li

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 \$225,000 in pass-through funding to continue DCHS FY16 Economic Opportunity Initiative (EOI). Funds will be used to continue a pilot to provide households with tools to increase their financial literacy, achieve financial stability and leave poverty.

The offer also includes \$25,000 to support job training, job placement and legal services for day laborers, including expanded capacity for women day laborers.

Program Summary

Recent research shows a relationship between financial stability, child educational success and future earnings. Relatively small amounts of unconditional cash transferred into the budget of a family living on a low income can have significant impact on all members of the household, particularly children. Research shows that when such assets are made available, children's likelihood of educational success and their future earnings as adults are significantly improved.

In FY16, EOI launched a small pilot program of 160 households to test these findings locally. Families accessing free tax preparation services to receive an Earned Income Tax Credit (EITC) were invited to participate.

Eighty households, selected at random, received a \$1000 unconditional cash transfer. The other 80 households, selected as a control group, received three payments of \$40 each. All households participated in three surveys. Surveys were designed to test increased financial empowerment and executive functioning skills based on research showing the connection between increased capacity in these areas and the long-term ability to achieve financial stability on the path to leaving poverty. All families were also offered access to high-quality financial management services.

In order to continue testing the impact of this intervention, continued investment is needed to track longer term impact for the initial research group and to expand to include more households. If found to be promising, EOI represents a potential new strategy for increasing financial stability for families living on low incomes in Multnomah County

The offer also includes \$25,000 to continue support for job training, job placement and legal services for day laborers, including expanded capacity serving women day laborers. 50% of clients participating in the program are experiencing homelessness. Clients are placed in positions paying a minimum of \$12 an hour. In FY15, the average client received a wage of \$13.46.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of households served	0	210	160	160
Outcome	% of households that show an increase in financial stability and executive functioning ¹	0	75	75	75
Output	Number of individuals served	N/A	N/A	N/A	400
Outcome	Number of job placements	N/A	N/A	N/A	3500

Performance Measures Descriptions

¹ We expect that the /80 households receiving the unconditional cash transfer will experience this improved outcome - but as this is the first year of the program, this is an estimate. The control families may also experience this improvement.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$175,000	\$0	\$225,000	\$0
Total GF/non-GF	\$175,000	\$0	\$225,000	\$0
Program Total:	\$175,000		\$225,000	
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 2016: 25139E-16 AP - Economic Opportunity Initiative

Department: County Human Services **Program Contact:** Mary Li
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25147
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer requests funding for 1 FTE to continue providing coordination and outreach aimed at increasing food security among all populations served by Multnomah County, with specific focus on those eligible for federally funded nutrition programs, including WIC, SNAP, school meals and emergency food distribution. In addition, the position will provide policy development related to hunger, economic security and nutrition across all DCHS populations.

Program Summary

Hunger impacts the health, productivity and resilience of one in six Multnomah County residents. While we know that poverty is the root cause of hunger, we also know that the condition of hunger is interlaced with concurrent struggles such as housing status, transportation, and food access. Hunger has long-lasting health impacts on children and their ability to do well in school and life. It also undermines the independence and stability of seniors and the most vulnerable.

Federally funded nutrition programs are our first line of defense against hunger. These programs can provide consistent food resources to families and individuals and drive the economy across all business sectors. We can reduce hunger and improve the health, resilience and economic stability for our residents and the community by increasing the county's utilization of federally funded nutrition programs, in conjunction with other food programs and anti-poverty program and policy efforts.

Although, DCHS provides important services to address hunger and nutrition, they are inadequate in addressing the root causes of hunger and food security. Strategic coordination of policy, program and outreach efforts is necessary to generate the community-wide impact that will increase food access for those experiencing hunger and also increase funding to our schools, farmers markets, local grocery stores and their supply chains.

The FY16 Food Policy position made strides in this direction by identifying opportunities to leverage the impact of SNAP benefits, among other innovations. The proposed FY17 position will further this work and take on new projects. The position will be based in the Multnomah Idea Lab--the newly formed DCHS Center for Policy and Research. The goal will be to integrate with other policy specialists working on the issues of poverty, safety and the broader application of the social determinants of health for DCHS populations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Additional SNAP work activity locations to increase access to SNAP benefits	N/A	N/A	N/A	4
Outcome	Number of community members able to maintain SNAP benefits as a result of increased access	N/A	N/A	N/A	1,000
Outcome	SUN School sites provided with technical assistance to qualify for Universal Free and Reduced Lunch	N/A	N/A	N/A	10

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$103,744	\$0
Total GF/non-GF	\$0	\$0	\$103,744	\$0
Program Total:	\$0		\$103,744	
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: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Developmental Disabilities Administration provides oversight of the Developmental Disabilities Services Division. This unit ensures that more than 5,300 people are provided quality case management, and, where eligible, provides residential, employment and in-home supports and protective services in the community. Administration leads the agency in continuous quality performance improvement through records management; monthly quality assurance activities that include comprehensive file reviews, staff training and site visits; and strategic analysis of DDSD business functions.

Program Summary

Developmental Disabilities Administration oversees all programs and partners. Administration seeks resolution on complaints and grievances. In addition, the program influences state policy by participating in professional associations and advocating directly with state partners. It maximizes resources by leveraging local funds and collaborating with other counties; develops the workforce and seeks to continuously improve service delivery. Administration supports the accountability of leadership, resource management and performance-based outcomes; and ensures monitoring for health and safety and that outreach is extended to diverse under-represented populations. The division leverages federal match for administrative services using county funds to provide administrative tracking and oversight required by the state.

DDSD Administration is responsible for overall staff development, the creation of metrics such as dash boards and monitoring the inter-agency agreement with the State of Oregon, Department of Human Services. Administration also focuses on removing barriers to access, exploring new and innovative ways to accomplish work, minimizing financial risk to the county by responding to customers' feedback, and ensuring services are provided in a timely manner and within federal and state guidelines. The division works with a variety of community-based organizations in accordance with DDSD's strategic goal of promoting greater diversity, equity, inclusion and a person-centered approach. The division places a high priority on customer service and consumer satisfaction. In the most recent measurement, 95.9% of respondents indicated the division is responsive to consumer questions, concerns, complaints or needs all or most of the time.

In recognition of the substantial workload increases resulting from K-Plan (a new Medicaid waiver program that expands services and access) implementation and other new mandates, the 2015 Oregon Legislature approved additional funding per the Community Developmental Disability Program Workload Model. As funds became available following approval of a budget modification this year (2015) the division has begun implementing several structural changes noted in the affected Program Offers. The structural changes are designed to better align work functions and assignments according to DDSD and DCHS strategic objectives and to simplify work processes and provide higher quality services to our customers and the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of client records audited annually for Medicaid compliance ¹	1,941	720	300	300
Outcome	% of federally-funded plans re-authorized annually ²	n/a	100.0%	87.0%	100.0%

Performance Measures Descriptions

¹ Results are lower than expected due to multiple process changes from the State, along with staff expansion and other issues related to division restructuring in response to K-plan process changes.

² New measure for FY16. 100% is the Medicaid standard. The program is working to improve measured performance results to prevent citations from the state when they perform their next program audit.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$327,924	\$1,172,322	\$0	\$1,697,372
Contractual Services	\$1,183,894	\$11,000	\$1,835,459	\$1,000
Materials & Supplies	\$4,027	\$40,091	\$0	\$56,766
Internal Services	\$38,438	\$117,437	\$0	\$427,661
Total GF/non-GF	\$1,554,283	\$1,340,850	\$1,835,459	\$2,182,799
Program Total:	\$2,895,133		\$4,018,258	
Program FTE	3.79	13.00	0.00	17.90

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$102,514	\$0
Intergovernmental	\$0	\$1,340,850	\$0	\$2,182,799
Total Revenue	\$0	\$1,340,850	\$102,514	\$2,182,799

Explanation of Revenues

\$2,182,799 - State Mental Health Grant Local Admin

Significant Program Changes

Last Year this program was: FY 2016: 25010-16 DD Administration & Support

Increase in State Funds allowed to reallocate County General Fund Match funds.

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Developmental Disabilities Budget and Operations unit provides oversight for the division's budget, systems for enrolling clients into services, and procurements and contracts. The unit manages funding for K-Plan services, including residential and in-home services to clients; tracks and verifies revenue; ensures funds are applied to appropriate cost centers; and oversees expenses and changes that are incurred. The unit conducts monthly review of each service element to ensure they balance to the state's payment system (eXPRS).

Program Summary

In maintaining and managing the personnel budget, the division works with DCHS Administration and Business Services to account for revenue, positions, and costs to develop an annual budget for the division. As the designated local authority for services to people with intellectual and developmental disabilities, the unit is responsible for the management of contracts with providers, which includes determination of regulatory requirements; initiation of appropriate contracts, amendments and negotiations of contract terms and conditions; public procurement and compliance; and implementation of county administrative procedures.

The unit is responsible for tracking, approving and verifying revenue for 24-hour residential, supported living, foster care, employment, transportation and rent subsidy providers, which are paid directly to providers from the state. In addition, the unit tracks, approves and verifies revenue for family support funds and in-home services for adults and children which are paid through the county to providers. Finally, the unit tracks and verifies revenue for adult protective services, targeted case management and Local Administration funds which are for personnel and operating expenses. This includes the ongoing review and reporting of funding allocations, service expenditures, completing and securing budget approval, verifying client enrollment in the service, required reconciliation, reporting and contract settlement with the state. The unit also tracks all budget costs for 158 employees, as well as all costs associated with clients receiving funded services.

Due to State approval of additional funding, the unit currently is implementing new operational processes to meet increased responsibilities resulting from K-plan services. Responsibilities include: direct processing of Personal Support Worker timesheets, conducting criminal background checks, approving plans, data input and ensuring accurate data records in eXPRS for both in-home services and employment and vocational services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of 0337 enrollment forms accurately processed monthly ¹	99.6%	95.0%	99.2%	95.0%
Outcome	% of errors noted in monthly CPMS reconciliation ²	0.0%	3.5%	0.0%	N/A
Outcome	% of clients referred who are accepted into an employment setting ³	N/A	N/A	85%	90%

Performance Measures Descriptions

¹ The 0337 enrollment form is the mechanism by which clients are enrolled in and exited from services.

² This performance measure is being removed due to obsolescence of this data collection system by the state.

³ New Outcome Measure added for FY17.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$36,985	\$820,319	\$103,744	\$2,389,635
Contractual Services	\$552,182	\$2,119,687	\$551,543	\$532,346
Materials & Supplies	\$533	\$7,817	\$4,630	\$31,031
Internal Services	\$5,952	\$51,914	\$0	\$567,380
Total GF/non-GF	\$595,652	\$2,999,737	\$659,917	\$3,520,392
Program Total:	\$3,595,389		\$4,180,309	
Program FTE	0.50	7.00	1.00	23.50

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$144,333	\$0
Intergovernmental	\$0	\$2,999,737	\$0	\$3,520,392
Total Revenue	\$0	\$2,999,737	\$144,333	\$3,520,392

Explanation of Revenues

\$2,891,572 - State Mental Health Grant Local Admin; \$435,000 - State Mental Health Grant Special Projects; \$5,000 - Foster Care; \$89,441 - HAP Housing; \$2,905 - United Way Housing Assistance; \$96,475 - State Mental Health Grant Regional Crisis Funding.

Significant Program Changes

Last Year this program was: FY 2016: 25011-16 DD Systems, Contracts and Budget

Thirteen new positions were added during FY16 Rebalance. Direct client assistance expenses declined by \$2M due to the transition of State direct payments through eXPRS. This reduction was partially offset with an increase in DD Special Projects funding of \$0.4M.

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

This program provides case management to approximately 1,665 adults (age 23 and older), who have been determined to have an intellectual or developmental disability. Adults who are 18-22 years old are now served by the High School Transition team (Program Offer 25013). Case managers coordinate services and monitor more than 560 residential, adult foster care, supported living and vocational service sites to ensure that providers are in compliance with the Oregon Administrative Rules and to ensure the health and safety of consumers.

Program Summary

Case management for adults with intellectual and developmental disabilities includes person-centered planning and supports to identify clients' interests, focus on their strengths, promote independence and self-worth, and create a map of family, friends and community members as potential resources. Case managers support clients in many areas, including providing assistance with completing financial and housing benefits applications, self-care skills, behavior supports, resource coordination, and health and safety monitoring. These services are provided in order to ensure the health and safety of the client. Staff link the client with services and resources in their community. In order to improve quality of life for clients, staff support skill development, confidence, self-worth, self-determination and independence. Ultimately, it is the goal that all individuals with developmental disabilities are able to live self-directed lives in the community.

Starting in FY16, adults who are 18-22 years old receive services from the High School Transition Team, rather than the Adult Case Management Team. The number of adults reported in this program offer is lower in FY16 as compared to previous years because it no longer includes adults who are 18-22 years old.

This program partners with state and local organizations that have a mutual interest in our clients, such as Community Justice, Mental Health, Department of Vocational Rehabilitation, and Region 1 services. Case managers work with these partners to ensure the health and safety of adult clients through program intervention, crisis diversion, and monitoring of client and provider health and safety concerns. Total monitoring visits for residential sites is lower in FY16 as compared to previous years. This decrease has occurred because staff have been required to spend significant time training on new Oregon Administrative Rules and K-Plan eligibility criteria for services, resulting in less time to dedicate to monitoring visits. This year, DD Services for Adults will review the Outcome Measure related to total monitoring visits for residential sites to determine the measure's efficacy for future years.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of adults served each month ¹	1,897	1,750	1,590	1,650
Outcome	Total monitoring visits for residential sites ²	7,960	10,000	5,094	6,000

Performance Measures Descriptions

¹ Reduced current year estimate and FY17 offer figures due to adult caseload reduction resulting from creation of the High School Transition Team noted in the program summary.

² Reduced current year estimate and FY17 offer figures due to increased staff workload requirements as noted in the program summary.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$3,478,553	\$0	\$3,303,276
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$39,359	\$0	\$46,229
Internal Services	\$0	\$500,672	\$0	\$825,473
Total GF/non-GF	\$0	\$4,028,584	\$0	\$4,184,978
Program Total:	\$4,028,584		\$4,184,978	
Program FTE	0.00	37.01	0.00	34.90

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$198,544	\$0
Intergovernmental	\$0	\$4,028,584	\$0	\$4,184,978
Total Revenue	\$0	\$4,028,584	\$198,544	\$4,184,978

Explanation of Revenues

\$327,022 - State Mental Health Grant Local Admin \$3,841,694 - State Mental Health Grant Case Management \$16,262 - State Mental Health Grant Flex Funding

Significant Program Changes

Last Year this program was: FY 2016: 25012-16 DD Services for Adults

Positions added per Bud Mod no. DCHS-01-016: 7.0 FTE Case Manager 2. Positions transferred to Program Offer 25013: 7.0 FTE Case Manager 2, to create the High School Transition Team. Positions transferred to Program Offer 25011: 1.0 FTE Program Specialist Sr. and 1.0 FTE Program Specialist to join Comp/Plan of Care unit. Decrease in MHS 37 funding for 1.0 FTE Program Manager I from 20.83% to 10%, resulting from reduction in specialized caseload funding reimbursed from the Mental Health and Addictions system and corresponding increase in CGF funding noted in Program Offer 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

This program provides case management to approximately 2,075 children and young adults (birth to 22) who have been determined to have an intellectual or developmental disability. Most children and young adults served live in their family homes. Services include referrals to community resources, family-to-family support groups, assistance with school programs, training opportunities for families, and young adult transition services. These services allow children and young adults with serious disabilities to remain in their family homes.

Program Summary

Services for children are child-centered and family-focused, providing assistance required to maintain the child in the family home. Services for young adults are young adult-focused to help them transition into their adulthood. The Children's and Young Adults' Case Management Program (CYAP) provides child-centered and young adult-centered planning and supports to identify the customer's interests; focus on strengths, promote independence and self-worth; and map out family, friends and community members as potential resources. As a child approaches 18, planning is done to transition the customer to adult services. The High School Transition Team is a new unit of case managers who support customers through this transition. This team serves children and young adults from age 16 to 22 to assist them in completing this transition successfully.

Funding for in-home support services to help keep children in their family home through the K-Plan (a new Medicaid waiver program that expands services and access) has helped to successfully support children to remain in their family homes; however, it has caused a significant increase in requirements for the Service Coordinators. This increase has significantly impacted the work load of Service Coordinators. Examples include: increased number of face-to-face visits per client from annually to quarterly; monthly billable service required for all clients enrolled in K-Plan or other Medicaid waiver programs compared to on an as-needed basis; mandatory annual needs assessments for all clients receiving K-Plan services; and increased requirements for documents and checklists that were not previously required. DD has developed a strategic plan and is working on simplifying workload and processes.

The program partners with state and local organizations that have mutual interest in our clients. These partnerships strengthen families and help to reduce the higher costs of out-of-home crisis placements or permanent placement in foster care or institutions. CYAP also partners with MHASD Children's System of Care Wraparound Program.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of children served per month	1,479	1,400	1,614	1,700
Outcome	% of children retained in the family home	88.83%	88.0%	88.0%	88.0%
Output	Number of young adults aged 18-22 served per month ¹	N/A	N/A	313	400

Performance Measures Descriptions

¹ New measure added this year to reflect duties performed by the High School Transition Team.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$3,072,773	\$0	\$4,035,843
Contractual Services	\$24,140	\$0	\$24,140	\$0
Materials & Supplies	\$0	\$35,626	\$0	\$59,417
Internal Services	\$0	\$466,697	\$0	\$1,045,164
Total GF/non-GF	\$24,140	\$3,575,096	\$24,140	\$5,140,424
Program Total:	\$3,599,236		\$5,164,564	
Program FTE	0.00	34.00	0.00	45.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$243,764	\$0
Intergovernmental	\$0	\$3,575,096	\$0	\$5,140,424
Total Revenue	\$0	\$3,575,096	\$243,764	\$5,140,424

Explanation of Revenues

\$316,326 - State Mental Health Grant Local Admin \$4,824,098 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2016: 25013-16 DD Services for Children

Implementation of the K-plan continues to significantly impact the work load of Service Coordinators and the creation of the High School Transition Team is one aspect of the division's approach to simplifying workload and improving customer service to our clients. Positions added per BudMod DCHS-01-16: 6.0 FTE Case Manager 2. Positions transferred to Program Offer 25011: 1.0 FTE Program Specialist Sr. and 1.0 FTE Program Specialist to the Comp/Plan of Care unit. Transferred 7.0 FTE Case Manager 2 from 25012 and 1.0 FTE Program Supervisor from 25010 to 25013 to create the High School Transition Team.

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

The Abuse Investigation Team reviews all serious event reports submitted to the division. The team determines which events meet Oregon’s definitions of abuse and neglect and conducts investigations of those incidents. Abuse investigators screen approximately 1,200 serious event reports (SERT) and open an average of 200 investigations annually. Investigators answer requests and telephone inquiries from a wide range of parties, including division staff, staff and management of provider agencies, law enforcement, other DCHS programs and the general public.

Program Summary

The primary responsibility of the investigation unit is to ensure timely and appropriate safety plans are in place for clients when necessary, as well as to conduct thorough and unbiased investigations of alleged abuse and neglect. Investigators perform these duties as the designee of the State of Oregon and under the oversight of the Office of Adult Abuse Prevention and Investigations (OAAPI). The team investigates allegations of abuse, neglect or exploitation of adults now or previously enrolled in the Developmental Disabilities system. This includes clients served by brokerages who do not receive county case management services. Brokerages are a secondary case management system to which clients may be referred. However, the County Developmental Disabilities Program retains Medicaid responsibilities for these clients, including abuse investigations. Additionally, the abuse investigators have jurisdiction and responsibility to investigate care providers and non-care providers when a trust relationship exists under expanded definitions of abuse in accordance with OAR 407-045-0260.

The team maintains strong ongoing relationships with local, state and federal law enforcement agencies and participates in the District Attorney’s Multi-Disciplinary Team as legislated in Oregon Revised Statutes 430.735 to 430.765. The team participates in the Critical Case Review Committee (CCRC) which is an internal group designed to discuss complex and high-risk situations for adults enrolled in the division. The committee consults with the ADVSD Public Guardian/Conservator, county counsel and other community partners to ensure clients receive services to support their independence, as well as health and safety. Abuse investigators recommend Service Coordinators and brokerage agents refer particular cases to CCRC to ensure quality service delivery.

The monitoring aspect of the unit helps to manage risk by ensuring programmatic compliance with rules, statutes and contracts by agencies and providers. In addition to proactive monitoring, this group often ensures the completion of any programmatic related follow-up needed by providers as identified by abuse investigations to ensure a high level of service.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of investigations closed ¹	184	240	175	175
Outcome	% of abuse referrals screened within 5 working days	94.25%	90.0%	94.0%	90.0%
Output	Number of programmatic monitoring visits performed ²	283	120	325	240
Outcome	% of sites monitored that were found to be in compliance with Oregon Administrative Rules. ³	n/a	90.0%	100%	90.0%

Performance Measures Descriptions

¹ Description of measure was changed in FY16, thus reflecting a lower total than the actual purchased.

² This measure previously reported under Program Offer 25015 and moved to reflect alignment of this function with Abuse Investigations.

³ New measure for FY16 and now reported under this Program Offer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$497,985	\$854,525	\$215,576	\$1,271,456
Contractual Services	\$0	\$1,000	\$0	\$1,000
Materials & Supplies	\$3,725	\$11,163	\$2,515	\$31,230
Internal Services	\$41,665	\$114,394	\$21,485	\$301,367
Total GF/non-GF	\$543,375	\$981,082	\$239,576	\$1,605,053
Program Total:	\$1,524,457		\$1,844,629	
Program FTE	5.50	8.50	2.13	12.87

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$76,814	\$0
Intergovernmental	\$0	\$981,082	\$0	\$1,605,053
Total Revenue	\$0	\$981,082	\$76,814	\$1,605,053

Explanation of Revenues

\$855,994 - State Mental Health Grant Local Admin; \$749,059 - State Mental Health Grant Abuse Investigation Services.

Significant Program Changes

Last Year this program was: FY 2016: 25014A-16 DD Abuse Investigations

Position added per Bud Mod no. DCHS-01-016: 1.0 FTE Human Services Investigator.

Positions transferred from Program Offer 25011: 2.0 FTE Program Specialist to align these positions with the expanded duties for monitoring in this program offer.

Positions transferred to Program Offer 25011: 1.0 FTE Program Specialist Sr. to join the Comp/Plan of Care unit; 1.0 FTE OA2 to join the Comp/Plan of Care unit.

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

The Developmental Disabilities Regional Crisis Diversion Unit (“Region 1 Crisis Diversion Program”) provides service access to approximately 10,000 adults and children with intellectual or developmental disabilities (I/DD) in a five-county Region including Multnomah. Services include short-term crisis stabilization assistance, long-term residential placement coordination, training and technical assistance to direct care professionals and service coordinators who support some of the most extraordinarily challenged adults and children in the state.

Program Summary

The program facilitates crisis and long-term residential placements and quick-response technical assistance to direct care providers and others who support individuals experiencing crisis and transition. Clients needing crisis diversion services tend to be at high risk due to vulnerability resulting from their disabilities or volatile living situations. The program also assists individuals requesting a change in residential services.

In addition, it delivers specialized training and technical assistance for professionals who provide direct supports. Services include: 1) Prompt response for coordination of placement into DD foster or 24-hour licensed homes for acute crisis situations, and pro-active planning for non-crisis situations, either of which may require a long term solution; includes client functional needs assessments and coordination of placement for adults and children exiting family homes, Oregon State Hospital, other hospitals, nursing homes, correctional facilities and restrictive residential settings operated by the state; 2) Continual development and maintenance of a network of approximately 80 DD adult crisis foster homes; ongoing recruitment, training, and certification of DD child foster homes, including culturally-responsive homes; 3) Quick response by professional behavior support specialists for short term consultation in the individual’s home or community; 4) Technical assistance and training, in classrooms and individually in home and community for licensed/certified caregivers, county and brokerage service coordinators, and other support partners, to facilitate proactive and crisis-responsive supports; 5) Coordination of the Regional Training Cooperative providing 60 classes annually on relevant topics and skills for 1,500 caregivers, family members and service coordinators among the five counties served by Region 1; 6) Certified Training in Oregon Intervention System (OIS), a standardized curriculum teaching positive behavior support philosophy and strategies to preserve client rights and client/provider safety to approximately 200 providers, parents and service coordinators annually; the Program also assists in the mentoring of new certified OIS instructors; and 7) State-mandated orientation sessions to Personal Support Workers; State-mandated Health Care Representative training for providers and county case managers.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of intakes that request out-of-home placement	301	288	260	247
Outcome	% of adults requesting a placement within 2 business days who are placed safely within 2 business days ¹	100%	90.0%	95.0%	95.0%
Output	# of caregivers trained and certified in Oregon Intervention System	168	192	200	200
Outcome	% of "critical" intakes reported as “stable” at 6 months following placement and case is closed. ²	N/A	N/A	80.0%	80.0%

Performance Measures Descriptions

¹ Clarified language from the FY16 outcome measure to continue the outcome measure for FY17.

² New outcome measure added for FY17, no prior data. “Critical” is defined as exhibiting one or more crisis diversion risk factors per OAR definition; “stable” is defined as not requesting additional crisis diversion services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$936,576	\$0	\$848,348
Contractual Services	\$0	\$142,000	\$0	\$82,357
Materials & Supplies	\$0	\$9,217	\$0	\$21,390
Internal Services	\$0	\$147,576	\$0	\$200,005
Total GF/non-GF	\$0	\$1,235,369	\$0	\$1,152,100
Program Total:	\$1,235,369		\$1,152,100	
Program FTE	0.00	9.25	0.00	8.25

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$51,240	\$0
Intergovernmental	\$0	\$1,089,792	\$0	\$1,137,600
Other / Miscellaneous	\$0	\$10,000	\$0	\$14,500
Beginning Working Capital	\$0	\$135,577	\$0	\$0
Total Revenue	\$0	\$1,235,369	\$51,240	\$1,152,100

Explanation of Revenues

\$1,137,600 - State Mental Health Grant Regional Crisis Coordination; \$14,500 - Miscellaneous Fees (based on historical averages).

Significant Program Changes

Last Year this program was: FY 2016: 25015-16 DD Crisis Diversion Services

Transfer 1.0 FTE Program Specialist to Program Offer 25011 to join the Comp/Plan of Care unit.

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

Eligibility is the entryway to Developmental Disabilities services and introduces potential clients to all DCHS services. The unit reviews approximately 1,150 cases per year. New intakes average 71 people per month and total 850 per year. Per Oregon Administrative Rules, eligibility must be re-determined at age 7 for children, at age 18 for individuals with intellectual disabilities and at age 22 for individuals with developmental disabilities. Approximately 280 clients are re-evaluated annually to determine continuing eligibility for DD services.

Program Summary

The Intake and Eligibility Program is the single point of access to services for people with intellectual and developmental disabilities. The program strives to provide excellent customer service to all applicants. Regular community outreach is conducted to increase awareness of Multnomah County Developmental Disabilities services and application process. Typically, referrals come from many different sources including schools, medical providers, Vocational Rehabilitation Services, parent networks, community groups and social service agencies.

The intake and eligibility screener contacts the referral source or potential client to schedule an intake appointment. Intake appointments are provided in the office or in the community, including at the applicant's home. The appointments are conducted in the applicant's primary language through the use of bilingual staff or interpreter services. The division is capable of providing bilingual intakes in Spanish, Vietnamese, Russian, German, French, Arabic, Mandarin, Cantonese and Farsi. At the intake appointment, the Eligibility Specialist completes the application for services, conducts an informal needs assessment and refers the potential client to community partners to access needed services while waiting for a formal determination of DD eligibility. All applicants are contacted regarding the outcome of their determination, either by phone or email depending on their preference. A letter is also sent to every applicant informing them of the outcome. Applicants found not eligible are provided referrals to other community resources. Eligible clients are paired with a Multnomah County Developmental Disabilities case manager that assists with accessing a menu of services based on the client's level of care needs. Individuals moving into Oregon are offered a preliminary eligibility review to reduce relocation challenges.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of intake eligibility referrals	878	775	984	850
Outcome	% of referrals made eligible for DD services	73.38%	75.0%	76.0%	76.0%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$780,511	\$0	\$1,167,164
Contractual Services	\$7,500	\$0	\$10,000	\$0
Materials & Supplies	\$0	\$9,571	\$0	\$15,846
Internal Services	\$0	\$71,585	\$0	\$285,119
Total GF/non-GF	\$7,500	\$861,667	\$10,000	\$1,468,129
Program Total:	\$869,167		\$1,478,129	
Program FTE	0.00	8.00	0.00	12.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$70,497	\$0
Intergovernmental	\$0	\$861,667	\$0	\$1,468,129
Total Revenue	\$0	\$861,667	\$70,497	\$1,468,129

Explanation of Revenues

\$1,468,129 - State Mental Health Grant Local Admin

Significant Program Changes

Last Year this program was: FY 2016: 25016-16 DD Eligibility & Intake Services

Positions added per Bud Mod no. DCHS-01-016:
 1.0 FTE Clinical Services Specialist to increase capacity for Intake and Evaluation services;
 1.0 FTE Program Specialist to provide capacity for housing assistance services.
 Positions transferred from Program Offer 25010:
 2.0 FTE OA 2 to align staff with unit they support.

Department: County Human Services **Program Contact:** Lee Girard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25021, 25025
Program Characteristics:

Executive Summary

Aging, Disability and Veterans Services Division (ADVSD) Access and Early Intervention Services is the first point of contact for the county's 235,000 older adults, people with disabilities and veterans. Over 60,000 callers receive information and assistance and 10,723 people receive a variety of in-home, community and emergency services that support independence and prevent institutionalization and homelessness. These services are provided through the 24/7 Aging and Disability Resource Connection (ADRC) Helpline, five District Senior Centers and nine Culturally-specific contractors.

Program Summary

Aging, Disability and Veterans Services Division (ADVSD) is the Area Agency on Aging and Disability for Multnomah County, and as such, is mandated to provide a comprehensive, coordinated service delivery system for older adults, people with disabilities and veterans, with emphasis on providing access for low-income, limited English-speaking, ethnic minorities and frail persons. The Area Agency's goal is to help people stay active, independent and healthy, preventing or delaying nursing home admission. ADVSD employs evidence-based culturally responsive practices to ensure effective outcomes. ADVSD's efforts are guided by the input and advice from our federal and state mandated senior and disability advisory councils, and a multicultural advisory council.

Aging and Disability Resource Connection (ADRC) Helpline and District Senior Center employees and volunteers counsel and connect older adults, people with disabilities, veterans, and their families to county and community resources, public benefits, long term care services and emergency services. Last fiscal year, ADVSD, together with contracted partners, provided options counseling, case management and in-home services, including home-delivered meals, to more than 10,723 older adults, people with disabilities, veterans and their families. In addition, volunteer peers provided 1:1 advocacy support to older adults and people with disabilities. These services are funded through Oregon Project Independence, the Older Americans Act and County General Fund.

Transportation was provided to 1,052 individuals so they could access medical, nutritional and social supports. District Senior Centers provided over 66,602 health, wellness and recreation activities to older adults in the county. The ADVSD network provided 640,996 congregate and home-delivered meals in the last fiscal year. Culturally-specific community organizations provided targeted outreach and nutrition services to 931 ethnic and racial minority elders. Emergency Services help vulnerable older adults, people with disabilities and veterans avoid homelessness and acute health emergencies by providing emergency housing assistance to more than 410 individuals, and emergency prescription and special medical assistance to 175 individuals.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Individuals receiving in-home, community and emergency services	10,723	11,500	11,000	11,000
Outcome	Clients served who are ethnic/racial minorities (% of total elders served) ¹	30%	26%	30%	30%
Outcome	ADRC Helpline and District Senior Center Calls	60,626	57,000	60,000	60,000

Performance Measures Descriptions

¹FY17 Offer is based on FY15 Actual, which is finalized after the FY16 Purchased.

Legal / Contractual Obligation

ADVSD, as the state designated Area Agency on Aging and Disability for Multnomah County, is mandated under the most recent revision of the Older Americans Act, PL 109-365 amending Section 306 42USC 3026, and by Oregon Revised Statute 410.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$776,286	\$2,775,972	\$841,969	\$2,712,459
Contractual Services	\$3,008,072	\$8,661,942	\$2,998,272	\$9,129,815
Materials & Supplies	\$19,998	\$129,624	\$41,545	\$126,830
Internal Services	\$535,511	\$1,022,019	\$578,260	\$836,452
Total GF/non-GF	\$4,339,867	\$12,589,557	\$4,460,046	\$12,805,556
Program Total:	\$16,929,424		\$17,265,602	
Program FTE	8.51	22.79	8.44	26.66

Program Revenues				
Indirect for Dept. Admin	\$237,936	\$0	\$84,151	\$0
Intergovernmental	\$0	\$12,311,966	\$0	\$12,510,359
Other / Miscellaneous	\$0	\$4,000	\$0	\$4,500
Beginning Working Capital	\$0	\$72,000	\$0	\$37,000
Service Charges	\$0	\$201,591	\$0	\$253,697
Total Revenue	\$237,936	\$12,589,557	\$84,151	\$12,805,556

Explanation of Revenues

\$2,277,243 - Older Americans Act federal funds; \$1,081,678 - Oregon Project Independence; \$2,509,922 - Veteran's Directed Services; \$1,203,229 - Title XIX; \$412,681 - Aging Disability Resource Connections; \$1,850 - City of Fairview; \$3,000 - City of Troutdale; \$ 213,227 - Contractor Rentals; \$236,548 - Foster Grandparent Program; \$37,000 - Beginning Working Capital; \$481,892 - US Department of Agriculture; ; \$249,544 - Option Counseling & Gatekeeper Services; \$12,792 - Senior Health Insurance Benefits Assistance (SHIBA); \$222,919 - Older & Disabled Mental Health Services; \$2,019,116 - Medicaid Community Transportation; \$598,062 - Tri-Met Community Transportation Local Match; \$10,000 - Senior Medicaid Patrol Grant; \$6,084 - U of W Alzheimer's Evidence Based Study; \$119,198 - Innovative Projects Pilot State funding; \$62,680 - Enhanced Dementia Services State funding; \$120,947 - FamilyCare Medicare-Medicaid grant; \$40,470 - Client Employer Provider Fees; \$98,675 - Evidence Based Health Promotion; \$6,000 - Option Counseling; \$230,233 - MIPPA Outreach; \$400,000 - Senior Property Tax Deferral Program; \$150,566 - State Mitigation Funding.

Significant Program Changes

Last Year this program was: FY 2016: 25020A-16 ADVSD Access & Early Intervention Services

Due to changes in state and other grant funding a total of 4.8 FTE are added to this program offer: the addition of 1.0 FTE Program Specialist Senior, 1.2 FTE Program Specialist, 2.4 FTE Case Manager 2, 0.2 FTE Program Technician and 1.0 FTE Office Assistant 2; the reduction of 1.0 FTE Community Information Specialist. Note: one of the 2.4 additional Case Manager 2 positions was transferred from PO 25021 - ADVSD Multnomah Project Independence (MPI) to align staffing, supervision and services for MPI and Oregon Project Independence for People with Disabilities programs. Additionally, \$50,000 CGF was transferred from this program offer to PO# 25114, A Home for Everyone Homeless Services.

Department: County Human Services **Program Contact:** Lee Girard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability and Veterans Services Division (ADVSD) ensures that older adults have equitable access to vital nutrition services by funding culturally-specific meal programs, offered by community-based organizations that are recognized and trusted in their communities. Through this program offer, ADVSD is proposing to continue the FY16 one-time-only expansion, increasing the availability of meal services for diverse populations to 25,000 meals per year for FY17.

Program Summary

Aging, Disability and Veterans Services Division (ADVSD) is committed to ensuring that older adults from culturally diverse populations in our community have access to nutrition services that meet their nutritional needs and provide opportunities for social engagement and access to a broader range of social and health services. ADVSD currently funds the culturally-specific meal services offered by four community based organizations that are recognized and trusted by their communities. Services are targeted to older adults who are Hispanic, Asian, Native American, African immigrants/refugees and Eastern European immigrants. These services have expanded from 1 or 2 days/week to 3-5 days/week at each site. Participants at culturally-specific meal sites report a high level of satisfaction with services, citing access to culturally appropriate meals and a location where they feel welcomed and accepted as key factors for them.

In recent interviews with program participants, a consistent request was to increase the availability of meals to more days at each of these sites. There is a higher rate of satisfaction from diverse populations when they have access to nutrition services from culturally-specific providers. With one-time funding, we estimate that in FY16 ADVSD will expand culturally-specific meals to 23,000/year. In FY16, through this hunger initiative, ADVSD estimates increasing outreach and nutrition services by an additional 375 racial minority elders, increasing participation in the program by over 60%. If this program offer is continued into FY17, we estimate that meals will increase to 25,000/year, since there was a transition period in FY16 for contractors to implement service expansion.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of culturally-specific meals provided annually ¹	N/A	17,800	23,000	25,000
Outcome	Program participants express being satisfied or very satisfied with the service	N/A	85%	95%	95%

Performance Measures Descriptions

¹ There was a transition period in FY16 for contractors to implement service expansion. If this funding is continued into FY17 we are estimating that 25,000 meals will be provided.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$261,000	\$0	\$261,000	\$0
Total GF/non-GF	\$261,000	\$0	\$261,000	\$0
Program Total:	\$261,000		\$261,000	
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 2016: 25020B-16 Senior Hunger Initiative

Department: County Human Services **Program Contact:** Lee Girard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25020A
Program Characteristics:

Executive Summary

Multnomah Project Independence (MPI) provides services to people with disabilities age 19 to 59 who require in-home and other support services to remain independent in their homes, but who are not eligible for other public supports such as Medicaid or Oregon Project Independence (OPI). MPI served 130 people in FY15. Case management services are focused on both short-term and ongoing intensive supports and consumer-centered services with the goal of supporting clients' self-direction and self-management. In FY16, MPI was aligned with the OPI expansion for adults with disabilities pilot program.

Program Summary

Through the Multnomah Project Independence program (MPI), Aging, Disability and Veterans Services Division (ADVSD) provides in-home services and supports for low-income younger adults with disabilities who are at risk for nursing facility placement, homelessness or abuse, and who do not qualify for other public services. The program includes case management and support for both short-term and ongoing interventions to access resources and stabilize individuals. Other funded services include in-home services, home-delivered meals and transportation. The program closely integrates MPI case management with ADVSD Adult Protective Services, Emergency Services, Long Term Care Service Intake and Oregon Project Independence. Short-term intensive case management is provided to support stabilization and self-management by clients. Services are prioritized to individuals who meet the risk criteria listed above and are not eligible for other publicly-funded case management support.

In FY16, MPI case management staffing and client services were aligned with the expanded Oregon Project Independence (OPI) pilot program serving adults with disabilities age 19 to 59. This alignment ensures that county and state funds are used in a manner that increases the availability of services for people with disabilities, with the MPI program serving individuals who would not qualify for the OPI pilot program.

To meet CGF constraint ADVSD is submitting this as an Out of Target program offer to continue service to 125 clients receiving MPI services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Clients receiving MPI case management and in-home services	130	140	125	125
Outcome	Clients state they are satisfied or very satisfied ¹	N/A	N/A	N/A	80%

Performance Measures Descriptions

¹New performance measure. Replaced measure "individuals retain housing after receiving MPI assistance" for a more appropriate measure. Previous measure "individuals retain housing after receiving MPI assistance": FY15 Act=98%; FY15 Purch=95%; FY16 Est=95%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$37,011	\$0	\$0	\$0
Contractual Services	\$138,440	\$70,409	\$231,083	\$0
Total GF/non-GF	\$175,451	\$70,409	\$231,083	\$0
Program Total:	\$245,860		\$231,083	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$70,409	\$0	\$0
Total Revenue	\$0	\$70,409	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 25021-16 ADVSD Multnomah Project Independence

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

The Adult Care Home Program (ACHP) licenses and monitors 631 adult care homes and 14 room and board facilities in Multnomah County. Homes offer affordable 24-hour care in safe and culturally-appropriate settings. Adult care homes are licensed under Multnomah County Administrative Rules. ACHP licenses 2,815 adult care home beds and 80 room and board beds annually. These beds are available to older adults and adults with disabilities, and they offer a less expensive homelike alternative to an institutional nursing home setting.

Program Summary

The Adult Care Home Program (ACHP) is responsible for ensuring vulnerable residents are cared for in a culturally appropriate, homelike environment that is friendly, safe and secure. All adult care home operators are trained on and required to follow Multnomah County Administrative Rules (MCARs). ACHP's guiding principles state that every individual living in an adult care home is treated respectfully and receives quality care.

Adult care homes provide a quality long term care option for older adults and adults with disabilities, who desire to live in the community. ACHP serves a monthly average of 1,273 Medicaid clients while saving taxpayers millions of dollars a year. The average monthly Medicaid cost of services provided to older adults and adults with disabilities in an adult care home is \$2,563. This is 31% of the \$8,282 average Medicaid cost of a nursing home placement for the same population. Without this option, private pay residents would have to rely on more costly and restrictive alternatives resulting in possible spend down to Medicaid. This occurs when consumers exhaust their savings and are forced to rely on Medicaid for their long term support needs. This also negatively impacts the sustainability of Oregon's long term care Medicaid system.

All homes are inspected and licensed annually. Homes are visited at least once a year to ensure that residents receive necessary care, including personal care, nutrition, physical safety, nursing care and medication management. In addition, program monitors observe interactions in the home, review records, and check to ensure residents are provided with social and recreational activities and are cared for in a safe environment. Semi-annual unannounced monitoring reduces the risk of abuse and neglect of residents in adult care homes, ensures adherence to MCARs, and supports quality care. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of adult care homes licensed and inspected yearly	631	650	640	650
Outcome	Adult care homes with two or more monitoring visits in a year ¹	13%	80%	25%	80%
Outcome	Adult care home/nursing home cost efficiency ratio ²	33%	40%	32%	35%

Performance Measures Descriptions

¹ All homes had an annual licensing inspection and at least 1 monitoring visit. Homes with 2 or more visits were targeted because of identified quality issues. Performance declined in FY15 due to vacancies, retirements, and promotions coupled with difficulties in hiring and retaining qualified monitoring staff. Efforts are ongoing to hire and train staff to meet program goals. Plan in place to hire both monitoring positions by April 2016.

² Lower is better. Ratio equals adult care home cost as percent of nursing home cost.

Legal / Contractual Obligation

Multnomah County has a contract with the State of Oregon to administer the licensing, monitoring and training functions of Adult Care Homes. The Board of County Commissioners passed Multnomah County Resolution §23.66 - §223.999 establishing the Adult Care Home Program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$27,664	\$1,355,500	\$30,668	\$1,502,897
Contractual Services	\$74,428	\$364,400	\$123,427	\$311,828
Materials & Supplies	\$1,167	\$57,240	\$1,312	\$64,252
Internal Services	\$5,062	\$373,915	\$5,553	\$402,570
Total GF/non-GF	\$108,321	\$2,151,055	\$160,960	\$2,281,547
Program Total:	\$2,259,376		\$2,442,507	
Program FTE	0.30	14.70	0.32	15.68

Program Revenues				
Indirect for Dept. Admin	\$78,805	\$0	\$90,775	\$0
Fees, Permits & Charges	\$0	\$289,400	\$0	\$269,400
Intergovernmental	\$0	\$1,861,655	\$0	\$2,012,147
Total Revenue	\$78,805	\$2,151,055	\$90,775	\$2,281,547

Explanation of Revenues

\$2,012,147 - Title XIX; \$269,400 - Fees & Fines (based on historical averages)

Significant Program Changes

Last Year this program was: FY 2016: 25022-16 ADVSD Adult Care Home Program

Department: County Human Services

Program Contact: Joe Easton

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Long Term Care program (LTC) determines eligibility for financial, nutritional, medical and case management services for 48,948 low-income older adults, people with disabilities and veterans. Intensive case management is provided to 7,499 clients each month who meet state criteria for nursing home care because they need help with daily self-care tasks. LTC serves 6,170 clients in home and community-based settings and 1,329 clients in nursing facilities. LTC brings over \$31.4 million into the local economy through various monthly benefits received by clients.

Program Summary

Under contract with the State, the Long Term Care program (LTC) determines eligibility and enrolls older adults, people with disabilities and veterans in programs that meet basic health, financial and nutritional needs through the Oregon Health Plan, Medicaid and Supplemental Nutrition Assistance Program (SNAP). Clients receive counseling to help choose the most appropriate managed care and Medicare Part D plans. Referrals are made to address other critical needs, such as housing and transportation. These vulnerable adults typically have incomes below the poverty level and include individuals with a mental illness or developmental disability. Eligibility Case Managers carry an average caseload of 439 clients.

Case managers assess clients' needs, create service plans, and authorize, coordinate and monitor services that address health and safety risks in the least restrictive environment. They ensure early intervention and effective management of the complex and fluctuating care needs of this high-risk population. Nurses provide consultation to case managers to ensure appropriate care planning for medically complicated and unstable cases. Additionally, nurses support caregivers and provide wellness counseling/education and disease management for clients to optimize health. Collaboration with other professionals, divisions and community agencies to address the needs of a diverse client population strengthen LTC's goal of inclusion and racial equality. Service Case Managers carry an average caseload of 110 clients.

A primary goal of case management is to promote and support healthy and independent living in the community, preventing or minimizing more costly nursing home care, hospitalizations and re-admissions whenever possible. Case managers provide services for a monthly average of 7,499 nursing home-eligible clients; 6,170 of these clients (82.3%) receive in-home or community-based services that promote or support their independence outside of a nursing home, while an additional 1,329 (17.7%) are served in a nursing home setting. While the proportion of nursing home-eligible clients residing in community-based settings in Multnomah County far exceeds the national average, it is a major program priority to increase this percentage through more intensive case management and the expansion of specialized service contracts with community-based providers. The long term care system continues to focus on opportunities to innovate around services for clients with difficulty accessing care, as well as those with greater challenges, to reach our shared goal of greater independent living in the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Avg monthly number of nursing home-eligible clients receiving long term care assistance	7,499	7,700	8,000	8,000
Outcome	Ratio of nursing home-eligible clients served in the community vs. nursing home ¹	82.3%	82%	83%	83%

Performance Measures Descriptions

¹A higher ratio indicates a better outcome.

Legal / Contractual Obligation

§1903(a) of the Social Security Act, 42 CFR-Medicaid Administration; 7 CFR-SNAP; §1915c and 1115 of Title XIX of the Social Security Act. All Oregon Administrative rules related to and governing programs administered by Aging, Disability and Veterans Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$23,012,444	\$0	\$24,334,037
Contractual Services	\$2,138,823	\$147,130	\$2,132,531	\$174,272
Materials & Supplies	\$0	\$490,538	\$0	\$624,810
Internal Services	\$0	\$6,840,082	\$0	\$7,172,118
Total GF/non-GF	\$2,138,823	\$30,490,194	\$2,132,531	\$32,305,237
Program Total:	\$32,629,017		\$34,437,768	
Program FTE	0.00	268.00	0.00	274.00

Program Revenues				
Indirect for Dept. Admin	\$1,290,186	\$0	\$1,469,775	\$0
Intergovernmental	\$0	\$30,306,027	\$0	\$32,121,654
Other / Miscellaneous	\$0	\$184,167	\$0	\$183,583
Total Revenue	\$1,290,186	\$30,490,194	\$1,469,775	\$32,305,237

Explanation of Revenues

\$32,121,654 - Title XIX; \$54,945 - Providence Medical Center; \$128,638 - Oregon Health Sciences University Case Manager (FTE) grant.

Significant Program Changes

Last Year this program was: FY 2016: 25023-16 ADVSD Long Term Care Program

Due to increased Medicaid funding and workload demands the program added 2.0 FTE Case Manager Senior, 7.0 FTE Case Manager 2, and 1.0 FTE Case Management Assistant, and reduced 4.0 FTE Case Manager 1.

Department: County Human Services **Program Contact:** Wendy Hillman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Adult Protective Services (APS) is responsible for improving the quality of life for the county's 235,000 older adults, people with disabilities and veterans by protecting them from abuse, financial exploitation, neglect and self-neglect. This program conducts abuse investigations, provides risk management and Multi-Disciplinary Team (MDT) services, and educates the community about abuse. APS workers prevent further harm by linking victims of abuse to critical health, legal and human services.

Program Summary

The primary goal of the Adult Protective Services program (APS) is to protect vulnerable older adults, people with disabilities and veterans from abuse, neglect, self-neglect and financial exploitation. APS workers link vulnerable adults to health care, housing, social services, legal assistance and client advocacy agencies. Workers investigate abuse in 123 care facilities and 631 adult care homes as well as abuse in the community at large. APS coordinates with law enforcement and the District Attorney's Office to prosecute offenders. The program responded to 7,735 abuse calls in FY15.

APS uses Multi-Disciplinary Teams (MDT) to serve clients with complex psycho-social and medical needs in six branch offices and five District Senior Centers located throughout the county. These teams are an evidence-based practice that provide consultation, in-home assessments and interventions to stabilize clients who have complex medical, mental health and psycho-social needs. The core team consists of an APS clinical services specialist, an APS community health nurse, a contracted mental health specialist and an APS human services investigator or case manager. Others join the team as needed.

MDT served 709 older adults, people with disabilities and veterans and provided 3,616 client contacts, including 4,475 hours of nursing and 1,211 hours of mental health clinical support services. This service is designed for clients who have barriers to obtaining medical, mental health or legal types of intervention. Ninety-three percent of MDT participants showed improvement after MDT intervention. MDT interventions reduce the risk of unnecessary hospitalizations or homelessness for these clients. APS may provide short-term monitoring, following the closure of an investigation and during the implementation of ongoing support services, for clients with complex safety plans.

The District Attorney's Office, law enforcement personnel, the public guardian and Multnomah County Attorney meet each month to discuss criminal cases. APS staff also lead the DCHS Multi-System Staffing Team (MSST) which meet monthly to consult and problem solve on cross-divisional, cross-departmental high-risk clients.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Protective services investigations completed	2,656	2,600	2,750	2,800
Outcome	Re-abuse rate for older adults and people with disabilities ¹	3.8%	2%	3.8%	3.8%
Outcome	Clients with stable or improved overall living situation after 90 days of MDT intervention ²	93.3%	93%	93%	93%

Performance Measures Descriptions

¹Current re-abuse rate estimate is based on State of Oregon figures. Data is from January-December 2015. Re-abuse is defined as more than one investigation resulting in a substantiated abuse allegation during calendar year 2015 for all victims in Multnomah County.

²Living situation stability is measured by team ratings of safety, financial situation, health, living situation and knowledge of options.

Legal / Contractual Obligation

APS is a mandated service by Oregon Administrative Rules. Multnomah County acts as the Area Agency On Aging and is required to perform this function under contract with Oregon Department of Human Services (DHS). DHS provides funds to Multnomah County to deliver this service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$459,052	\$4,092,514	\$431,779	\$4,227,312
Contractual Services	\$482,428	\$2,580	\$356,516	\$2,759
Materials & Supplies	\$10,480	\$85,527	\$8,905	\$102,000
Internal Services	\$72,816	\$940,280	\$55,354	\$1,000,971
Total GF/non-GF	\$1,024,776	\$5,120,901	\$852,554	\$5,333,042
Program Total:	\$6,145,677		\$6,185,596	
Program FTE	3.36	40.04	3.36	40.04

Program Revenues				
Indirect for Dept. Admin	\$216,773	\$0	\$255,330	\$0
Intergovernmental	\$0	\$5,120,901	\$0	\$5,333,042
Total Revenue	\$216,773	\$5,120,901	\$255,330	\$5,333,042

Explanation of Revenues

\$5,333,042 - Title XIX

Note: \$130,776 State Mental Health Grant (Older/Disabled) Mental Health Services and \$196,555 General Fund is budgeted in Health Department Offer #40068 - Mental Health Quality Management & Protective Services to support Multi-Disciplinary Team (MDT) contracted Mental Health Specialists.

Significant Program Changes

Last Year this program was: FY 2016: 25024-16 ADVSD Adult Protective Services

Department: County Human Services **Program Contact:** Wendy Hillman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Adult Protective Services (APS) is responsible for improving the quality of life for 235,000 older adults, people with disabilities and veterans by protecting them from abuse, financial exploitation, neglect and self-neglect. APS investigators are only able to keep cases open for 120 days per state statute. The APS Risk Case Manager Senior position provides services to older adults and people with disabilities who have complex needs and are experiencing self-neglect situations that require a high level of support to help them connect to needed resources and make them safe.

Program Summary

This APS Risk case manager will provide Intensive short-term case management for elders and vulnerable adults who are at high risk for abuse or self neglect. Services include, but are not limited to: assessment, service coordination, linkage to support services and ongoing monitoring. This service is available regardless of income or resources.

The APS Risk case manager is part of the APS program and will receive referrals through the APS screener, Long Term Care (LTC), Multi-System Staffing Team (MSST), ADVSD Multi-Disciplinary Team (MDT), the Aging and Disability Resource Connection (ADRC) Helpline, and Coordinated Care Organizations (CCO's). The APS Risk case manager works with these clients for up to six months to create a stable living situation.

The APS Risk case manager works with clients who are in serious self-neglect situations that pose a significant threat to health and safety. These cases require more intensive and longer term involvement than can be provided by LTC case managers to achieve a successful outcome. The APS Risk case manager will make referrals to APS for investigation when appropriate and will not conduct investigations.

This Program Offer would restore the APS Risk Case Manager Senior that would otherwise be eliminated to meet County General Fund Constraint.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of clients engaged in APS Risk case management services	N/A	N/A	N/A	75
Outcome	Clients with improved living situation after completion of intensive case management service ¹	N/A	N/A	N/A	85%

Performance Measures Descriptions

New Measures - This program offer was part of 25024 ADVSD Adult Protective Services in FY16. New measures were established for this program offer.

¹Living situation stability is measured by team ratings of safety, financial situation, health, living situation, and knowledge of options.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$84,462	\$0	\$90,106	\$0
Materials & Supplies	\$0	\$0	\$7,022	\$0
Total GF/non-GF	\$84,462	\$0	\$97,128	\$0
Program Total:	\$84,462		\$97,128	
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 2016: 25024-16 ADVSD Adult Protective Services

Department: County Human Services **Program Contact:** Lee Girard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25020A
Program Characteristics:

Executive Summary

Veterans Service Officers (VSOs) provide effective representation to veterans and their families to ensure that they receive all state and federal benefits available to them. Veterans Service Officers are trained and accredited by the Oregon Department of Veterans Affairs to represent veterans in their claims for benefits. They are versed in applicable state and federal laws to provide the best representation possible. Last year the Veterans Service Office served 538 veterans and their families. VSOs carry an average caseload of 180 veterans.

Program Summary

Veterans Service Officers (VSOs) provide effective representation to veterans and their families to ensure that they receive all state and federal benefits available to them. Veterans Service Officers are trained and accredited by the Oregon Department of Veterans Affairs to represent veterans in their claims for benefits. They are versed in applicable state and federal laws to provide the best representation possible, free of charge. The mission of the Veterans Service Officers of Multnomah County is to provide resources and guidance to all who served in the military. The Veterans Service Officers provide benefits information, assistance and advocacy to all who served and their families. The Veterans Service Officers provide comprehensive benefits counseling on Veterans Administration (VA), assistance with VA healthcare enrollment, claims preparation and submission, initiate and develop appeals, networking with federal, state and local agencies, and justice involved outreach.

Aging, Disability and Veterans Services Division (ADVSD) has committed to veterans in our communities by signing a historic "Community Covenant with Veterans and Military Families." The Community Covenant is Multnomah County's pledge to develop local partnerships that will improve the quality of life for service members, veterans, and their families. The ADVSD Veterans Service Office is also a supporting partner in A Home for Everyone efforts to end homelessness for veterans experiencing chronic homelessness. Part of this commitment is helping to increase awareness about Veterans Service Officers and the services that they provide in assisting veterans to navigate the claims process as quickly and smoothly as possible. Multnomah County ADVSD Veterans Service Office is committed to this covenant and has a goal to expand our outreach to serve additional veterans and military families.

Veterans Service Officers promote equity to veterans and military families identified within underrepresented communities who face barriers to access federal, state and local benefits. The VSOs implement an intentional and targeted outreach strategy with multiple access options for LGBTQ veterans, women veterans, veterans within communities of color, homeless veterans, justice involved veterans; as well as veterans and military families experiencing socio-economic disparities due to unintended gaps accessing resources.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of veterans receiving assistance to obtain benefits ¹	538	850	850	900
Outcome	Benefit dollar amount awarded to veterans working with the Veterans Service Office ²	\$3,036,506	\$4,500,000	\$3,000,000	\$3,000,000

Performance Measures Descriptions

¹Requires power of attorney and legal representation by Veterans Service Officer.

²Benefit awards can fluctuate based on eligibility and retroactive payments making it difficult to accurately determine annual projections. Through outreach efforts, veterans are reached sooner, resulting in lower retroactive payments.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$438,365	\$183,559	\$420,513	\$209,734
Materials & Supplies	\$35,401	\$1,859	\$11,889	\$5,013
Internal Services	\$86,925	\$0	\$91,028	\$23,212
Total GF/non-GF	\$560,691	\$185,418	\$523,430	\$237,959
Program Total:	\$746,109		\$761,389	
Program FTE	4.91	2.09	4.41	2.59

Program Revenues				
Intergovernmental	\$0	\$167,753	\$0	\$220,757
Beginning Working Capital	\$0	\$17,665	\$0	\$17,202
Total Revenue	\$0	\$185,418	\$0	\$237,959

Explanation of Revenues

\$220,757 – Oregon Department of Veterans Affairs
 \$17,202 – Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2016: 25025A-16 ADVSD Veterans Services

Department: County Human Services **Program Contact:** Mark Sanford
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Public Guardian/Conservator program (PGC), under court authority, makes vital decisions for 176 adults who are mentally incapacitated, dependent, impoverished, and victims of physical abuse, neglect and financial exploitation. Legal authority enables intervention when no other approach resolves abuse and neglect. The PGC program consults with county programs, families and community partners on strategies and resources to support vulnerable adults with diminished abilities. The program also diverts additional at-risk clients to less restrictive, less costly alternatives.

Program Summary

The Public Guardian/Conservator program (PGC) is an essential part of the county response system for abuse and neglect when legal authority is required to provide for the safety and well-being of incapable adults. Program staff work with adult protective services, law enforcement and area hospitals to intervene early to resolve fraud, abuse and neglect of extremely vulnerable adults. This includes participating on County Human Services Multi-Disciplinary Teams to assure that alternatives are considered, focusing public funds on at-risk citizens without other options or resources.

The program serves as the court-appointed guardian and/or conservator for mentally incapable adults who are characterized by the following: moderate to severe intellectual or developmental disability, treatment-resistant mental illness, Alzheimer's or other dementia, brain injury, and complex medical and behavioral issues. In addition, these individuals frequently have chronic medical conditions, no access to healthcare, lack housing and adequate care and/or are high utilizers of social/medical services, and are in need of financial management. Program clients are functionally incapacitated, requiring intensive supports and specialized housing arrangements to balance the need for protection with the right to autonomy. This public service is available 24 hours a day, seven days a week to make medical, psychiatric and life decisions for program clients. Guardians develop care and safety plans that also maximize the individual's self-reliance.

Clients served by the PGC are 79% white, 10% Black/African American, 3% American Indian/Alaska Native, 3% Asian/Native Hawaiian/Pacific Islander, 3% Hispanic/Latino, and 1% Other; 58% female, 42% male; and on average 64 years of age. Guardianship and conservatorship ensure an annual maximum of about 175 county residents (based on current program funding constraints) access to safe and appropriate housing, medical care, psychiatric treatment, long term care, income and benefits. Without this option, clients experience continued victimization, frequent emergency room and hospital psychiatric admissions, homelessness, unnecessary protective services and law enforcement intervention, involuntary civil commitments, and increased risk of premature death. Because of funding constraints, if PGC is unable to serve directly, the program provides consultative services to divert additional at-risk clients into less restrictive, less costly alternatives, or family and private guardianships/conservatorships.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of intakes per year ¹	19	15	15	15
Outcome	Urgent client safety needs addressed within five days after court appointment	93%	100%	95%	96%
Output	Referrals appropriately diverted to less costly resources ²	143	155	145	150

Performance Measures Descriptions

¹Number of new intakes for PGC is limited by attrition due to mortality.

²Successful diversions reduce costs across county services, e.g. hospital and emergency services, case management, etc. FY16 Estimate for diversions is lower than FY16 Purchased because of an over projection based on fluctuating number of contacts/referrals. Current estimate is a projection based on performance during first half of FY.

Legal / Contractual Obligation

The decision to provide the service is in County Ordinance, Ch. 23.501. Under ORS Ch. 125, if the county chooses to reduce the service, it remains obligated to current clients, but can halt further intake if the Board of County Commissioners makes a finding that the program is no longer needed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,016,587	\$0	\$1,093,441	\$0
Contractual Services	\$22,640	\$0	\$23,875	\$0
Materials & Supplies	\$39,160	\$0	\$26,404	\$0
Internal Services	\$173,303	\$0	\$178,202	\$0
Total GF/non-GF	\$1,251,690	\$0	\$1,321,922	\$0
Program Total:	\$1,251,690		\$1,321,922	
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 2016: 25026-16 ADVSD Public Guardian/Conservator

Department: County Human Services **Program Contact:** Mark Sanford
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25002B
Program Characteristics:

Executive Summary

This program offer is for increased funding to the Public Guardian/Conservator program (PGC) which, under court authority, makes vital decisions for mentally incapacitated, dependent and impoverished adults who are current or recent victims of abuse, neglect and financial exploitation. This offer will continue to fund one Deputy Guardian position, which was funded as one-time-only in FY16, to significantly expand the capacity to serve up to 40 more individuals who are at risk for harm, providing immediate protection and access to care.

Program Summary

Aging, Disability and Veterans Services Division proposes to increase funding for the PGC program to expand the capacity to serve more high-risk, low-income adults with diminished capacity, and provide enhanced outreach and education on legal surrogacy to communities of color and other underserved populations. These individuals are at risk for harm because of their inability to meet basic needs; lack of access to healthcare, including medical treatment for chronic conditions and psychiatric stabilization; and high susceptibility to victimization. They are frequently homeless or, if temporarily placed, often remain in more restrictive and costly settings. In the past year, 56% of new intakes were over utilizing emergency departments and/or requiring extended and preventable hospitalizations – including state hospital care – and 78% had significant medical needs.

The demand for services is impacted by the aging of the population, including people with disabilities; the aging of caregivers; the rising incidence of abuse and self-neglect among the elderly and disabled population; and the lack of resources for legal surrogacy. Despite this demand, the PGC program's capacity to serve Multnomah County residents is constrained by staffing levels and caseload size. Prior to the use of one-time-only money to fund this offer for FY16, experienced Deputy Guardians were managing caseloads of 40 clients, which is twice the nationally recommended standard of 20 clients/guardian. With this funding, caseloads are now in the low 30s per guardian. New intakes will increase by 65%. Because this is a new initiative and the goal is reaching potentially underserved populations, the program is in the process of conducting outreach and training to culturally-specific providers, including Urban League, Native American Youth and Family Center and the Immigrant and Refugee Community Organization, with the goal of increasing the number of consultations for individuals from racial and ethnic minority populations.

The program will maintain standards for serving the most high-risk clients, and can typically take on 15 new clients per year. If enhanced funding continues, the program will be able to take on an additional 10 clients per year. At least 15-20 additional people are referred to the program each year who have significant risk factors and could benefit from intervention. It is anticipated it could take up to three more years to reach overall caseload size of 40 clients/guardian. Without this funding, the program will likely need to suspend intake and resort to a waiting list for future, urgent referrals.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of intakes per year ¹	N/A	10	10	10
Outcome	Urgent client safety needs addressed within five days after court appointment ²	N/A	100%	95%	96%

Performance Measures Descriptions

¹Current number of new intakes is limited by attrition due to mortality, approx 15/yr. An additional 10 intakes are possible with purchase of this program offer. Program will maintain standards for service to highest risk clients allowing for gradual caseload development for a new Deputy Guardian. Anticipate up to three years to reach overall caseload size of 40 clients.

²Urgent client safety issues are addressed immediately upon court appointment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$91,044	\$0	\$100,513	\$0
Contractual Services	\$4,514	\$0	\$4,514	\$0
Materials & Supplies	\$0	\$0	\$10,000	\$0
Total GF/non-GF	\$95,558	\$0	\$115,027	\$0
Program Total:	\$95,558		\$115,027	
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 2016: 25026B-16 ADVSD Public Guardian/Conservator Expansion

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), the Area Agency on Aging & Disability for the county, is responsible for developing and ensuring access to a comprehensive, coordinated service delivery system for the county's 235,000 older adults, people with disabilities and veterans so they remain independent and out of institutions. ADVSD Administration provides leadership, ensures results are achieved, certifies regulatory compliance, supports collaborative service delivery and use of best practices, engages in work to achieve equity, and promotes the efficient, effective use of resources.

Program Summary

Aging, Disability and Veterans Services Division (ADVSD) Administration provides leadership at the county, state and federal policy levels. ADVSD Administration influences rules, priorities and funding formulas to promote effective services for Multnomah County older adults, people with disabilities and veterans. ADVSD Administration is responsible for policy, planning, evaluation, compliance, advocacy and staff development for the division, which serves more than 60,753 people and employs over 394 FTE.

ADVSD Administration manages the division budget and programs to maximize revenue, hold down costs and deliver services more effectively. It provides fiscal oversight for the division and is responsible for managing a complex budget with multiple funding sources and requirements. ADVSD Administration also maximizes resources by matching local funds with federal dollars and leveraging additional resources from the community through its partnerships.

Satisfaction surveys and customer and staff input are used to continually improve ADVSD services. The division has three advisory councils (senior, disability and multicultural) that provide specific input on how to provide the best services to older adults, people with disabilities, veterans and racial, ethnic and cultural minorities. ADVSD Administration employs innovative, evidence-based approaches to service delivery, and uses data, program evaluation, best practice reviews, staff experience, support from partners and other resources to serve clients effectively with available resources.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	ADVSD-sponsored opportunities for consumer education and/or input ¹	71	60	67	70
Outcome	Advisors agree/strongly agree w/the statement: "Overall, ADVSD does its job well" ²	85%	85%	50%	80%

Performance Measures Descriptions

¹Number includes 44 annual advisory council meetings: 23 senior, 10 disability, 10 multicultural, and 1 joint advisory meeting. Higher numbers of organized opportunities occur during general legislative session years.

²ADVSD initiated a review of its advisory council model to identify, analyze and address concerns and improve performance.

Legal / Contractual Obligation

45 CFR Part 92; 2 CFR Part 225 OMB Circulars A-87 Federal Awards; 42 CFR 433.51 Part 4302(2) of State Medicaid manual re policy, leadership, state coordination, state policy, contract compliance; ORS 410.410-410.480 re Older Americans Act (OAA) Services; OAR 411-0320-000 to 411-032-0044 Older Americans Act specific authorizing statutes; 45 CFR 1321.1; 35 CFR 1321.83.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$85,379	\$863,261	\$88,758	\$897,459
Contractual Services	\$105,044	\$180,031	\$155,968	\$114,995
Materials & Supplies	\$17,681	\$170,332	\$18,502	\$177,402
Internal Services	\$14,088	\$193,383	\$14,793	\$183,818
Total GF/non-GF	\$222,192	\$1,407,007	\$278,021	\$1,373,674
Program Total:	\$1,629,199		\$1,651,695	
Program FTE	0.70	7.10	0.63	6.37

Program Revenues				
Indirect for Dept. Admin	\$56,405	\$0	\$52,420	\$0
Intergovernmental	\$0	\$1,400,007	\$0	\$1,367,674
Other / Miscellaneous	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$4,000	\$0	\$3,000
Total Revenue	\$56,405	\$1,407,007	\$52,420	\$1,373,674

Explanation of Revenues

\$68,178 - Older Americans Act; \$1,299,496 - Title XIX; \$3,000 - Special Risk Fund; \$3,000 - Beginning Working Capital
Special Risk Fund

Significant Program Changes

Last Year this program was: FY 2016: 25027-16 ADVSD Administration

Program reduced by 0.8 FTE: Increased 0.2 FTE Administrative Analyst to cover growing workload and decreased 1.0 FTE Division Director 2 (Division Director position moved to Department Director's Office budget where the role now serves in part to oversee department-wide operations).

Department: County Human Services **Program Contact:** Mohammad Bader

Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services assist adult and child victims who are currently fleeing or attempting to flee domestic violence. Services include 24-hour wrap-around shelter support and mobile advocacy services. Mobile advocates provide crisis services to victims who are unable to access established shelters or other crisis diversion services. These services reach more than 800 individuals annually and serve a racially and ethnically diverse population.

Program Summary

This program offer supports two types of crisis services to assist adult and child victims who are currently fleeing or attempting to flee domestic violence. Funds support wrap-around shelter support services at three domestic violence emergency shelters and mobile advocates who provide crisis services for victims who cannot access shelters or other crisis services.

1. Wrap-around shelter support services provide secure, confidential, 24-hour specialized support for adult and child victims who are fleeing domestic violence. These services are provided in the safety of a residential facility. These services include basic needs such as food and clothing, ongoing safety planning, intensive domestic violence support, specialized children's programming, advocacy and assistance accessing other services. This program offer supports wrap-around shelter support services at three domestic emergency shelters. These shelters offer up to 60-day stays and serve 33 households per night. Wrap-around shelter support services leverage significant public and private funding to operate secure shelter facilities.

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 or diversion services are not adequate, such as large families. These services also 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 Multnomah County. Services include 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, to provide comprehensive emergency services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of domestic violence victims and children receiving comprehensive, specialized crisis services. ¹	764	600	600	600
Outcome	% of adult victims who exit services with a lower perception of risk.	83%	80%	80%	80%

Performance Measures Descriptions

¹ This measure is revised based on program offer changes. The previous year actual figure does not include emergency housing assistance or shelter diversion services, which are moved to Program Offer 25114A.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$423,789	\$0	\$423,789	\$0
Total GF/non-GF	\$423,789	\$0	\$423,789	\$0
Program Total:	\$423,789		\$423,789	
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 2016: 25041-16 Domestic Violence Crisis Services

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

Domestic Violence Administration and Coordination provides administration, planning, coordination, evaluation, technical assistance and policy support for domestic violence intervention in Multnomah County.

Program Summary

This program offer provides professional staffing and administration for the county's Domestic Violence Coordination team. The DVCO team is responsible for administering county, state, and federal funds; coordinating collaborative responses to domestic violence; developing and coordinating effective intervention and prevention strategies; evaluating and assessing system responses; and providing technical assistance and policy advice to Multnomah County and City of Portland.

Initiatives and projects include: the Family Violence Coordinating Council, the Domestic Violence Fatality Review Team, and staff who provide training, consultation and capacity-building within the Department of County Human Services to identify and respond to the needs of those who are experiencing domestic violence. Staff also oversee 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. Programs in this offer include support for the Gateway Center, a coordinated one-stop center providing a wide range of services for survivors of domestic violence.

Domestic violence is also a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends at least \$10 million addressing domestic violence-related criminal costs and \$2.5 million in victim services annually. Domestic violence costs the community at least another \$10 million in lost wages, health care and other costs. Domestic violence is a complex problem associated with a wide range of negative impacts, including short- and long-term physical and mental health problems; homelessness and housing instability; employment and education disruptions; criminal justice and court involvement; and higher health care costs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of people trained to understand dynamics of domestic violence and children's exposure to violence. ¹	2,807	2,000	2,000	2,000
Outcome	Grant funding leveraged. ²	1,930,826	1,000,000	1,462,745	350,000
Output	Number of training events provided to public employees, law enforcement, and other community members.	165	50	75	75

Performance Measures Descriptions

¹ Those trained include public employees, law enforcement and other community members. Training includes the implementation of trauma-informed responses for survivors.

² Grant funding in this program offer will be reduced due to homelessness-related funding moving to Program Offer 25114A.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$373,105	\$52,252	\$573,859	\$124,501
Contractual Services	\$20,000	\$2,500	\$104,750	\$56,300
Materials & Supplies	\$48,390	\$20	\$24,667	\$8,324
Internal Services	\$46,913	\$12,609	\$79,545	\$0
Total GF/non-GF	\$488,408	\$67,381	\$782,821	\$189,125
Program Total:	\$555,789		\$971,946	
Program FTE	3.15	0.35	4.17	1.13

Program Revenues				
Indirect for Dept. Admin	\$7,896	\$0	\$0	\$0
Intergovernmental	\$0	\$68,652	\$0	\$187,425
Other / Miscellaneous	\$0	\$2,500	\$0	\$1,700
Total Revenue	\$7,896	\$71,152	\$0	\$189,125

Explanation of Revenues

\$50,000 - City of Portland Intergovernmental Agreement
 \$137,425 - US Department of Justice, Office on Violence Against Women Award#2015-KW-AX-K011
 \$1,500 Domestic Partnership Fees
 \$200 Misc Charges/Recoveries

Significant Program Changes

Last Year this program was: FY 2016: 25044A-16 Domestic Violence Administration & Coordination

Changes: 1.00 FTE Office Assistant Senior and a 1.00 FTE Program Supervisor are being eliminated and replaced with a new 1.00 FTE Program Specialist Senior due to fiscal constraints and anticipated department reorganization. 1.00 FTE Program Specialist Sr and 1.00 FTE Research and Evaluation Analyst has been moved from Program Offer 25042 which is not being submitted. The 1.0 FTE Program Specialist overseeing the domestic violence victim services continuum has been moved to Program Offer 25114A. A new grant from US DOJ Office on Violence Against Women was awarded. This program offer will continue to track the following performance measures from FY16 Program Offer 25044B: 1) Complete two comprehensive, in-depth fatality reviews and develop recommendations and reports, 2) Ensure implementation of at least two Fatality Review recommendations.

Department: County Human Services **Program Contact:** Mohammad Bader

Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program offer funds Defending Childhood Initiative staff to coordinate efforts that recognize, respond to and prevent childhood exposure to violence and trauma. Domestic violence is a leading cause of children's exposure to violence and is associated with increased risk for exposure to multiple forms of violence.

Program Summary

Preventing children and youth's exposure to violence and providing a strong response when such violence happens are complex goals that require multiple, informed solutions. The Defending Childhood Initiative works with multi-disciplinary partners to enhance professionals' capacity to recognize, respond to and prevent childhood exposure to all forms of violence and trauma. More than 1 in 4 of children in the United States will witness domestic violence by the time they reach age 17 (2009 National Survey on Children's Exposure to Violence). Support from a safe, nurturing caregiver who understands a child's developmental needs is one of the best ways children exposed to domestic violence can heal and recover. Safe parents often need help repairing the impact of domestic violence on the parent-child relationship, so that critical parent-child bonds can be restored and children can build resiliency.

Multnomah County is one of eight communities in the U.S. developing innovative responses to children's exposure to violence through the Defending Childhood Initiative. Defending Childhood Initiative staff developed such strategies as: Workforce Development: Ensure that professionals who spend time with children and youth have the tools and skills to recognize and respond to childhood exposure to violence. Systems Alignment: Collaborate with mental health, education, health care, early childhood, human services, juvenile justice, etc. to ensure that policies and programs are developed to best support children, youth and families impacted by violence and trauma. Primary Prevention and Public Awareness: Highlight the issue of childhood exposure to violence so that communities are educated and possess the tools needed to prevent violence from happening. An example is the Coaching Boys Into Men project, a healthy relationships and violence prevention program for student athletes provided through a partnership with Portland Public Schools' athletic department.

In FY16, Multnomah County partnered also with Portland Public Schools to jointly fund a Health Teacher on Special Assignment who is responsible for developing healthy relationships curriculum and policies, required by Oregon's Healthy Teen Relationship Act for youth in grades 7 through 12.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of child and youth-serving professionals trained to recognize and respond to childhood exposure to violence	N/A	N/A	N/A	700
Outcome	% of trainees who increase their knowledge of the impact of domestic violence on children.	N/A	N/A	N/A	85%

Performance Measures Descriptions

Last year this program offer was part of 25042-16. These measure are new for FY17.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$325,349	\$0	\$285,694
Contractual Services	\$50,000	\$0	\$50,000	\$0
Materials & Supplies	\$250	\$27,150	\$0	\$24,733
Internal Services	\$9,936	\$82,601	\$0	\$79,719
Total GF/non-GF	\$60,186	\$435,100	\$50,000	\$390,146
Program Total:	\$495,286		\$440,146	
Program FTE	0.00	2.00	0.00	1.80

Program Revenues				
Indirect for Dept. Admin	\$27,303	\$0	\$17,256	\$0
Intergovernmental	\$0	\$645,000	\$0	\$390,146
Total Revenue	\$27,303	\$645,000	\$17,256	\$390,146

Explanation of Revenues

\$390,146 -DOJ - OJJDP Children Exposed to Violence

Significant Program Changes

Last Year this program was: FY 2016: 25042-16 Domestic Violence Community Based Services

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer funds legal advocacy and civil legal services for survivors of domestic violence through contracted services at local nonprofit agencies. It also supports advocacy with restraining order services room at Multnomah County courthouse.

Program Summary

The cost of legal representation can be prohibitive for survivors who have low or no income and have been financially exploited by their abusers. As a result, survivors of domestic violence often are forced to appear in court without representation or legal advocacy. Specialized legal services for domestic and sexual violence survivors ensure better outcomes in legal proceedings and 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. This funding also supports advocacy in the Family Abuse Prevention Act (FAPA) restraining order services room at Multnomah County courthouse. Approximately 800 survivors are assisted each year.

Civil legal services are among the highest reported unmet needs for domestic violence survivors. Legal advocacy and civil legal services reduce domestic violence by helping victims safely end abusive relationships and resolve issues that cannot be addressed by human service or criminal justice interventions. 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.

Funding also will leverage Court Care program and provide child care for at least 198 children while parents are attending legal proceedings.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of domestic violence survivors assisted with courthouse-based restraining order advocacy.	N/A	N/A	N/A	800
Outcome	% of retained cases with a court action filed or contested by an attorney.	N/A	N/A	N/A	75%
Output	Number of families served by CourtCare.	N/A	N/A	N/A	198

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$199,844	\$0
Total GF/non-GF	\$0	\$0	\$199,844	\$0
Program Total:	\$0		\$199,844	
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 2016: 25042-16 Domestic Violence Community Based Services

Services from FY16 Program Offer 25042 (DV Community-based Services) have been divided into three separate program offers this year: Culturally specific and underserved domestic violence services; domestic violence legal services; and the Defending Childhood Program addressing children's exposure to violence.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60076A
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. The DVERT program provides after-hours victim services and crisis intervention in criminal cases, and provides ongoing coordinated, multidisciplinary follow-up intervention and support.

Program Summary

The Domestic Violence Enhanced Response Team (DVERT) provides a Countywide multidisciplinary, intensive, collaborative response to complex domestic violence cases with a high risk of ongoing, severe abuse or potentially lethal outcomes. DVERT intervention includes immediate crisis response, ongoing victim support services, criminal justice intervention, and coordination across multiple agencies. DVERT partners include Multnomah County Domestic Violence Coordination Office, Multnomah County Sheriff's Office, Portland Police Bureau, two domestic violence victim service agencies, DHS Child Welfare and Self-Sufficiency, the District Attorney's Office, and the Department of Community Justice (parole/probation).

Since 2014, Multnomah County and Portland Police Bureau have jointly funded after-hours victim advocates to provide immediate on-scene crisis response, safety planning and victim support following police response to domestic violence crimes. Advocates are available seven nights per week within all Portland Police Bureau Precincts and four nights a week for East County jurisdictions. They provide immediate response at night and on weekends when most other services are unavailable.

In addition to crisis response, follow-up support and criminal intervention in individual cases, DVERT works to improve overall system responses through specialized training, analysis of system responses, and ongoing review of the intersection of high-risk domestic violence and other interventions. DVERT participates in a five-county, multi-jurisdictional effort to improve responses to high-risk domestic violence cases and provides training and technical assistance to other community agencies to help them increase identification of and effective response to high-risk offenders and victims.

DVERT is recognized both locally and nationally for implementing best practices in domestic violence intervention. An evaluation of the program has shown that it reduces repeat violence.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of victims receiving multi-disciplinary, intensive intervention.	233	150	250	200
Outcome	% of police officers who agree that domestic violence victims benefit from having advocates respond on scene.	94%	90%	90%	90%
Output	Number of domestic violence victims referred by police to afterhours victim advocates. ¹	639	600	650	650

Performance Measures Descriptions

¹This performance measure also includes 25047B-16 (DVERT East County Expansion).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$116,739	\$0	\$109,392	\$0
Contractual Services	\$323,784	\$164,645	\$327,500	\$165,689
Materials & Supplies	\$3,322	\$11,500	\$2,678	\$15,796
Internal Services	\$11,789	\$14,523	\$12,763	\$0
Total GF/non-GF	\$455,634	\$190,668	\$452,333	\$181,485
Program Total:	\$646,302		\$633,818	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$9,094	\$0	\$0	\$0
Intergovernmental	\$0	\$190,668	\$0	\$181,485
Total Revenue	\$9,094	\$190,668	\$0	\$181,485

Explanation of Revenues

\$181,485 - US Department of Justice Office on Violence Against Women, Award#2014-WE-AX-0043

Significant Program Changes

Last Year this program was: FY 2016: 25047A-16 Domestic Violence Enhanced Response Team

Department: County Human Services **Program Contact:** Rose-Ellen Bak

Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Access to culturally specific and targeted services increases the efficacy of domestic violence services. Services that are developed and delivered by specific communities are more accessible to and better match 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. Targeted populations include: African American, Latino, Native American, Slavic/Russian immigrants, African immigrants, LGBTQ, seniors and people with disabilities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of individuals receiving culturally/population-specific domestic violence services.	N/A	N/A	N/A	800
Outcome	Percentage of victims who exit services with a lower perception of risk.	N/A	N/A	N/A	85%

Performance Measures Descriptions

Because of Program Offer restructuring, these Performance Measures were not purchased in prior years.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$623,512	\$0	\$484,668	\$0
Total GF/non-GF	\$623,512	\$0	\$484,668	\$0
Program Total:	\$623,512		\$484,668	
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 2016: 25042-16 Domestic Violence Community Based Services

Services from FY16 Program Offer 25042 (DV Community-based Services) have been divided into three separate program offers this year: Culturally specific and underserved domestic violence services; domestic violence legal services; and the Defending Childhood Program addressing children's exposure to violence.

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer provides new capacity to provide services to victims of sexual assault and includes specialized sexual assault services for medical and legal advocacy, case management, support groups, and counseling.

Program Summary

Oregon has the second-highest lifetime prevalence of rape in the country. In 2014 Multnomah County service providers answered 2,051 calls seeking sexual assault services. Given research that three out of every four sexual assaults are never reported, it is estimated that the rate of sexual assault in our community is substantially higher.

There are no in-person sexual assault-related services available to the 75% of victims in Multnomah County who do not report the assault to police. 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. In recent strategic planning led by the Domestic Violence Coordination Office, funding for sexual assault services, coordinated system-wide planning, and cross-systems collaboration were identified as a high priority for improving countywide responses for victims.

This offer will fund two contracted staff to provide comprehensive sexual assault services to at least 65 victims of rape or sexual assault. These services will include medical and legal advocacy, case management, support groups, counseling, and flexible client funds for emergency needs. Contracted staff will partner with Multnomah County, the Sexual Assault Task Force, local criminal justice systems, medical and mental health providers, and victim services providers. Staff will also work with homeless women's programs and college/university programs to conduct targeted outreach and assessment and recommendation ways to improve local responses to sexual assault.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of sexual assault survivors who receive comprehensive, specialized advocacy services.	N/A	N/A	N/A	65
Outcome	Percent of sexual assault survivors who report feeling supported by working with an advocate.	N/A	N/A	N/A	75%
Outcome	Percent of sexual assault survivors who report an increased understanding of their options.	N/A	N/A	N/A	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$200,000	\$0
Total GF/non-GF	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200,000	
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:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Benefits Recovery Program utilizes a proven program model to assist over 200 chronically homeless individuals with mental illness, addictions, and disabilities in accessing federal benefits, such as Social Security Disability Insurance (SSI/SSDI), and services to which they are entitled but have been unable to receive because their disabilities prevent them from successful navigation of the application or appeals system.

Program Summary

Benefits Recovery assists about 245 individuals annually who are served by the Multnomah Treatment Fund, the Homeless Families System of Care, or other County-funded programs. Seventy-five percent of those served are expected to 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.

Services include eligibility screening, application assistance, appeals process advocacy, case management, and medical and other documentation to individuals evaluated to be potentially eligible for SSI/SSDI. The program targets those who would potentially not be on the County's caseload if they had access to the benefits for which they are eligible, or those currently on the County's or County contractor's caseload whose cost of care is not reimbursed. Local estimates using Census data identify 39% of the chronic homeless population as eligible for SSI/SSDI as a result of mental illness, and 46% eligible as a result of their physical health.

Without 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.

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 through 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 City of Portland funds for the BEST program that are jointly contracted with Benefits Recovery to provide similar services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of individuals served	230*	175	230*	175
Outcome	Percentage of individuals served who receive benefits	78%	75%	75%	75%

Performance Measures Descriptions

* The program has been able to serve higher number of people with budgeted funds than anticipated, however as program outreach is expanded to other populations it is likely numbers will go down towards budgeted amounts

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$436,470	\$223,000	\$443,453	\$223,000
Total GF/non-GF	\$436,470	\$223,000	\$443,453	\$223,000
Program Total:	\$659,470		\$666,453	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$223,000	\$0	\$223,000
Total Revenue	\$0	\$223,000	\$0	\$223,000

Explanation of Revenues

\$223,000 - City of Portland general fund based on current award

Significant Program Changes

Last Year this program was: FY 2016: 25115-16 Homeless Benefit Recovery Project (HBR)

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25115A - Benefit Recovery Program
Program Characteristics: One-Time-Only Request

Executive Summary

This offer expands capacity for benefits acquisition programs for individuals experiencing homelessness.

Program Summary

Benefits acquisition programs are a proven intervention that help individuals access benefits to which they are entitled. Disabled individuals receive targeted assistance to apply for and obtain federal benefits such as SSI, SSDI and Medicaid. On average, these programs help disabled individuals obtain benefits 14 years earlier than they would on their own.

Benefits acquisition programs provide a strong return on investment, pumping millions of federal dollars into the local economy and reducing costs in emergency systems such as shelters, emergency department and jails.

This offer will provide benefit recovery services to 75 individuals who are homeless and lacking disability benefits. Services include application assistance, procurement of background documentation and medical records, representation at hearings and application follow-up.

Benefit Recovery was identified as an effective strategy to reduce and prevent homelessness and is included in the A Home for Everyone budget priorities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of individuals will receive application services	N/A	N/A	N/A	80
Outcome	Number of individuals will receive benefits	N/A	N/A	N/A	75
Outcome	Number of individuals will be stably housed after receipt of benefits	N/A	N/A	N/A	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
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

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25115A - Benefit Recovery Program
Program Characteristics:

Executive Summary

This offer funds expanded capacity for benefits acquisition programs serving homeless families, homeless youth, survivors of domestic violence and other homeless populations.

Program Summary

Benefits acquisition programs help people with disabilities access benefits such as SSI, SSDI and Medicaid. On average, individuals participating obtain benefits 14 years earlier than they would on their own, pumping millions of dollars in federal funding into the local economy and reducing use of emergency services such as shelter, emergency department and jails.

This offer continues funding added in FY16 to provide benefits acquisition services to homeless and formerly homeless individuals including families, youth, and survivors of domestic violence. Services include assistance completing and submitting benefits applications, gathering records and required documentation, medical and psychiatric evaluations, and representation at hearings.

An estimated 82 individuals will receive benefits through this service, stabilizing their income and ensuring that they have access to the services they need to be stable.

This investment aligns with A Home for Everyone priority recommendations to reduce homelessness.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	The number of individuals will receive benefits acquisition services.	N/A	N/A	N/A	90
Outcome	The number of individuals will be approved for benefits	N/A	N/A	N/A	82
Outcome	The percentage of individuals will be stably housed after receipt of benefits	N/A	N/A	N/A	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$272,631	\$0
Total GF/non-GF	\$0	\$0	\$272,631	\$0
Program Total:	\$0		\$272,631	
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:** Rose-Ellen Bak
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community Services Division Administration (CSD) ensures that all requirements for divisional operation are maintained to county, state, and federal standards. The Community Services Division (CSD) is responsible for providing, contracting for, and/or coordinating the County's investments in three core service/policy areas: Energy, Housing, and Anti-Poverty/Prosperity. The Division also functions as the County's legislatively mandated Community Action Office.

Program Summary

CSD administers a package of direct services, contract services, and community initiatives representing approximately \$34 million of county, state, and federal funds investment. Thirty-three FTE provide contract oversight, policy level work or direct services within the division's priority areas of Energy, Housing and Anti-Poverty/Prosperity. As Multnomah County's Community Action Office, CSD also provides strategic leadership for cross-jurisdictional housing and anti-poverty/prosperity efforts and statewide collaboration.

The focus of the division is economic development and housing stability through partnerships and strategic initiatives designed to ease the experience of those living in poverty; ending the community conditions that cause poverty; and, promoting equity and achieve racial/ethnic justice. CSD staff create opportunities for all people to experience prosperity through key partnerships and collaborations with local, regional, and statewide public, private and community stakeholders including consumers, businesses, faith-based organizations and jurisdictional and other partners.

Forty-five percent of area households are rent burdened, paying more than 30% for housing. Workers with a full-time, minimum wage job cannot afford apartments of any size at market rate in the metro area without being cost burdened. Current rental housing vacancy rates hover around 3% and County unemployment rates continue to stay in double digits. Twenty-five percent of county children under the age of five live in poverty, with children of color represented at three times the rate of Caucasian children.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percentage of staff attending at least 10 hours of skill building/professional development	100%	100%	100%	100%
Outcome	Percentage of stakeholders expressing satisfaction with services received ¹	72%	85%	72%	85%

Performance Measures Descriptions

¹ Stakeholder satisfaction is measured through an anonymous survey administered to contract agencies annually.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$914,620	\$0	\$852,771	\$0
Contractual Services	\$36,300	\$0	\$31,000	\$0
Materials & Supplies	\$13,845	\$0	\$21,521	\$0
Internal Services	\$46,374	\$0	\$67,226	\$0
Total GF/non-GF	\$1,011,139	\$0	\$972,518	\$0
Program Total:	\$1,011,139		\$972,518	
Program FTE	8.00	0.00	7.50	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2016: 25118-16 Community Services Administration (CSA)

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Energy Services (ES) ensured that over 17,000 fixed and low-income households had financial assistance to help meet their energy costs, avoiding shutoff and potential loss of housing in FY15. Direct utility payments to income eligible households, along with energy education, case management, and other services help households manage and pay for their energy costs. Services prevent utility shutoff for vulnerable households.

Program Summary

Services are primarily tax and rate payer funded by the state and federal government. Energy bill payment assistance works through nine community agencies to make utility payments for fixed and low-income households. In any given year, more than 436,000 households in the community are income eligible for service; the Energy Assistance program served 17,340 in FY15.

Services are delivered through the SUN Service System (SUNSS) Anti-Poverty System, a countywide integrated and coordinated system of care for school-age youth and their families.

Energy Education helps fixed and low-income households understand their energy use and provides the necessary tools - such as light bulbs, window stripping and showerheads - to better control energy expenses. All households receiving Energy Services receive education on how to reduce energy costs.

Energy Services contribute to reducing the number of households living in poverty by increasing household self-sufficiency, and improving local economic conditions through energy conservation. Energy costs disproportionately affect low-income households. The Department of Energy (DOE) estimates low-income households pay an average of 13% of their income for energy expenses, compared with 3% for the average household. In some low or fixed income households, energy costs can reach as high as 35% of total monthly expenses.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of households served	17,340	10,000*	15,000	10,000*
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection	100%	100%	75%*8	75%

Performance Measures Descriptions

* Program served higher than anticipated numbers due to higher state allocations

** Program model changed in FY16 to discourage clients from waiting until shut-off to apply for services

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$474,489	\$0	\$493,527
Contractual Services	\$0	\$8,594,981	\$0	\$8,516,544
Materials & Supplies	\$0	\$118,703	\$0	\$102,118
Internal Services	\$0	\$723,922	\$0	\$95,265
Total GF/non-GF	\$0	\$9,912,095	\$0	\$9,207,454
Program Total:	\$9,912,095		\$9,207,454	
Program FTE	0.00	5.50	0.00	5.50

Program Revenues				
Indirect for Dept. Admin	\$419,588	\$0	\$29,776	\$0
Intergovernmental	\$0	\$9,912,095	\$0	\$9,207,454
Total Revenue	\$419,588	\$9,912,095	\$29,776	\$9,207,454

Explanation of Revenues

\$4,969,490 - OHCSO OEAP Energy based on current grant award; \$4,237,964 - OHCSO LIEAP Energy Program based on current grant award

Significant Program Changes

Last Year this program was: FY 2016: 25119-16 Energy Assistance

Decrease in the award for OEAP and LIEAP

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Weatherization program provides energy use audits, weatherization, furnace repair and replacement, and appliance replacement to fixed and low-income households. County staff and vendors provide services. In FY15, an estimated 70,000 households were income eligible for service; of those, 433 were served.

Program Summary

The Weatherization program provided repair and appliance replacement to approximately 433 households in FY15. Services are primarily tax and ratepayer funded by the state and federal government. According to an Oregon Housing and Community Services study, services create \$1.78 of economic activity within the county for every \$1 invested in Weatherization services.

Weatherization contributes to reducing the number of households living in poverty by increasing household self-sufficiency and improving local economic conditions through energy conservation. Energy costs disproportionately affect low-income households. The Department of Energy (DOE) estimates low-income households pay an average of 13% of their income for energy expenses compared with 5% for the average household. In some fixed income households, energy costs can reach as high as 35% of total monthly expenses. DOE estimates households whose homes are weatherized save an average \$274 annually in energy costs.

The Weatherization program provides jobs for local contractors and revenue for businesses that supply materials, and indirectly creates another 1.25 jobs in Oregon for every administrative position funded. National research indicates that weatherization of homes has multiple "non-energy related" benefits including affordable housing preservation, regional energy conservation, long-term home improvement, safer housing conditions, and improved physical health. Studies show that Weatherization services increase household property values, maintain affordable housing, and improve the environment through reduced consumption of fossil fuels.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of households served	433	500	500	500
Outcome	Number of affordable housing units maintained for 10 years	570	570	570	570

Performance Measures Descriptions

Weatherization of multi-family buildings requires commitment to a minimum 10 years of affordability. While numbers of units weatherized fluctuate based on funding availability and specific project costs, it's one of the best ways to preserve and improve the quality of current affordable housing stock.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$722,075	\$0	\$753,503
Contractual Services	\$0	\$2,256,877	\$0	\$2,601,144
Materials & Supplies	\$0	\$367,013	\$0	\$235,882
Internal Services	\$0	\$408,339	\$0	\$363,341
Total GF/non-GF	\$0	\$3,754,304	\$0	\$3,953,870
Program Total:	\$3,754,304		\$3,953,870	
Program FTE	0.00	8.50	0.00	8.50

Program Revenues				
Indirect for Dept. Admin	\$142,602	\$0	\$45,512	\$0
Intergovernmental	\$0	\$3,336,615	\$0	\$3,393,970
Other / Miscellaneous	\$0	\$200,000	\$0	\$339,900
Beginning Working Capital	\$0	\$217,689	\$0	\$220,000
Total Revenue	\$142,602	\$3,754,304	\$45,512	\$3,953,870

Explanation of Revenues

\$2,164,684 - OHCS D ECHO (SB1149) based on current grant award; \$732,013 - OHCS D LIEAP Weatherization based on current grant award; \$339,900 - County Weatherization rebates based on current revenues; \$298,746 - OHCS D DOE Weatherization based on current grant award; \$220,000 - Beginning Working Capital; \$80,000 - PDX Water and Sewer D/A; \$60,000 - PDX Water and Sewer FR; \$38,527 - LIEAP Client Education based on current grant award; \$20,000 - Energy Conservation show rebates

Significant Program Changes

Last Year this program was: FY 2016: 25121-16 Weatherization

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Housing Stabilization for Vulnerable Populations provides rent assistance and housing placement to vulnerable households including those escaping homelessness or are at high risk for homelessness. This offer provides a package of services to support housing stabilization, eviction prevention and ongoing assistance for individuals and households with low incomes.

Program Summary

This offer includes two primary initiatives:

* The Short-Term Rent Assistance program (STRA) is a joint effort between Multnomah County, the City of Portland, and Home Forward, each of which contributes funds to the coordinated pool. The program funds 19 agencies, including culturally specific organizations and domestic violence providers. STRA funds are geared towards households that are currently experiencing homelessness or are at imminent 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 our most vulnerable and marginally housed families with children find homes, maintain housing, avoid homelessness, and work on creating a path to economic stability. In FY15, STRA served 741 households; 94% of those placed in permanent housing remained housed six months after exit from services.

* The Housing Stabilization program creates teams to help prevent households from entering homelessness across the department. It includes eviction prevention, housing stabilization, assertive engagement, landlord retention services, short-term rent assistance and move-in flexible funds. The program also includes a staff member to coordinate a team of housing stabilization experts. An estimated 200 households will be served.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of households served in STRA	741	810	800	800
Outcome	Percentage of households served who remain in permanent housing six months after exit ¹	94%	87%	90%	90%
Output	Number of households stabilized with eviction prevention and housing stabilization	N/A	N/A	N/A	200
Outcome	Percentage of households who remain stably housed six months after receiving housing stabilization services	N/A	N/A	N/A	90%

Performance Measures Descriptions

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$173,587	\$33,802	\$168,444	\$65,395
Contractual Services	\$3,105,617	\$348,869	\$1,629,413	\$328,146
Materials & Supplies	\$4,820	\$189	\$817	\$18,114
Internal Services	\$20,575	\$40,036	\$19,732	\$8,019
Total GF/non-GF	\$3,304,599	\$422,896	\$1,818,406	\$419,674
Program Total:	\$3,727,495		\$2,238,080	
Program FTE	1.19	0.32	1.36	0.33

Program Revenues				
Indirect for Dept. Admin	\$23,908	\$0	\$3,144	\$0
Intergovernmental	\$0	\$422,896	\$0	\$419,674
Total Revenue	\$23,908	\$422,896	\$3,144	\$419,674

Explanation of Revenues

\$217,551 - OHCS D EHA based on current grant award; \$107,681 - OHCS D HSP based on current grant award; \$53,270 - OHCS D LIRHF based on current grant award; \$31,128 - OJD based on current grant award; \$10,044 - OHCS D SHAP based on current grant award

Significant Program Changes

Last Year this program was: FY 2016: 25133A-16 Housing Stabilization for Vulnerable Populations (HSVP)

\$1M of Homelessness Services moved to JOH. \$272,631 has been reallocated to offer 25115C - Benefit Recovery Program.

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25133A - Housing Stabilization for Vulnerable Populations (HSVP)
Program Characteristics: One-Time-Only Request

Executive Summary

This offer funds facility-based transitional housing programs for homeless families with children.

Program Summary

Facilities-based transitional housing provides an alternative housing option for families with children. Transitional housing allows families to be stabilized in site-based locations with other families while receiving intensive case management services and supports. Transitional housing offers families an opportunity to lease for up to 2 years while building a credit history and engaging in services. This offer provides one-time-only funding for 77 households, which includes staffing, case management services, and rent. Funding can be used for rent subsidies, staffing or case management services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of families served	N/A	N/A	N/A	77
Outcome	Percentage of families placed in permanent housing after exit	N/A	N/A	N/A	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$243,244	\$0
Total GF/non-GF	\$0	\$0	\$243,244	\$0
Program Total:	\$0		\$243,244	
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:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The system of care for child victims of commercial sexual exploitation, under the oversight of the Victims' Services Implementation Team (VSIT), provides services to approximately 67 youth under 18 years of age annually. The highly intensive and population-specific shelter and assertive engagement services are designed to intervene with this significantly traumatized group of children.

Program Summary

Commercial Sexual Exploitation of Children (CSEC) is a growing concern nationally. The Pacific Northwest has gained the unenviable reputation as a hub for this crime. Efforts to address CSEC comprehensively through a variety of strategies and services, involving an exceptionally diverse group of stakeholders, have been extremely successful. As a result, Multnomah County is now also seen as a place of promising practice in the field.

As a part of these efforts, a system of care for victims' services has been developed and implemented. Funds support crisis and short-term shelter; assertive engagement services; system support and coordination; and on-going development through VSIT.

Services are provided in a holistic manner and include collaboration with law enforcement, child welfare, juvenile justice, and community advocates. In FY15, 67 child victims were served. Seventy-seven percent received services for six months or longer. Over half of the youth who leave services later return. Fifty percent exit to stable housing and 84% avoid further contact with the criminal justice system.

Results of a process evaluation conducted by the Department of County Human Services (DCHS) determined that 90% of those participating in VSIT found value in networking with others providing services in the system of care, and 75% were satisfied with the overall functioning of the group.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	67	140	67*	140
Outcome	Percentage of youth who remained enrolled in services for at least six months	77%	50%	50%	50%

Performance Measures Descriptions

* Slower than anticipated receipt of federal grant expanding capacity

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$107,039	\$0	\$110,266	\$0
Contractual Services	\$477,542	\$0	\$485,183	\$191,151
Materials & Supplies	\$0	\$0	\$270	\$0
Internal Services	\$7,033	\$0	\$8,268	\$0
Total GF/non-GF	\$591,614	\$0	\$603,987	\$191,151
Program Total:	\$591,614		\$795,138	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$191,151
Total Revenue	\$0	\$0	\$0	\$191,151

Explanation of Revenues

\$191,151 - HHS Victims of Human Trafficking based on current grant award

Significant Program Changes

Last Year this program was: FY 2016: 25135-16 Commercial Sexual Exploitation of Children (CSEC) - Victims System of

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Promise Neighborhoods Initiative (PNI) provides culturally specific, community based services and supports for children of color, age 12-17, and their families, who experience disparate outcomes due to racism, intergenerational trauma, and poverty. Approximately 1,000 children will be supported to increase school attendance, decrease disproportionate disciplinary actions, increase educational success and support family stability.

Program Summary

Since 2010, the Coalition of Communities of Color has published several reports documenting disparities in a wide range of outcomes and services experienced by communities of color living in Multnomah County. In 2014, the County issued a Report Card on Racial and Ethnic Disparities in Multnomah County that highlighted the need for a multi-layered, cross sectional strategy to address disparities. Based on this community data and awareness, the Board is interested in improving the quality of life of youth experiencing generational poverty and discrimination through evidence-based solutions tailored to the specific cultural values and norms of each community, thus promoting long-term impact and positive results.

The Promise Neighborhood Investment will seek to achieve the following outcomes: increased student attendance, engagement, and performance; reduced disciplinary incidents, behavioral referrals, suspensions, and expulsions; increased parent engagement, involvement, and skills; improved student cultural identity, self-esteem, and communication; improved math, reading, literacy, and problem solving skills and test scores; increased school understanding of English Language Learner cultures and communities; increased student participation in SUN Community School and other after-school programs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	370	1000	1000	1000
Outcome	Percent of youth served who increase school attendance	61%	80%	80%	80%

Performance Measures Descriptions

370 youth were served by the by the core four partners receiving \$100,000 or more. An additional 1,230 youth were served through smaller investments of county funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$2,000,000	\$0	\$2,032,000	\$0
Total GF/non-GF	\$2,000,000	\$0	\$2,032,000	\$0
Program Total:	\$2,000,000		\$2,032,000	
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 2016: 25137-16 Promise Neighborhoods

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Runaway Youth Services unit provides a 24/7 Reception Center, crisis line, shelter, support services, family counseling and reunification services, and gender-specific transitional housing services for approximately 2,500 youth ages 12-17 who have run away, or who are at risk of running away, as well as their families. County investment in Runaway Youth Services is leveraged by investments from law enforcement, the juvenile justice system and DHS. When families are able to appropriately raise their children at home, community resources are not depleted.

Program Summary

This program is a collaboration among DCHS, DCJ, and DHS. Eighty-five percent of those served return home or to another stable living environment at exit from service. Runaway Youth Services include:

Reception Center - a collaboration among law enforcement, DCJ, and DHS - to directly receive from officers, youth found to have committed minor status offenses, such as curfew violation and truancy, as an alternative to detention. The Center is co-located with runaway crisis response services, creating a countywide "child receiving center" for youth up to age 18. In FY16, funding was available to expand Reception Center services into Gresham. This work is done in partnership with the Gresham Police Department and other local agencies, reflecting the increase in poverty and the high need for youth services in East County.

Crisis Line - 24/7 youth and family help line that serves as a central access point for services. Telephone and face-to-face intervention is also available. This is the only community-based resource for runaway youth and families in the County and fielded 1,800 calls in FY15.

Emergency Shelter - shelter and emergency assistance in an 11-bed, co-ed group home with services focused on family reunification. Youth receive food, safety from the street, medical care, transportation, and case management services. Shelter services operate within a 72-hour intervention timeline.

Support Services/Case Management - intake; assessment; individual service plans targeting family reunification; addiction treatment referrals; mental health counseling; and family mediation.

Gender Specific Transitional Housing - two beds for girls in a group home setting. Research shows that a single gender environment results in better self-sufficiency outcomes for young women. Services successfully impact detention reform efforts and reduce the number of children entering the child welfare system.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth and families served	2500	2500	2500	2,500
Outcome	Percentage of youth served who return home or exit to other stable housing ¹	85%	85%	74%	85%

Performance Measures Descriptions

¹ Stable housing can be defined as being in DHS custody, which could include foster or group home placement, but most youth are reunited with family.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$18,196	\$0	\$0	\$0
Contractual Services	\$857,392	\$142,871	\$920,710	\$175,000
Materials & Supplies	\$0	\$0	\$44	\$0
Internal Services	\$1,196	\$7,129	\$1,781	\$0
Total GF/non-GF	\$876,784	\$150,000	\$922,535	\$175,000
Program Total:	\$1,026,784		\$1,097,535	
Program FTE	0.17	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$4,463	\$0	\$0	\$0
Intergovernmental	\$0	\$150,000	\$0	\$175,000
Total Revenue	\$4,463	\$150,000	\$0	\$175,000

Explanation of Revenues

\$175,000 - OCCF Youth Investment based on current grant award

Significant Program Changes

Last Year this program was: FY 2016: 25138-16 Runaway Youth Services (RYS)

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah Stability Initiative (MSI) is part of the County's anti-poverty/prosperity system of care designed to assist low-income households in gaining the skills necessary to achieve self-sufficiency and future prosperity, as well as to address the root causes of societal poverty.

Program Summary

Services are delivered through the SUNSS Anti-Poverty System using the new Multnomah Stability model. MSI was developed based on the success of our Action for Prosperity pilot. MSI is a targeted approach towards coordinating services and increasing long-term household stability while increasing flexibility for both providers and clients. Interventions are targeted towards a family's needs using an Assertive Engagement Approach. MSI services are person-centered, trauma-informed and culturally competent. Sixty percent of funds are for culturally specific organizations. With implementation of the new model, it is anticipated that approximately 1,000 households will be served per year, depending on the final allocations of state and federal funding. In FY15, 92% of households served were at or below the Federal Poverty Level, and 83% were headed by a single parent. Twelve months after end of service, 96% of households served in MSI remain in permanent housing and 50% are employed, with an increase in income of 31% from service entry.

This offer also includes:

- * Family Reunification Program (FUP) - offering case management to leverage Section 8 vouchers for parents seeking return of their children from the Foster Care system. FUP primarily serves children of color, particularly those populations over represented in the foster care system.
- * Alder School - an ongoing collaboration with the I Have A Dream school to combine case management and rent assistance to stabilize families.
- * Earl Boyles pilot - providing housing and income-focused case management to leverage rent assistance and other services and prevent school transfers due to gentrification at the Earl Boyles School's Early Works program
- * Tax preparation services and Earned Income Tax Credit assistance for over 17,000 low-income households. For every \$1 in general fund invested in providing free tax preparation services, \$212 are returned to the household and spent in the local economy.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of households served in MSI*	765	750	750	1000
Outcome	Percentage of households served that remain in permanent housing six months after exit	96%	80%	80%	80%

Performance Measures Descriptions

* Numbers estimated based on performance of the AFP model

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$234,591	\$111,873	\$211,462	\$113,994
Contractual Services	\$2,381,480	\$715,602	\$2,450,783	\$721,371
Materials & Supplies	\$6,189	\$7	\$2,027	\$0
Internal Services	\$26,198	\$59,896	\$26,966	\$9,894
Total GF/non-GF	\$2,648,458	\$887,378	\$2,691,238	\$845,259
Program Total:	\$3,535,836		\$3,536,497	
Program FTE	1.99	0.82	1.88	0.93

Program Revenues				
Indirect for Dept. Admin	\$37,507	\$0	\$6,884	\$0
Intergovernmental	\$0	\$915,428	\$0	\$845,259
Total Revenue	\$37,507	\$915,428	\$6,884	\$845,259

Explanation of Revenues

\$845,259 - OHCSO CSBG based on current grant award

Significant Program Changes

Last Year this program was: FY 2016: 25139A-16 Anti-Poverty Services (AP)

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25139A - Multnomah Stability Initiative
Program Characteristics: One-Time-Only Request

Executive Summary

This offer funds a pilot program that coordinates housing, community-based services, employment and career advancement for households receiving Temporary Assistance to Needy Families (TANF).

Program Summary

Households receiving TANF benefits often get trapped in a cycle of poverty.

This offer funds a partnership program with the Community Works Project and aligns services to move families to increased economic stability. Services include career coaching, workforce support, access to career-track employment and supportive services. More than 30% of families return to TANF in 12 months often as a result of jobs that don't pay enough to support their families.

96% of TANF households have no earnings while participating in the JOBS program.

Funds will support households to ensure that they do not enter homelessness while participating in the TANF JOBS program.

This investment was identified in A Home for Everyone as a priority strategy designed to prevent family homelessness.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of households that will receive support to avoid or leave homelessness	N/A	N/A	N/A	60
Outcome	Number of households that will remain stably housed 6 months after assistance.	N/A	N/A	N/A	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
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

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community Development administers public resources to expand affordable housing and infrastructure in low and moderate income communities through the federal Community Development Block Grant (CDBG), the Affordable Housing Development Program (AHDP), and the home improvement loan program.

Program Summary

The program is a collaboration among DCHS, the cities of Gresham, Wood Village, Fairview, Troutdale, Maywood Park, Portland, and the community, and will potentially complete one public works project in the coming year, and attempt to deed one property for affordable housing development.

Using a regional collaborative approach, an advisory board comprised of citizens living in East County cities outside of Portland and Gresham administers Community Development Block Grant funds targeted to neighborhood revitalization, public services, and housing rehabilitation in East County.

Federal and state funds for these programs improve the livability of existing low and moderate income housing and neighborhoods. However, significant reductions in federal funding have deeply impacted the program's ability to deliver affordable housing units in the foreseeable future. The jurisdictions are working with the federal government to advocate for increases in federal funding that recognize the sharp increase in poverty in East County over the last 10 years.

The Affordable Housing Development Program (AHDP) deeds foreclosed properties to non-profit community development corporations for affordable housing development, and manages an ongoing portfolio of approximately 450 units for program compliance and real estate transactions.

Collections for a prior no-cost home improvement loan program for fixed and low-income homeowners is maintained on behalf of the County, the City of Portland and the Portland Development Commission.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of public works projects completed	1	1	1	1
Outcome	Number of fair housing trainings completed ¹	0	2	2	2

Performance Measures Descriptions

¹ This outcome has been added to demonstrate the outreach role played by this program.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$71,503	\$38,232	\$60,287	\$55,650
Contractual Services	\$0	\$238,000	\$0	\$261,700
Materials & Supplies	\$0	\$25,468	\$270	\$0
Internal Services	\$0	\$27,300	\$9,202	\$4,897
Total GF/non-GF	\$71,503	\$329,000	\$69,759	\$322,247
Program Total:	\$400,503		\$392,006	
Program FTE	0.65	0.35	0.52	0.48

Program Revenues				
Indirect for Dept. Admin	\$12,692	\$0	\$3,361	\$0
Intergovernmental	\$0	\$296,500	\$0	\$298,547
Other / Miscellaneous	\$0	\$25,000	\$0	\$16,200
Beginning Working Capital	\$0	\$7,500	\$0	\$7,500
Total Revenue	\$12,692	\$329,000	\$3,361	\$322,247

Explanation of Revenues

\$298,547 - HUD CDBG based on current grant award; \$16,200 - Loan Repays base on current receipts; \$7,500 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2016: 25140-16 Community Development

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The SNAP outreach program provides information, referral and application assistance to households seeking benefits through the Federal Supplemental Nutrition Assistance Program (SNAP).

Program Summary

Oregon consistently ranks among the states with highest percentage of people experiencing hunger and food insecurity. The combination of high rent and low wages makes it difficult for many families to afford food. Additionally, a high percentage of senior citizens and people with disabilities find themselves choosing between using their limited incomes on food or other essentials, including rent, medicine and utilities. SNAP provides those experiencing hunger and food insecurity with a consistent and reliable budget for food each month.

The SNAP outreach program identifies populations that are typically eligible for SNAP, yet have low participation in the program, including families with children, seniors and people with disabilities, college students and immigrants. Program staff provide tailored SNAP outreach in a culturally responsive manner. These efforts provide 4,500 households with information on SNAP and other community resources, resulting in increases in participation among eligible populations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number households served	3500	3500	3575	3500
Outcome	Number SNAP applications completed	80	80	86	80

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$28,151	\$28,050	\$44,965	\$44,429
Materials & Supplies	\$0	\$0	\$0	\$35
Internal Services	\$0	\$0	\$0	\$3,857
Total GF/non-GF	\$28,151	\$28,050	\$44,965	\$48,321
Program Total:	\$56,201		\$93,286	
Program FTE	0.50	0.50	0.50	0.50

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$2,684	\$0
Intergovernmental	\$0	\$0	\$0	\$48,321
Total Revenue	\$0	\$0	\$2,684	\$48,321

Explanation of Revenues

\$48,321 - Ore - Supp Nutrition Asst Prog (SNAP) based on current grant award

Significant Program Changes

Last Year this program was: FY 2016: 25139A-16 Anti-Poverty Services (AP)

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Schools Uniting Neighborhoods (SUN) Service System Division Administration (SUNSS) is responsible for management and oversight functions for the contracted and county-provided direct services through the SUNSS, as well as development and maintenance of partnerships with the system's stakeholders and sponsors.

Program Summary

SUNSS administration staff has responsibility for leadership, partnership development, direct staff supervision and program oversight for the SUN Service System Division. The 26 FTE in this division provide direct services, manage contracts, provide technical assistance and training, monitor programs, oversee data collection and reporting, conduct program evaluation and coordinate service delivery associated with the SUN Service System and the Baltazar Ortiz Center.

Responsibilities in the division include supporting the overall county policy promoting school-age prevention services, ensuring high quality evidenced-based services by both county staff and contracted service providers, and maintaining communication internally and with the SUN Service System and partner communities. Oversight for contract management functions and ensuring that accurate data is collected and reported to stakeholders, contractors, the Board of County Commissioners and to funders are critical functions of administrative staff. Data collection, technical assistance, reporting to funders and program evaluation functions are carried out for both the SUNSS and the Community Services divisions of the department, and align with those activities in the Domestic Violence Coordination Office.

In FY17, the Division will focus on successfully transitioning and supporting services in the SUN Service System as a result of the System's RFP issued in FY16. This will include orienting contractors, providing technical assistance and training, and offering other transition supports. Included in this work will be a restructured leadership process for the SUN Service System that focuses on System results and key outcomes.

Also in FY17, Division staff will continue to partner in implementing the Early Learning Multnomah effort. As a partner with the United Way of the Columbia Willamette, the Division staff will strengthen ELMs cross sector partnerships in order to promote stronger kindergarten readiness for children of color and English Language Learners. In part, this work augments successful early childhood and K-12 efforts that have been underway through the SUN Service System for the past four years by expanding early childhood support services in selected SUN Community Schools.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of times school district and system partners meet to align & monitor service ¹	25	25	25	25
Outcome	% funder required reports completed and submitted on time	100%	100%	100%	100%
Outcome	% ServicePoint users who report being "very satisfied" with overall services from the Data Management Team ²	0	0	0	70%

Performance Measures Descriptions

¹ Alignment and monitoring meetings include meetings of SUNSS Coordinating Council and its work groups, the SUNSS Districts Council, SUN Culturally Specific Allocation Workgroup, and other grant, policy and sustainability groups.

² New measure for FY17.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,083,845	\$0	\$1,132,763	\$8,500
Contractual Services	\$53,772	\$0	\$65,394	\$0
Materials & Supplies	\$25,925	\$0	\$16,824	\$0
Internal Services	\$103,586	\$0	\$110,298	\$0
Total GF/non-GF	\$1,267,128	\$0	\$1,325,279	\$8,500
Program Total:	\$1,267,128		\$1,333,779	
Program FTE	9.50	0.00	9.71	0.09

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$8,500
Total Revenue	\$0	\$0	\$0	\$8,500

Explanation of Revenues

\$8,500 - Centennial School District

Significant Program Changes

Last Year this program was: FY 2015: 25143 SUN Service System Administration

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) provide school-based educational, recreational, social and health services focusing on school-age children at risk of academic failure and their families. The 79 county-supported, full-service sites in this offer serve approximately 24,000 students. SUN's nationally recognized, award-winning program removes barriers for students and families so that they can achieve educational success and lifelong self-sufficiency. SUN CS is part of the SUN Service System, a countywide integrated and coordinated system of care.

Program Summary

SUN CS is a jointly owned collaboration of the City of Portland, 6 school districts, non-profits, the Oregon Department of Human Services and Multnomah County. The SUN partnership leverages significant contributions, including an estimated \$3.4 million from partner organizations.

Currently, the 79 SUN Community Schools provide 24,000 youth with a comprehensive array of social and support services so that families are stable and students come to school ready to learn and succeed academically. Services are developmentally appropriate and operate year-round at elementary, middle and high schools. They include: 1) social and health services to meet basic needs; 2) out-of-school-time activities: a broad range of academic support, enrichment, social and behavioral skill development, recreation and adult education; 3) family engagement: support and education for family members so they can prepare children for school and have positive involvement with schools; 4) community and business involvement; and 5) service integration: oversight and coordination of a comprehensive, accessible system of services. SUN CS focus on prevention and also provide significant intervention services, working to reduce poverty and other high-cost service needs in the future. The SUN CS program is a national model that utilizes best practices and tailors services to the specific needs of local neighborhoods and schools.

SUN CS are effective in improving student academic success and attendance, as well as engagement, pro-social behaviors and other skills that lead to life success. Outcomes are measured on regularly attending students. SUN CS participants exceed outcome targets and perform better overall than state expectations. Last year, participants had strong regular attendance at school (i.e. were not chronically absent), with 88% of students attending school consistently. Seventy-five percent of 9th graders earned the 6 credits necessary to be on track to graduate and 96% of 12th graders graduated or returned for a 5th year. SUN CS aim to reach the neediest children, those living in poverty and performing below standards. Consistently around three-quarters of SUN participants received Free and Reduced Lunch. Half of the SUN sites are designated as community eligible for Free and Reduced Lunch (meaning they are considered 100% FRL and all children eat for free) due to the extremely high levels of poverty. Seventy-two percent are racial minorities and 20% are English Language Learners.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of children (ages 5-18) served ¹	24,270	15,800	15,800	15,800
Outcome	Percent of 9th graders who earn 6 credits and are on target to graduate ²	75%	N/A ²	75%	75%
Outcome	Percent who attend school consistently (more than 90% of days) ²	88%	N/A	89%	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; 9,610 children participated at this level last year. Outcome measures were changed this year as part of SUN model review and RFP process.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$315,617	\$0	\$328,210	\$0
Contractual Services	\$5,644,522	\$1,865,000	\$5,576,376	\$1,835,127
Materials & Supplies	\$30,719	\$5,000	\$13,751	\$0
Internal Services	\$19,544	\$19,006	\$39,392	\$0
Total GF/non-GF	\$6,010,402	\$1,889,006	\$5,957,729	\$1,835,127
Program Total:	\$7,899,408		\$7,792,856	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,873,400	\$0	\$1,815,127
Other / Miscellaneous	\$0	\$5,000	\$0	\$0
Beginning Working Capital	\$0	\$10,606	\$0	\$20,000
Total Revenue	\$0	\$1,889,006	\$0	\$1,835,127

Explanation of Revenues

\$620,125 - City of Portland Parks & Recreation Based on agreement; \$516,110- Portland Public Schools SUN Community School Support: Based on agreement; \$279,510 - Reynolds School District: Based on agreement; \$227,906 - David Douglas School District: Based on agreement; \$112,420 - Gresham Barlow School District: Based on agreement \$49,056 - Parkrose School District: Based on revised agreement \$ \$20,000 School District Beginning Working Capital; \$10,000 - IEL Coalition for Comm Schools

Significant Program Changes

Last Year this program was: FY 2016: 25145A-16 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: Measure 5 Education

Executive Summary

This offer requests \$56,189 County General Fund to restore a .50 FTE position proposed for reduction. This position provides staffing and administrative support for the leadership planning and convening efforts of the SUN Service System, including the SUN Sponsors, the SUN Coordinating Council, and the Communities Supporting Youth collaborative meetings. This position will provide support for FY17 strategic planning efforts to address future county education investments.

Program Summary

The SUN Service System is a cross-organizational partnership that includes the City of Portland, 6 school districts, non-profits, Oregon Department of Human Services, United Way, All Hands Raised and Multnomah County. As the managing partner for the SUN Service System, Multnomah County implements the system, services, and partnerships on behalf of the partner organizations.

A natural component of this collective impact effort is the need to convene partners on a regular basis to discuss issues of mutual importance, provide direction for the System's activities, ensure accountability across the partnerships, and drive the work toward results. In FY17, the System will be revising the leadership structure and focus for the System to align with the overall county approach and support for education. Staffing support to keep this work moving forward is essential for success.

Providing high quality staffing support to meetings ensures that information is both collected and disseminated in a timely fashion, that agenda development takes into account the partner issues/needs for discussion, that meetings are scheduled in a timely manner, and that communication is transparent and frequent. Absent a dedicated staff person for these critical functions, the SUN Service System will not be able to effectively manage all of these logistics as such functions get incorporated into already full work portfolios.

Partnership development and deep relationships are a hallmark of the SUN Service System's work. Convening, communication and follow up activities have significantly contributed to the commitment to and the longevity and strength of the System.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of meetings supported	N/A	N/A	N/A	22
Outcome		N/A	N/A	N/A	N/A

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$54,517	\$0	\$56,189	\$0
Total GF/non-GF	\$54,517	\$0	\$56,189	\$0
Program Total:	\$54,517		\$56,189	
Program FTE	0.50	0.00	0.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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 lessens food insecurity and improves healthy eating by allowing SUN Community School (SUN CS) sites to increase the number of meals served to hungry children and families and develop capacity to address family emergency food needs. The program served an additional 1 million meals to children/family members in 29 SUN communities in FY15. The program is a partnership with Oregon Food Bank, six school districts, Portland Parks, Multnomah County Library, Portland Children's Levy and Partners for a Hunger Free Oregon.

Program Summary

Oregon's food insecurity rate has hovered between 14% and 16% since the Great Recession. The modest economic recovery and increase in jobs locally in recent years have largely not touched people living in poverty or without a post-secondary degree. Despite Oregon's high hunger rate, millions of dollars in available federal food funding for children goes untapped. More than half of the children in the county are eligible for Free or Reduced (FRL) price meals through schools and three-quarters of SUN CS participants consistently receive FRL each year. However, these students don't have access to food on non-school days. In summer only 22% of the students who eat FRL meals during the school year are fed. Parents/guardians of these students also suffer the effects of poverty including hunger, often foregoing regular meals so their children can eat.

The SUN CS sites 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) sustaining on-going capacity and relationships for emergency food distribution through 14 school-based emergency food pantries and 4 Harvest Share monthly fresh produce distributions and 2) increasing the number of meals served to hungry children and their families during summer. The offer supports staffing at 15 SUN CS during the summer to serve meals for 8-12 weeks in underserved communities in Mid and East County. Since summer 2010, this capacity provided approximately 180,000 meals that would not otherwise have been possible. In addition to providing support for weekend food pantries at 14 SUN CS sites, the project will continue development of ongoing partnerships and resources for emergency food in partnership with Oregon Food Bank. A 1.0 FTE Program Specialist coordinates the project, provides technical assistance to community partners, develops partnerships, coordinates the countywide Child Hunger Coalition and secures in-kind resources and supports.

Healthy nutrition is vital to brain development and learning for children and youth in all age groups. Even moderate under-nutrition has lasting impacts on cognitive development and school performance. This offer leverages over \$1.8 million in federal meal reimbursement and significant in-kind support for food for families from Oregon Food Bank, Portland Children's Levy and community donors, particularly faith and business partners who offer both donations and volunteer capacity.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of meals provided to children and families ¹	1,031,761	780,000	780,000	780,000
Outcome	Retail \$ equivalent for every \$1 County General Fund invested in pantries	11	6	8	8

Performance Measures Descriptions

¹ # of meals includes meals served through extended weeks of summer meals program, emergency food pantries, and Harvest Share fresh produce to families.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$90,658	\$0	\$96,881	\$0
Contractual Services	\$347,725	\$0	\$259,815	\$0
Materials & Supplies	\$4,295	\$0	\$1,457	\$0
Internal Services	\$10,860	\$0	\$11,255	\$0
Total GF/non-GF	\$453,538	\$0	\$369,408	\$0
Program Total:	\$453,538		\$369,408	
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 2016: 25047A-16 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

SUN Youth Advocacy Program fosters academic achievement by providing year-round, school-linked, age-appropriate and culturally-specific academic support, case management, family engagement, and skill building groups. In 2015, Youth Advocacy served over 1,700 high-risk youth, 95% of whom identify as ethnic minorities. The Youth Advocacy Program is part of the SUN Service System, a countywide, integrated and coordinated system of care for school-aged youth and their families.

Program Summary

SUN Youth Advocacy Program provides services for 1,700 high-risk youth (ages 6-17) and their families annually to help ensure that youth remain in or return to school. These services are delivered at community and school sites to youth attending regular and/or alternative schools who are at risk of academic failure. Youth Advocacy targets six specific populations of youth and families of color: African American, African Immigrant, Asian Pacific Islander, Latino, Native American and Slavic. Key services include: case management with a focus on academic and life goals; advocacy in disciplinary and educational meetings; skill-building groups; academic support activities such as tutoring, mentoring, reading club, gender-specific groups, and conflict resolution classes; and parent outreach/engagement. 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 behavioral issues. Ninety-five percent of youth served are youth of color or from a culturally specific community. Advocates support and mentor youth, allowing them to build personal assets leading to school and life success. Advocates engage youth at risk for academic failure in a variety of school and community activities. Youth Advocacy services that meet basic needs allow youth to focus on school and provide their caregivers with the resources to support educational success. Students in the Youth Advocacy program consistently show improvements in school attendance and gain enough credits to be on track to graduate; in addition, 89% of 12th graders served graduated or returned for a 5th year. 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of students (ages 6-18) served	1,737	1,780	1,780	1,780
Outcome	% who consistently attend school (90% or more)*	71%	N/A*	74%	77%
Outcome	% of 9th graders who earn 6 credits and are on target to graduate*	65%	N/A*	65%	65%

Performance Measures Descriptions

* Outcomes are analyzed for students who participate in case management for 45 days or more with at least 15 hours of service; 909 youth participated at this level last year. Outcome measures have changed from last year to align with changes in the SUN Service System evaluation and data availability

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$107,039	\$0	\$110,266	\$0
Contractual Services	\$1,954,256	\$223,776	\$1,954,256	\$350,000
Materials & Supplies	\$1,850	\$0	\$857	\$0
Internal Services	\$10,860	\$16,224	\$11,255	\$0
Total GF/non-GF	\$2,074,005	\$240,000	\$2,076,634	\$350,000
Program Total:	\$2,314,005		\$2,426,634	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$10,160	\$0	\$0	\$0
Intergovernmental	\$0	\$240,000	\$0	\$350,000
Total Revenue	\$10,160	\$240,000	\$0	\$350,000

Explanation of Revenues

\$350,000 - OCCF-Youth Investment - based on award

Significant Program Changes

Last Year this program was: FY 2016: 25149A-16 Social & Support Services for Educational Success

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

This program offer requests \$304,561 to restore funding in SUN Youth Advocacy services for two culturally specific populations: Native American and Asian Pacific Islander youth. The reduction in funding for these two populations (from FY16 levels) is an unintended consequence of changes in the SUN Service System allocation methodology that have been implemented through the recent Request for Proposals issued in 2015.

Program Summary

This funding sustains current levels of youth advocacy services for Native American and Asian Pacific Islander youth within the SUN Service System in FY17. Investment in these services means that 200 Native and API youth who are currently receiving critical supports to ensure their success in school and life will continue to have that assistance next year. Given the significant and persistent educational disparities facing youth of color, it is clear that more - and not fewer - youth advocacy services are needed for every population. This service is frequently requested by schools and within community. Given the overall goal of the SUN Service System to more deeply support culturally specific services and supports, with this investment, no culturally specific community will see a significant reduction in current youth advocacy supports as a result of the RFP.

As context for this request, the SUN Service System updated and changed its allocation methodologies in the recently released Request for Proposals in two ways. First, overall 60% of the system's total resources are now allocated for culturally specific services (up from 33%). Second, percents for each specific culturally specific population were changed to reflect current population numbers, using updated American Community Survey data. Those changes included a significant increase in percentage of funding allocated to Latinos and corresponding decreases in Native American and Asian Pacific Islander portions.

As a result of applying the data-informed changes in percentages for specific populations to each of the four SUN Service System program areas, two populations experienced a significant reduction in allocation in one program area: SUN Youth Advocacy. For the Native American community, the result was a \$217,300 reduction, which means approximately 3.5 FTE staff reduction, and 140 youth no longer engaging in academic and life support services. For the Asian Pacific Islander community, the per population percent allocation meant a reduction of \$87,261 for that community. This translates into a reduction of 1.5 staff, and over 60 youth no longer able to engage in this service.

In FY17, DCHS will lead a strategic effort to consider all of the County's investments that support educational success of youth, and to define a broader strategic approach to educational partnerships and contributions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	N/A	N/A	N/A	180
Outcome	Percent youth who consistently attend school (90% or more)*	N/A	N/A	N/A	65%

Performance Measures Descriptions

*outcomes are analyzed for students who participate for 45 days or more and have 15 hours of service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$304,561	\$0
Total GF/non-GF	\$0	\$0	\$304,561	\$0
Program Total:	\$0		\$304,561	
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

Parent Child Development Services (PCDS) provides services for young children (birth through age 5) and their parents to promote positive parenting, healthy child development and school readiness. In FY15, the program served 830 children in 554 families. PCDS uses a nationally recognized evidence-based curriculum, Parents As Teachers (PAT). This program is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

Program Summary

PCDS creates opportunities for parents to interact with their children in mentored settings with child development specialists. In these settings they are able to build on healthy and age-appropriate parenting skills, manage challenging behavior, and learn new ways to support their children and promote school readiness. In addition, PCDS staff refer families for other necessary social support services. This program is critical for families who do not have other such opportunities and who are struggling to meet basic needs.

Specific services include: home visits that focus on parenting education, age-appropriate parent-child play groups, support services, developmental screening, immunization status checks and follow up, and access to other social and health services. The Ages and Stages child development screening tool is used to determine developmental stage. Children who do not meet the relevant stage for their age are referred for early childhood intervention services.

PCDS services are delivered in families' homes, community and school settings. Siting these groups in schools helps break down barriers many families have about simply going into school buildings. Services are developmentally and culturally appropriate. The Parents As Teachers curriculum is used as the foundation for engagement with families and the outcomes for participating families are strong. Last year, at the time of exit from the program, 98% of children served had up-to-date immunizations. Nearly all of the parents (97%) indicated they gained new skills from program participation. Our local results mirror national research showing that involvement in PAT home visiting programs increases children's readiness for school. In fact, in recent years the program has engaged families when their children are younger, and has intentionally connected families to appropriate preschool or Head Start programs to strengthen children's readiness for kindergarten.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of children served	830	737	737	737
Outcome	% of children up to date on immunizations at exit	98%	90%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$86,645	\$0	\$95,091	\$0
Contractual Services	\$1,377,115	\$286,228	\$1,337,115	\$412,079
Materials & Supplies	\$1,150	\$0	\$1,557	\$0
Internal Services	\$10,860	\$0	\$11,255	\$0
Total GF/non-GF	\$1,475,770	\$286,228	\$1,445,018	\$412,079
Program Total:	\$1,761,998		\$1,857,097	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$286,228	\$0	\$412,079
Total Revenue	\$0	\$286,228	\$0	\$412,079

Explanation of Revenues

\$281,079 - OCCF Federal Family Preservation - Based on current year award; \$131,000 -OCCF Great Start - Based on award.

Significant Program Changes

Last Year this program was: FY 2016: 25151-16 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 is a three week summer program to engage entering kindergartners, who have had little to no preschool experience, and their parents/caregivers.

Program Summary

Research shows a strong correlation between successful kindergarten transition and overall success in elementary school. Locally we know that 54% of kindergartners enter elementary school unprepared to be successful. The transition into kindergarten can therefore be less than smooth. The impact of this is experienced by the child, their parent/caregiver, the kindergarten teacher and other students in the class.

The three-week Early Kindergarten Transition Program at SUN Community Schools offers children and their parent/caregiver the opportunity to learn about school routines, meet school staff, and build their comfort level with the elementary school setting. The program provides a kindergarten-like classroom experience for incoming students, taught by a kindergarten teacher at that school. The program specifically targets children of color and English Language Learners who have not had prior preschool experience. The aim is to develop social-emotional skills such as listening to directions, understanding routines and taking turns. Parent educators provide education for parents/caregivers to orient them to the school expectations and routines and demonstrate ways parents can support their children at home so that they will be successful in school. Multnomah County Early Childhood librarians teach parents how to read to their children, select appropriate books and connect with library resources.

Over each of the past five years the number of SUN Community School sites that offer EKT has grown, due largely to school district investment as they increasingly see the value of EKT for their incoming kindergartners and parents/caregivers. In Fiscal Year 2016 (summer 2015), 41 SUN Community Schools offered EKT; 785 children and 552 parents/caregivers participated. In summer 2016, three more sites will be added through funding from Early Learning Multnomah. This program represents layering of social service supports using the SUN Community School platform. It is a partnership across the school districts, SUN CS Lead Agencies, Portland State University (PSU), the SUN Service System and Multnomah County Library to support successful transition into kindergarten. Research by PSU has fostered a continuous improvement approach to both study the program elements during its implementation and make adjustments to the program model in the subsequent year to be more effective.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of children who participate in summer Early Kindergarten Transition.	785	640	785	820
Outcome	Percent of parents who report comfort with activities they can engage in at home to support their child in school.	95%	90%	95%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$92,965	\$0	\$98,296	\$0
Contractual Services	\$211,728	\$173,500	\$211,728	\$312,524
Materials & Supplies	\$100	\$0	\$12,957	\$0
Internal Services	\$10,860	\$0	\$11,255	\$0
Total GF/non-GF	\$315,653	\$173,500	\$334,236	\$312,524
Program Total:	\$489,153		\$646,760	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$173,500	\$0	\$221,250
Other / Miscellaneous	\$0	\$0	\$0	\$91,274
Total Revenue	\$0	\$173,500	\$0	\$312,524

Explanation of Revenues

\$173,500 - Portland Public Schools based on current year award; \$91,274 - Kindergarten Innovation Grant based on current year award ; \$47,750 Early Kindergarten Transition SVP based on award.

Significant Program Changes

Last Year this program was: FY 2016: 25152A-16 Early Kindergarten Transition 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

The Sexual & Gender Minority Youth Services (SGMYS) program offers counseling, skill building and support services to over 400 sexual minority youth. Its direct service impact is enhanced through technical assistance and training to approximately 600 SUN Service System, school and other direct service staff so that they may work more effectively with sexual and gender minority youth. SGMYS is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

Program Summary

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 can feel comfortable and participate in supportive services that reflect their unique needs (70% of the program); and 2) enhancing the understanding and skill levels of community providers so that they may provide competent and relevant services to sexual and gender minority youth (30% of the program).

Due to difficulties with family, peers and the broader community, sexual and gender minority youth often experience isolation and stigmatization, resulting in higher rates of emotional distress, homelessness, school drop outs, suicide attempts, risky sexual behavior and substance abuse. This program provides a safe place for over 400 youth to go for support and services that are culturally relevant and responsive. It directly supports the operation and service delivery at the Sexual Minority Youth Resource Center. The program fosters increased school retention and success. Last year, 67% of youth served in the drop in center re-enrolled or remained in school. In addition to the direct service impact, 97% of training participants reported an increased knowledge of minority youth issues and competency to effectively engage sexual minority youth in services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth who engage in counseling services	53	75	75	75
Outcome	Percent of students who engage in counseling and who remain in or re-enroll in school	94%	75%	75%	75%

Performance Measures Descriptions

Increased number cited for current year purchased, FY16 estimate and for next year's offer, is because of additional investment in this program for FY16.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$276,323	\$0	\$276,323	\$0
Total GF/non-GF	\$276,323	\$0	\$276,323	\$0
Program Total:	\$276,323		\$276,323	
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 2016: 25155A-16 Services for Sexual Minority Youth

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 (Well-being of the Family) is a social service program that provides culturally specific and linguistically appropriate service to the growing Latino community of Multnomah County. The 7.6 FTE bilingual and bi-cultural staff provide case management, mental health assessment, counseling, and alcohol and drug prevention services in Spanish and Somali. Staff also provide information and referral, service linkage, coordination, and resource recruitment to address the needs of the Latino community, immigrants and refugees.

Program Summary

Bienestar de la Familia is unique because it provides access to a wide range of services. It has become a hub of service in the county for low-income Latinos, Cully neighborhood residents, those living in extreme poverty, and those facing critical life hardships. In recent years the growing diversity of the Cully neighborhood has meant that the program has become a resource for other cultural and ethnically-diverse groups including Somali, Ethiopian, Vietnamese and Russian families. Clients often come in for multiple services. With the addition of the bilingual Somali Case Manager Senior, the program is focusing on working with Somali and immigrant individuals, children, and their families to address their needs in a culturally responsive way.

Staff provide case management, service linkage and coordination, mental health assessment and counseling, alcohol and drug prevention, nutrition resources, energy assistance, information and referral, employment searches and connections, and school support and advocacy to help address families' needs ranging from basic to crisis. Program staff also offer a range of parent education and support groups throughout the year. A weekly Women's and Men's support group served 71 men and women. Strengthening Families and the Incredible Years, a 12-week evidenced-based parenting education program, enrolled 63 families. Also 188 individuals participated in anti-poverty, healthy living, and educational workshops. The monthly Harvest Share, in partnership with the Oregon Food Bank, makes fresh food available to families and travels throughout the County; monthly attendance ranges from 160 to 200 participants. Bienestar also hosted energy assistance events and weatherization workshops serving over 502 families.

The Community Advisory Council engages community members in thinking strategically about how the Bienestar de la Familia program is meeting the needs of the diverse community. This group introduced two client satisfaction surveys last fiscal year to gather community input to better understand needs and services, and then consider programmatic changes or adjustments, as necessary and possible, to meet these changing needs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of households served ¹	1,284	1,500	1,500	1,500
Outcome	% of clients who reported that they were satisfied or very satisfied with Bienestar services.	99%	85%	85%	85%
Output	Number of families who receive food to meet basic needs	1,742	1,800	1,700	1,700

Performance Measures Descriptions

¹ This number includes direct services at Bienestar: basic needs, anti-poverty, parenting, youth services, mental health & drug and alcohol services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$758,776	\$0	\$772,048	\$0
Contractual Services	\$16,500	\$0	\$16,500	\$0
Materials & Supplies	\$32,795	\$0	\$11,658	\$0
Internal Services	\$127,152	\$0	\$175,936	\$0
Total GF/non-GF	\$935,223	\$0	\$976,142	\$0
Program Total:	\$935,223		\$976,142	
Program FTE	7.60	0.00	7.60	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 25156A-16 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

This program offer supports the continued implementation of the Early Learning Multnomah (ELM) HUB. In partnership with the United Way, Multnomah County is implementing the planning, program development, parent engagement/voice and contracting functions of the ELM Hub for Multnomah County. Grant funds from the United Way will support 2.5 FTE for these activities.

Program Summary

The Early Learning Multnomah HUB represents a commitment across partners, including parents, providers and investors, to align strategies and outcomes towards three broad goals: kindergarten readiness for the county's most at-risk children ages 0 through 6, stable families, and aligned and coordinated early learning services. United Way of the Columbia Willamette and Multnomah County are co-conveners for this local initiative. As part of the partnership with the United Way, SUN Division staff contract for and develop early learning programs, monitor contracts, compile data and reports, engage in cross-sector partnerships, and support active parent/caregiver involvement in ELM (called the Parent Accountability Council).

Early Learning Multnomah (ELM), is designed to coordinate and align services for the 63,268 children ages 0 through 6 living within Multnomah County. ELM has further identified two intersecting groups as the most at-risk population of children 0-6: children living at or below 185% of poverty and all children of color (including English Language Learners). Local and national research clearly indicates the population of children of color is inclusive of a large number of children living at or near poverty levels. ELM's vision for change is that every child in Multnomah County is prepared to succeed in school and life, regardless of race, ethnicity, or class.

With a biennial Strategic Plan and local Action Plan approved by the State, the Early Learning Multnomah team will focus on deepening and furthering strategies that will promote positive outcomes in 3 broad areas: early childhood as an aligned, coordinated and family-centered system; school readiness, with children supported to enter school ready to succeed; and involvement, featuring families that are healthy, stable and attached. In FY17, SUN will implement the Kindergarten Partnership & Innovation grant to support deepened early learning connections at 8 SUN Community Schools. A community-wide Prenatal to 3 Strategy will launch that will link partners from the early learning and K-12 systems. For the second-year, Kindergarten Teacher Family Visits will take place, and ELM funding along with resources from Social Venture Partners will support expansion of this effort. ELM will also focus on developing a partnership with DHS to drive toward supporting healthy, stable and attached families.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of parents/caregivers that are engaged in the Parent Advisory Council of the ELM hub	12	12	11	12
Outcome	Parents indicate that they feel something will happen for children/parents in their community because of their part	86%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$212,617	\$112,626	\$239,144
Contractual Services	\$0	\$626,728	\$0	\$1,095,127
Materials & Supplies	\$600	\$0	\$2,325	\$21,906
Internal Services	\$21,716	\$22,957	\$38,408	\$10,310
Total GF/non-GF	\$22,316	\$862,302	\$153,359	\$1,366,487
Program Total:	\$884,618		\$1,519,846	
Program FTE	0.00	2.00	1.00	2.00

Program Revenues				
Indirect for Dept. Admin	\$14,376	\$0	\$6,266	\$0
Other / Miscellaneous	\$0	\$862,302	\$0	\$1,366,487
Total Revenue	\$14,376	\$862,302	\$6,266	\$1,366,487

Explanation of Revenues

\$774,985 - Kindergarten Partnership & Innovation Grant based on current grant award; \$298,266 - United Way Ready for School based on current grant award \$293,236 - Early Learning United Way based on current grant award

Significant Program Changes

Last Year this program was: FY 2016: 25158-16 Early Learning HUB

Significant revenue increase is to develop and implement the Early Childhood Family Engagement Project at 8 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: Measure 5 Education

Executive Summary

School Attendance Supports provides attendance case workers in three school districts to respond to high chronic absence rates. Case workers meet intensively with 180 students and their parents to address barriers to attendance and engagement in school. The case workers are part of the integrated Communities Supporting Youth Collaborative effort and the program leverages resources from the All Hands Raised Partnership, the six SUN partner school districts and Oregon Department of Human Services District Two.

Program Summary

Nearly one-in-four Multnomah County students is chronically absent (attending fewer than 90% of school days), a critical tipping point that predicts academic struggles, disconnection from school and ultimately a severed path to family-sustaining employment. Chronic absenteeism has been recognized as a critical issue by the Obama administration, which launched a chronic absence initiative tied to My Brother's Keeper efforts in 2015. Chronic absenteeism, which disproportionately affects poor students and students of color, helps drive Multnomah County's graduation below the Oregon average, which itself is the fourth lowest graduation rate in the nation.

Family and student stability, health, and access to services are critical to ensuring consistent attendance. An integrated approach linking school-based planning and early warning systems with targeted outreach and supports for high-risk students and families has demonstrated results both locally and nationally. As part of School Attendance Supports, three attendance case workers in three districts (David Douglas, Portland Public Schools and Centennial School Districts) offer intensive outreach and support services as part of each school's attendance protocol. Case workers work with students who have severe chronic absence rates and their families who experience multiple challenges including food instability, homelessness, limited parenting skills, limited life skills, unemployment, and other issues. Attendance case workers work in sites that are current demonstration sites for the Communities Supporting Youth Collaborative, and other schools with high chronic absence rates. The initiative builds on proven strategies and existing school-based infrastructure by embedding advocates who act as case workers in schools to drive down chronic absenteeism through integrated social service delivery.

The School Attendance Supports is a collaborative effort, delivered in SUN Community School sites, which leverages significant resources from school districts, the Oregon Department of Human Services, non-profits and the community. The three attendance case worker positions are jointly funded with school districts, leveraging \$150,000.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of students served with intensive attendance supports	469	180	180	180
Outcome	% of students who increase their attendance rate by the end of the school year*	48%	N/A*	65%	65%

Performance Measures Descriptions

*Measure changed to reflect lessons learned in baseline year related to reasonable targets for students and families with multiple and complex barriers to attending (homelessness, mental illness, hunger, health issues, etc.)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$204,652	\$0	\$204,652	\$0
Total GF/non-GF	\$204,652	\$0	\$204,652	\$0
Program Total:	\$204,652		\$204,652	
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 2016: 25159A-16 School Attendance Supports

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25159A
Program Characteristics: One-Time-Only Request

Executive Summary

This offer requests \$240,000 one time only County General Funds to continue the School Attendance Supports program to provide attendance case workers in three school districts to respond to high chronic absence rates – Parkrose, Centennial and Gresham Barlow. The funding in this offer continues the effort begun in FY16 in these school districts. The result of this funding is that each of the six Multnomah County School Districts will have attendance case workers on staff.

Program Summary

Nearly one in four Multnomah County students is chronically absent (attending fewer than 90% of school days), a critical tipping point that predicts academic struggles, disconnection from school and ultimately a severed path to family-sustaining employment. Chronic absenteeism, which disproportionately affects poor students and students of color, helps drive Multnomah County’s graduation below the Oregon average, which itself is the fourth lowest graduation rate in the nation. Family and student stability, health, and access to services are critical to ensuring consistent attendance. An integrated approach linking school-based planning and early warning systems with targeted outreach and supports for high-risk students and families has demonstrated results both locally and nationally.

Findings from the Communities Supporting Youth attendance partnerships sites (3 years of data) have shown that two additional levels of depth are critical to the success of attendance efforts in our SUN Community Schools: 1) family outreach and case work services and 2) additional SUN coordination capacity. This offer provides that level of depth at ten (10) SUN Community Schools with high chronic absence rates in three (3) school districts. Case workers engage students who have severe chronic absence rates and their families who experience multiple challenges including food instability, homelessness, limited parenting skills, limited life skills, unemployment, and other issues. The initiative builds on proven strategies and existing school-based infrastructure by embedding advocates who act as case workers in SUN Community Schools.

The School Attendance Supports is a collaborative effort which leverages significant resources from school districts, the Oregon Department of Human Services, non-profits and the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of students served with intensive attendance supports	N/A	N/A	N/A	240
Outcome	% of students who increase their attendance rate by 5% or more by the end of the school year	N/A	N/A	N/A	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$240,000	\$0
Total GF/non-GF	\$0	\$0	\$240,000	\$0
Program Total:	\$0		\$240,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

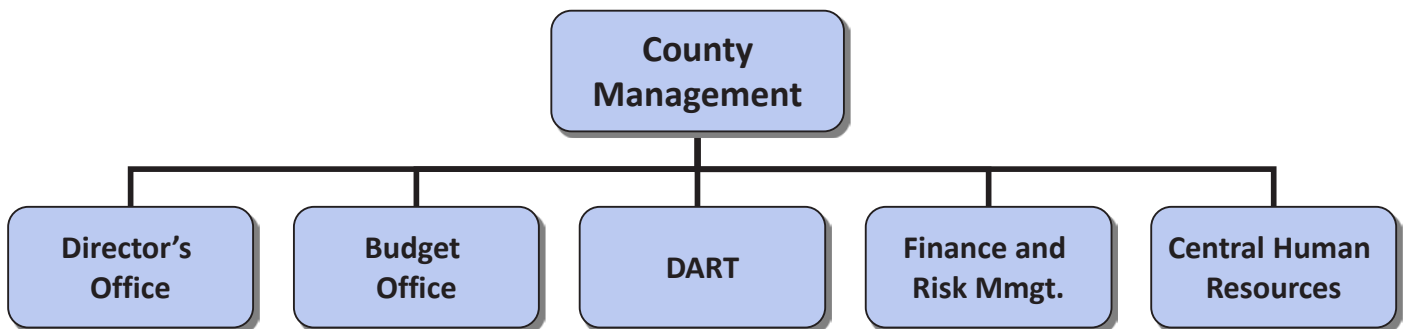
Significant Program Changes

Last Year this program was:

Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting and investing Multnomah County’s financial and human capital. The department hires and trains the county’s workforce, pays the county’s bills and safeguards the county’s funds. The divisions of Finance and Risk Management, Central Human Resources, and Central Budget work with the Chair and across county departments under the supervision of the Chief Operating Officer (COO) to set county-wide corporate policies aimed at protecting county assets, reducing financial risk and preserving the ability of the county to serve the community. The Division of Assessment, Recording and Taxation maintains property records and assessments, and it collects property taxes, the primary source of General Fund revenue.

DCM provides administrative services and guidance to all county departments. DCM also supports the Chair, Commissioners and other elected officials with high-level forecasts and analysis of policy impacts and opportunities. The COO, the Chief Financial Officer (CFO), the Budget Director and the Human Resources Director work closely with the Chair, County Attorney and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.



Budget Overview

The Department of County Management’s budget is \$153.2 million and has 252.85 FTE in all funds. This is an increase of \$4.6 million or 3.1% over the FY 2016 Adopted Budget. Budgeted positions have increased by 6.25 FTE.

The General Fund budget has decreased by \$2.7 million (-6.5%) to \$38.5 million. Other Funds have increased by \$7.3 million. The largest category of expenditures is in materials and supplies at \$105.8 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$8.1 million due to rate changes and countywide FTE increases. Contractual Services has decreased by \$4.4 million (-27.5%) mainly because programs that were funded on a one-time basis in FY 2016 are no longer included in the FY 2017 budget.

The following programs are funded on a one-time-only basis:

- 72025B DART County Clerk Carryover, \$164,000.
- 72040 Tax Title Affordable Housing, \$2,500,000.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	239.10	246.60	246.60	252.85	6.25
Personnel Services	\$26,460,212	\$27,766,479	\$29,925,703	\$30,677,455	\$751,752
Contractual Services	6,298,127	12,746,301	15,821,657	11,469,086	(4,352,571)
Materials & Supplies	89,129,648	93,973,574	97,663,903	105,833,550	8,169,647
Internal Services	5,062,158	5,255,677	5,256,089	5,263,396	7,307
Capital Outlay	<u>59,411</u>	<u>19,132</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$127,009,556	\$139,761,163	\$148,667,352	\$153,243,487	\$4,576,135

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

Successes and Challenges

In order to maintain the highest possible level of support to the administrative infrastructure and preserve the county's compliance with external regulatory requirements, DCM reviewed areas for process efficiency. Particular successes were achieved in the following areas:

- The Budget Office Evaluation and Research Unit issued and analyzed the countywide employee survey and evaluated Central HR initiatives.
- Central Human Resources implemented paid parental leave administration. Central Human Resources is also leading a county-wide project to align key aspects of the selection process with values and best practices to achieve a diverse, talented workforce; increase transparency; streamline processes; and improve the overall candidate experience.
- Finance & Risk Management General Ledger section successfully implemented GASB 68 (accounting and financial reporting for pensions). The Accounts Payable section now offers a new prepaid debit card payment method as an employee payroll alternative. Central Purchasing completed a year long project aimed at increasing the County's stewardship of surplus goods. Since FY 2015, the project has processed more than 131,000 pounds of surplus property with a non-cash releasing value of \$394,000.
- DART worked with the Chair and the legislature to amend ORS 275.275, which changed the distribution of net proceeds from sales of tax foreclosed properties to support funds for housing placement and retention support services for youth and families with children, flexible rental assistance to place youth and families with children into housing, and funds to develop new low income housing.

DCM faces a number of opportunities and challenges in the coming year. Our strong departments and decentralized infrastructure create a challenging environment for the implementation of corporate policy. DCM continues to work to improve communication, relationships and understanding between central policy makers and department administration and leadership.

The county supports a market based pay structure and as salaries in the market fluctuate, departments are faced with difficult recruitment and retention issues. The generally rising costs of infrastructure, employment, and the county's payments to PERS put pressure on leadership to remain disciplined and planful as we venture into a future certain to bring change to our climate, our economy and our technology.

Diversity and Equity

DCM believes that a strong and healthy county begins with an equitable and diverse workforce and community. To achieve that goal, the following work is underway.

The Budget Office Evaluation and Research Unit, in coordination with the Office of Diversity and Equity, is working on several projects, including a pay equity classification review, an evaluation of job applicant patterns, and a qualitative review of terminations.

Central Human Resources is partnering with the Office of Diversity and Equity to provide technical assistance in applying the Equity and Empowerment Lens to policies and practices and to provide a range of classes related to diversity and equity.

The Economic Development program is working with local financial institutions and foundations to leverage the county's investment dollars to support under-served and vulnerable populations.

The Fiscal Compliance group is providing guidance to small non-profit human service contractors in complying with federal rules and regulations.

DART participates in the Office of Diversity and Equity College to County internship program, providing work experience to six interns in the coming year. The county has successfully recruited former interns into permanent positions within the county, securing a bright future for the organization.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$782,869	\$0	\$782,869	4.00
Budget Office	2,348,360	0	2,348,360	13.00
Finance and Risk Management	8,483,545	8,962,685	17,446,230	60.50
Central Human Resources	4,070,573	101,705,417	105,775,990	35.35
Division of Assessment, Recording & Taxation (DART)	<u>22,796,038</u>	<u>4,094,000</u>	<u>26,890,038</u>	<u>140.00</u>
Total County Management	\$38,481,385	\$114,762,102	\$153,243,487	252.85

Director's Office

The Director's Office is home to the County's Chief Operating Officer (COO) who also serves as the DCM Department Director. The COO is responsible for the administrative infrastructure and financial health of the overall organization, provides project management and direction for county-wide projects and insures that complex decisions are informed by a countywide perspective.

The Director's Office works with DCM divisions, departments, elected officials and staff to establish operational priorities and policy objectives. The directors of the Department of County Human Services, Health Department, Department of County Assets, Department of Community Services and Department of Community Justice are supervised by the COO, providing a crucial link between corporate policy setters and department implementers.

Significant Changes

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 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 and evaluation.

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

Responsibility for internal budget support to the Department of County Management was transferred from the budget office to the Division of Assessment, Recording and Taxation Administration unit during FY 2016. This results in a transfer of 1.00 FTE.

Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the county's financial transactions are managed in a timely and accurate manner.

The division pays the county's bills, maintains and records accounting transactions, manages cash, investments and debt issuance, issues payroll checks, conducts fiscal compliance activities and manages the contracting process. Risk Management negotiates insurance coverage for the county's buildings, manages claims associated with work-related injuries, consults on workplace safety and health, and manages claims for the county's self-insured liability program. The Economic Development program leverages existing county programs and policies to enhance the competitiveness of local businesses and increase the economic success of all county residents.

Finance and Risk Management is responsible for preparing the county's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers of America (GFOA) award for distinguished reporting every year for the past 31 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

Payroll and Retirement Services (program offer 72007) reclassified an Office Assistant 2 position to a Finance Technician and increased the FTE from 0.50 to 1.00. The position handles employment verifications, payroll filings and supports the payroll taxes and PERS processing.

Central Human Resources

The Central Human Resources Division is driven by its strategic plan mission: "Through leadership and collaborative partnerships, we foster organizational excellence, ensure equity and provide strategic human resources services to attract, develop, and sustain a diverse and talented workforce."

The Central Human Resources division provides strategic leadership, recommends policy, and partners with the department HR units to guide consistent, efficient and cost-effective HR processes and practices necessary to achieve results across the organization.

The HR Director ensures HR processes are aligned with county-wide goals and oversees evaluation of HR contributions to organizational effectiveness. Central Human Resources manages the following services and systems to support employees, managers 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;
- County-wide training and organizational development;
- HR process monitoring and evaluation;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs

Significant Changes

The Privacy Officer program for HIPAA and Privacy Rule compliance was moved to the County Attorney's Office for FY 2017.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) collects and distributes approximately \$1.5 billion in annual property taxes on behalf of all Multnomah County taxing districts, while ensuring that all property is valued and taxed fairly and accurately. DART performs the statutorily required functions of Tax Assessor, Tax Collector and certain County Clerk functions including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports and the Board of Property Tax Appeals.

DART collaborates with stakeholders to address the evolving needs of the Multnomah County community, to meet mandated functions, and to provide leadership to improve the efficiency of the statewide property tax system. The Division provides proactive and judicious stewardship of public resources through its efficient and cost effective management.

DART maintains approximately 344,000 property tax accounts, calculates tax levies, certifies the tax roll for collection, collects and processes property tax payments, and distributes property taxes to over 60 taxing districts. The Division provides responsive customer service, maintains ownership records and property descriptions, records over 148,000 documents, issues over 7,700 marriage licenses and domestic partnership registrations, processes over 8,700 passport applications and responds to 110,000 inquiries and serves 55,000 walk-in customers.

Significant Changes

For FY 2017, six positions have been reallocated to manage an increasing workload throughout DART, affecting tax title, customer service, passport application processing and recording. Customer Service alone has produced over a 50% increase in the number of passport applications and photos prepared, year over year, along with a general increase in all work-related activities for this section. Consistent with this trend, DART's Appraisal Sections have processed over \$2 billion in new assessed value resulting in approximately \$40 million in new tax revenue.

Effective January 1, 2016, ORS 275.275 was amended to direct the distribution of proceeds from sales of real property acquired by foreclosure of a delinquent tax lien, net of approved expenses, to the County's general fund. The Tax Title Affordable Housing program (72040) includes \$2.5 million for the development of low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Pending retirements of long-term DART employees speak to not only the quality and diversity of our work environment but a requirement to focus on knowledge management. An effort has begun to utilize county tools in addressing the challenges of these retirements. College-to-County is an indispensable DART strategy which will continue with 6 interns for the coming year.

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 2017 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000	DCM Director's Office	\$498,061	\$0	\$498,061	2.00
72013	Capital Asset Strategic Planning	284,808	0	284,808	2.00
Budget Office					
72001	Budget Office	2,348,360	0	2,348,360	13.00
Finance and Risk Management					
72002	FRM Accounts Payable	771,788	0	771,788	7.10
72003	FRM Chief Financial Officer	1,459,150	212,979	1,672,129	3.95
72004	FRM General Ledger	1,019,374	0	1,019,374	9.00
72005	FRM Purchasing	2,280,561	0	2,280,561	19.00
72006	FRM Property & Liability Risk Management	0	3,845,985	3,845,985	1.50
72007	FRM Payroll/Retirement Services	897,175	0	897,175	8.45
72008	FRM Treasury and Tax Administration	1,882,497	0	1,882,497	4.00
72009	FRM Worker's Compensation/Safety & Health	0	4,620,766	4,620,766	6.50
72010	FRM Recreation Fund Payment to Metro	0	102,640	102,640	0.00
72011	FRM Economic Development	173,000	180,315	353,315	1.00
Central Human Resources					
72016	Central HR Administration	1,473,696	0	1,473,696	5.63
72017	Central HR Services	1,800,877	0	1,800,877	10.60
72018	Central HR Labor Relations	796,000	58,082	854,082	4.85
72019	Central HR Unemployment	0	954,320	954,320	0.15
72020	Central HR Employee Benefits	0	100,693,015	100,693,015	14.12

County Management

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	1,582,500	0	1,582,500	9.80
72024	DART Customer Service	1,070,058	0	1,070,058	9.40
72025A	DART County Clerk Functions	1,675,528	0	1,675,528	13.70
72025B	DART County Clerk Carryover	164,000	0	164,000	0.00
72026	DART Ownership	454,753	0	454,753	4.20
72027	DART Tax Revenue Management	1,810,854	0	1,810,854	11.50
72028	DART GIS/Cartography & Parcel Management	942,269	0	942,269	8.10
72029	DART Assessment Performance Analysis	507,949	0	507,949	3.40
72030	DART Property Assessment Special Programs	1,359,340	0	1,359,340	10.05
72031	DART Personal Property Assessment	1,299,877	0	1,299,877	10.20
72032	DART Property Assessment Industrial	980,072	0	980,072	7.70
72033	DART Commercial Property Appraisal	1,996,878	0	1,996,878	15.00
72034	DART Residential Property Appraisal	3,918,880	0	3,918,880	29.60
72035	DART Assessment & Taxation System Upgrade	0	4,094,000	4,094,000	0.00
72037	DART Applications Support	1,321,522	0	1,321,522	5.00
72038	DART Tax Title	1,211,558	0	1,211,558	2.35
72040	Tax Title Affordable Housing	<u>2,500,000</u>	<u>0</u>	<u>2,500,000</u>	<u>0.00</u>
Total County Management		\$38,481,385	\$114,762,102	\$153,243,487	252.85

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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 the entire county and sets administrative policy. The areas of responsibility with countywide implications include Budget, Finance, Property Assessments & Recording, Tax Collections and Human Resources. The director is also the county's chief operating officer.

Program Summary

The director works with the Chief Financial Officer, Budget Director, and Human Resources Director to develop and present administrative, financial, human resource and infrastructure guidelines and policy to executive level staff, the County Chair and the Board of County Commissioners. The director works with DCM division directors, Chair, Board of County Commissioners (Board) and county department directors to establish priorities and guidelines and ensure policies are aligned with these priorities. The director works with department and human resource personnel to recruit, train and retain a high quality diverse workforce; provides management for county-wide projects identified by the Chair's Office; and works with the Board, the Department of County Assets (DCA) and other departments on the funding policies involving the physical infrastructure of the county.

In FY 2017, the Director's Office will continue to work with DCM division directors and department directors to strengthen the relationship between centralized policy setters and department implementers to ensure better consistency in application and to improve compliance. The Director's Office will also work with DCM division directors and department directors to propose a strategic framework plan that prioritizes department work based on a shared county-wide vision and goals.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Development of metrics and regular tracking system for monitoring of countywide organizational health	0	1	1	1
Outcome	Percent of identified "problem trends" addressed timely	0	100%	100%	100%
Output	County-wide executive leadership training events held	4	0	5	4
Output	Regional multi-jurisdictional leadership events held	0	0	1	1

Performance Measures Descriptions

In 2016, the first multi-jurisdictional leadership event was held on governing for racial equity. Regional local government partners were invited and leaders from the cities of Portland and Gresham, Metro and the Governor's Office participated.

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	2016	2016	2017	2017
Personnel	\$398,789	\$0	\$389,428	\$0
Contractual Services	\$48,483	\$0	\$61,754	\$0
Materials & Supplies	\$11,200	\$0	\$11,200	\$0
Internal Services	\$31,358	\$0	\$35,679	\$0
Total GF/non-GF	\$489,830	\$0	\$498,061	\$0
Program Total:	\$489,830		\$498,061	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72000-16 DCM Director's Office

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 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. It also houses the County's Evaluation and Research Unit.

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 research and evaluation and cost control analyses;
- Prepares the supplemental budget;
- Maintains the legal budget throughout the course of the year; and
- Provides budget support to Nondepartmental Offices.

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.

The Budget Office houses the Evaluation and Research Unit, which provides high-quality, Countywide data-driven research and evaluation. The Unit also provides research and evaluation capacity for the Department of County Management and responds to information requests from County leadership and consults on program evaluation, analytical methods, and data visualization.

Over the past 14 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of budget modifications processed (includes internal)	196	180	200	200
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	98%	95%	98%	95%
Quality	Percent error in General Fund Revenue Forecast	4.08%	2.0%	0.98%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	96%	95%	88%	94%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2016 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	2016	2016	2017	2017
Personnel	\$2,014,966	\$0	\$1,921,201	\$0
Contractual Services	\$26,000	\$0	\$30,000	\$0
Materials & Supplies	\$102,969	\$0	\$151,000	\$0
Internal Services	\$325,028	\$0	\$246,159	\$0
Total GF/non-GF	\$2,468,963	\$0	\$2,348,360	\$0
Program Total:	\$2,468,963		\$2,348,360	
Program FTE	14.00	0.00	13.00	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 2016: 72001-16 Budget Office

Responsibility for budget support for the Department of County Management was transferred from the Budget Office to the Division of Assessment, Recording & Taxation Administration during FY2016. 1.00 FTE Principal Budget Analyst was transferred to program offer 72023.

FY 2016 program offer 72012 Evaluation and Research has been rolled into this program.

The internal service reimbursement for information technology has decreased for FY 2017.

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	2016	2016	2017	2017
Personnel	\$726,156	\$0	\$755,458	\$0
Materials & Supplies	\$18,041	\$0	\$16,330	\$0
Total GF/non-GF	\$744,197	\$0	\$771,788	\$0
Program Total:	\$744,197		\$771,788	
Program FTE	7.10	0.00	7.10	0.00

Program Revenues				
Other / Miscellaneous	\$180,180	\$0	\$191,180	\$0
Total Revenue	\$180,180	\$0	\$191,180	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America, are based on the level of annual spending in each of the banks' credit card programs. The majority is from Bank of America's purchasing card program; rebates from BOA are generally 1.2% 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 2016: 72002-16 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 (CFO) 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 ensure 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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

ORS 208, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$558,651	\$66,864	\$552,478	\$69,500
Contractual Services	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$24,142	\$0	\$23,645	\$0
Internal Services	\$774,294	\$127,189	\$853,027	\$143,479
Total GF/non-GF	\$1,387,087	\$194,053	\$1,459,150	\$212,979
Program Total:	\$1,581,140		\$1,672,129	
Program FTE	3.60	0.35	3.60	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$194,053	\$0	\$212,979
Total Revenue	\$0	\$194,053	\$0	\$212,979

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72003-16 FRM Chief Financial Officer

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. 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	2016	2016	2017	2017
Personnel	\$950,489	\$0	\$989,034	\$0
Contractual Services	\$6,500	\$0	\$6,500	\$0
Materials & Supplies	\$27,590	\$0	\$23,840	\$0
Total GF/non-GF	\$984,579	\$0	\$1,019,374	\$0
Program Total:	\$984,579		\$1,019,374	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Service Charges	\$17,000	\$0	\$17,000	\$0
Total Revenue	\$17,000	\$0	\$17,000	\$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 2016: 72004A-16 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) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (3) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (4) research, analyze, recommend, and implement best business practices; (5) provide on-going guidance, support, training, and consultation to departments and employees; (6) track, monitor, analyze and annually report on contract data and performance measures; (7) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB) and Qualified Rehabilitation Facilities (QRF); (8) participate in community events, meetings and conduct outreach to the MWESB vendor community; (9) oversee the County's surplus program; and (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing contributes to the Climate Action Plan, Local Government Operations section 18-9, by ensuring sustainable practices of prospective vendors, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	19%	30%	25%	25%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	87	70	90	80
Output	Number of contracts and amendments processed	1227	1000	1050	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	2016	2016	2017	2017
Personnel	\$2,038,810	\$0	\$2,117,119	\$0
Contractual Services	\$65,459	\$0	\$73,882	\$0
Materials & Supplies	\$91,460	\$0	\$89,560	\$0
Internal Services	\$1,200	\$0	\$0	\$0
Total GF/non-GF	\$2,196,929	\$0	\$2,280,561	\$0
Program Total:	\$2,196,929		\$2,280,561	
Program FTE	19.00	0.00	19.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
Total Revenue	\$2,000	\$0	\$2,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests, and when County surplus is sold through the surplus program. The estimate from these sources for FY 2017 is \$2,000.

Significant Program Changes

Last Year this program was: FY 2016: 72005A-16 FRM Purchasing

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	*Number of policies for liability ins. bond, crime, coverages purchased/renewed	17	17	17	17
Outcome	**Total Cost of Risk as a percentage of Operational Budget	.46	.67	.67	.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 to other public entities annually and provides information on the financial impact of the County's risk assumption.

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	2016	2016	2017	2017
Personnel	\$0	\$182,130	\$0	\$197,840
Contractual Services	\$0	\$294,200	\$0	\$240,000
Materials & Supplies	\$0	\$2,619,655	\$0	\$3,408,145
Total GF/non-GF	\$0	\$3,095,985	\$0	\$3,845,985
Program Total:	\$3,095,985		\$3,845,985	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,095,985	\$0	\$3,845,985
Total Revenue	\$0	\$3,095,985	\$0	\$3,845,985

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 2016: 72006-16 FRM Property & Liability Risk Management

Software and Maintenance costs increased in anticipation of procuring a Risk Management Information System (RMIS) to manage internal claims administration processes, assist in the performance of loss control analysis, and to capture financial implications of the County's risk management programs.

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 11 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	2016	2016	2017	2017
Personnel	\$819,381	\$0	\$842,970	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$32,142	\$0	\$29,205	\$0
Total GF/non-GF	\$876,523	\$0	\$897,175	\$0
Program Total:	\$876,523		\$897,175	
Program FTE	7.95	0.00	8.45	0.00

Program Revenues				
Other / Miscellaneous	\$135,243	\$0	\$149,741	\$0
Total Revenue	\$135,243	\$0	\$149,741	\$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 2017 is \$132,741 and is adjusted each following year by the CPI-U amount. The remaining \$17,000 is miscellaneous revenue.

Significant Program Changes

Last Year this program was: FY 2016: 72007-16 FRM Payroll/Retirement Services

Reclass existing Office Assistant 2 position to a Finance Technician and increase the FTE from .50 to 1.0. The position will process employment verifications, cover front desk (customers inquiries & phone calls), support with payroll filings, and other payroll related functions. The additional FTE support will enable the payroll unit to perform more cross-training around payroll taxes and PERS processing/management.

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 17% 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	312	295	315	315
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	61,248	62,500	69,000	69,300

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 (with an option to reopen IGA in July 2016).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$406,729	\$0	\$421,626	\$0
Contractual Services	\$1,421,585	\$0	\$1,442,531	\$0
Materials & Supplies	\$12,610	\$0	\$18,340	\$0
Total GF/non-GF	\$1,840,924	\$0	\$1,882,497	\$0
Program Total:	\$1,840,924		\$1,882,497	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$115,152	\$0	\$132,400	\$0
Total Revenue	\$235,152	\$0	\$252,400	\$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 2016: 72008A-16 FRM Treasury and Tax Administration

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	2016	2016	2017	2017
Personnel	\$0	\$823,630	\$0	\$853,691
Contractual Services	\$0	\$329,780	\$0	\$349,000
Materials & Supplies	\$0	\$3,483,650	\$0	\$3,418,075
Total GF/non-GF	\$0	\$4,637,060	\$0	\$4,620,766
Program Total:	\$4,637,060		\$4,620,766	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,637,060	\$0	\$4,620,766
Total Revenue	\$0	\$4,637,060	\$0	\$4,620,766

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. Workers compensation internal service reimbursements are estimated at \$4 million for FY 2017.

Significant Program Changes

Last Year this program was: FY 2016: 72009-16 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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.

Measurement Key: 1 - Yes; 0 - No

Legal / Contractual Obligation

Pass-through payment under terms of the IGA that transferred parks from the County to METRO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$100,000
Internal Services	\$0	\$2,710	\$0	\$2,640
Total GF/non-GF	\$0	\$102,710	\$0	\$102,640
Program Total:	\$102,710		\$102,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$102,710	\$0	\$102,640
Total Revenue	\$0	\$102,710	\$0	\$102,640

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2016: 72010-16 FRM Recreation Fund Payment to Metro

Legal / Contractual Obligation

Pursuant to an Intergovernmental Agreement with the Portland Development Commission dated July 12, 2012, the County has agreed to support the six Neighborhood Prosperity Initiative 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. FY 2017 payments will total approximately \$173,000.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$130,859	\$0	\$134,761
Contractual Services	\$150,000	\$3,000	\$173,000	\$2,615
Materials & Supplies	\$0	\$34,030	\$0	\$34,030
Internal Services	\$0	\$7,044	\$0	\$8,909
Total GF/non-GF	\$150,000	\$174,933	\$173,000	\$180,315
Program Total:	\$324,933		\$353,315	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

This program is primarily funded with State Video Lottery dollars. The payment to the Portland Development Commission for the Neighborhood Prosperity Initiative districts is County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 72011A-16 FRM Economic Development

Department: County Management **Program Contact:** Marissa Madrigal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Capital Asset Strategic Planning team's purpose is to guide and coordinate the county's capital asset strategic planning process, create and monitor a countywide capital "master plan", and link capital planning to financial planning through integrated financial modeling. This program works with the central Budget Office to create an integrated capital budget that addresses connections between infrastructure costs and ongoing operating costs.

Program Summary

In order to ensure effective management of capital assets, the Government Finance Officers Association (GFOA) recommends that local governments prepare multi-year capital plans that clearly identify major infrastructure projects and their impact on operating budgets. A 2015 audit by the Multnomah County Auditor identified this as a need within Multnomah County and called for increased participation of the Budget Director and CFO in this process.

The Capital Asset Strategic Planning team is responsible for the creation and maintenance of a long-term capital asset management "master" plan with a 10 – 20 year timeline. The capital planning director, with support from key departmental stakeholders, oversees the planning process and final capital master plan. The director ensures that the plan addresses the full scope, timing, and total cost of ownership for all projects. This includes forecasting revenue and expenditure trends, evaluating financing strategies, and connecting capital plans to yearly operating budgets and countywide financial planning. The director also staffs both a Capital Projects Steering Committee and a Capital Projects Technical Work group. This program works with the central Budget Office to research, analyze, and make recommendations on the creation of a separate capital budget for inclusion in the county's annual budget document.

The budget analyst performs the analysis necessary to support a robust strategic plan, including cash-flow modeling, cost-benefit analysis, forecasts of financial condition and trends, and other research as required. The budget analyst also prepares reports and supporting documents to assist stakeholders in the planning and monitoring process.

This team is located in the Department of County Management and reports directly to the chief operating officer.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Development of long-range capital management "master plan"	0	1	1	1
Outcome	Percent of future infrastructure needs accurately identified	0	0	0	100%
Output	Annual report on capital planning program presented to the Board of County Commissioners	0	0	0	1
Output		0			

Performance Measures Descriptions

The capital asset strategic planning program was a new program offer for FY16. First year milestones include the hiring of a capital planning director, formation of a capital planning steering committee charter and a scaled implementation plan. The program is expected to be fully implemented over fiscal years 2016 - 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$339,900	\$0	\$275,232	\$0
Materials & Supplies	\$7,750	\$0	\$7,750	\$0
Internal Services	\$2,000	\$0	\$1,826	\$0
Total GF/non-GF	\$349,650	\$0	\$284,808	\$0
Program Total:	\$349,650		\$284,808	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

This program is supported by county General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72013-16 Capital Asset Strategic Planning

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 HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness.

Central HR administration oversees countywide 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of countywide job applications in the Neogov applicant tracking system.	26,210	27,000	27,000	27,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	N/A	N/A	90%	90%

Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment. Outcome: (new measure) Percentage of respondents that either "agree" or "strongly agree" to the question "I am fully engaged in my job" on the biannual Countywide Employee Survey. A 2014 national survey of state and local government officials found that 81% were engaged in their jobs. Measure will update in FY 2018.

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	2016	2016	2017	2017
Personnel	\$797,966	\$0	\$819,681	\$0
Contractual Services	\$63,506	\$0	\$63,506	\$0
Materials & Supplies	\$46,430	\$0	\$46,430	\$0
Internal Services	\$359,359	\$0	\$544,079	\$0
Total GF/non-GF	\$1,267,261	\$0	\$1,473,696	\$0
Program Total:	\$1,267,261		\$1,473,696	
Program FTE	5.63	0.00	5.63	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 2016: 72016-16 Central HR Administration

The Privacy Officer Program was moved to the County Attorney's Office budget. Privacy related performance measure was removed, and a new Outcome was added.

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, including Classification and Compensation and Talent Development teams, provides systems and tools to attract, train, and retain a diverse, highly qualified workforce. Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Talent Development coordinates training for employees, provides management/ supervisory coaching, partners with the Office of Diversity and Equity on implementing the Equity and Empowerment Lens and leads organizational development activities.

Program Summary

Central HR Services implements strategies to address key components of the countywide Human Resources Strategic Plan. That plan aims to attract and select diverse, high-performing employees; establish employee retention strategies that support the organization's job market competitiveness; implement programs to strengthen skills and build knowledge necessary for an effective, culturally competent workforce; and formalize an employee performance management system that fosters individual growth and accountability, aligning performance goals with business requirements.

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 provides or coordinates all countywide training classes including: employee, management and supervisory skill development, including the Multnomah Leadership Academy; diversity awareness and skills building; partnering with the Office of Diversity and Equity for the countywide implementation of the Equity and Empowerment Lens; technology training; and quality improvement activities (such as strategic planning and LEAN/Six Sigma).

Talent Development also 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. This comprehensive system is essential to create a thriving learning organization, build opportunities for professional growth and support the achievement of organizational program goals.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employees satisfied with training they received.	95.95	N/A	95%	95%
Outcome	Percent of total positions reclassified, revised, updated.	28.9%	10.1%	10.8%	16.5%
Output	Number of Countywide training class attendees.	6096	6000	6000	6000

Performance Measures Descriptions

Output: Employees evaluate the applicability of the training they receive to their job duties. Outcome: Positions studied, reclassified, revised, or updated as a result of classification or compensation review indicates better alignment to job market factors; technology changes, regulatory requirements and the inability to fill vacancies and/or impact on essential public services. Output: The number of employees taking Talent Development sponsored training.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. 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	2016	2016	2017	2017
Personnel	\$1,443,153	\$0	\$1,508,356	\$0
Contractual Services	\$125,000	\$0	\$140,000	\$0
Materials & Supplies	\$53,700	\$0	\$63,700	\$0
Internal Services	\$180,469	\$0	\$88,821	\$0
Total GF/non-GF	\$1,802,322	\$0	\$1,800,877	\$0
Program Total:	\$1,802,322		\$1,800,877	
Program FTE	10.60	0.00	10.60	0.00

Program Revenues				
Service Charges	\$0	\$0	\$25,000	\$0
Total Revenue	\$0	\$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 2017.

Significant Program Changes

Last Year this program was: FY 2016: 72017A-16 Central HR Services

The accounting for charges due to training events that are requested by other County departments has changed for FY 2017. Those charges will be added to this program costs, along with the revenues from the requesting departments.

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 11 labor contracts, representing 85% of the County workforce.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Labor disputes.	88	120	152	120
Outcome	Percentage of labor disputes settled collaboratively.	93%	93%	85%	90%

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. Estimate for FY 2016 is high compared to purchase, as disputes have trended upward based on a number of factors both within and outside the County's control.

Legal / Contractual Obligation

Eleven 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	2016	2016	2017	2017
Personnel	\$738,468	\$46,657	\$773,150	\$48,135
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$15,850	\$0	\$15,850	\$0
Internal Services	\$42,485	\$9,143	\$0	\$9,947
Total GF/non-GF	\$803,803	\$55,800	\$796,000	\$58,082
Program Total:	\$859,603		\$854,082	
Program FTE	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$55,800	\$0	\$58,082
Total Revenue	\$0	\$55,800	\$0	\$58,082

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 2016: 72018-16 Central HR Labor Relations

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	2016	2016	2017	2017
Personnel	\$0	\$30,022	\$0	\$31,831
Materials & Supplies	\$0	\$844,068	\$0	\$922,489
Total GF/non-GF	\$0	\$874,090	\$0	\$954,320
Program Total:	\$874,090		\$954,320	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$874,090	\$0	\$954,320
Total Revenue	\$0	\$874,090	\$0	\$954,320

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 2016: 72019-16 Central HR Unemployment

The Unemployment Insurance benefits estimate for FY 2017 is based on 0.25% of total personnel costs. This has increased the estimate of benefits for next year by over \$50,000.

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 and Wellness Program provides comprehensive health plan coverage, life insurance options and disability benefits for over 11,000 eligible individuals, including employees, their spouse or domestic partner, dependent children and retirees. The program also includes a Wellness component, which promotes and supports a healthier workforce, retirees and their family members by providing a wide variety of affordable activities and services addressing nutrition, weight control, fitness and overall health and wellbeing.

Program Summary

Internal administration of the Benefit Programs supports the County's unique business and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws and mandates.

The Benefits Program consults and coordinates with all County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produce user friendly benefit communication/educational materials, and act as an effective liaison between employees and benefit providers to facilitate problem resolution. The program works closely with County labor and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, enhanced employee retention and increased employee morale and productivity. Program offerings can be tailored to address the specific health needs of our population as targeted by health plan statistics: weight reduction, stress management, women's health, and cardiovascular health. The program offers a broad range of services to employees including regular wellness campaigns, convenient access to commercial grade fitness equipment, affordable on-site fitness classes tailored to work schedules, a library of wellness related subject matter and incentives program for weight loss.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Medical plan annual member count	12,600	12,000	13,000	14,500
Outcome	Participation in County Wellness Campaigns	0	1451	2000	3500
Efficiency	County's monthly per employee benefit cost (increase)	4.5%	4.5%	3.14%	6%

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:** Reports number of individuals participating in County Wellness Campaigns, these began in 2013. **Efficiency:** Actual dollar costs per FY 2014 \$1,179, FY 2015 \$1,759, FY 2016 \$1,759, FY 2017 \$1864.54. Four-year national average increase has been 5.4%, but is expected to increase in 2016 by 4%.

Legal / Contractual Obligation

County labor contracts contain benefit mandates for active and retired members. Benefits are governed by a variety of federal/state/local laws and agencies, including Internal Revenue Service (IRS), Dept of Labor (DOL), Dept of Health and Human Services (HHS), COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, Genetic Information Nondiscrimination Act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), CHIP, as well as civil rights and EEO laws. Labor contracts require transit pass be provided by employer. OAR Chapter 340, Div 242 requires employers to provide commute options to achieve and maintain a reduced auto trip rate. To meet this requirement, County assists DEQ with their bi-annual survey to determine current commute methods, then follows DEQ approved plan to meet target reductions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$2,715,903	\$0	\$2,814,935
Contractual Services	\$0	\$1,451,464	\$0	\$1,603,587
Materials & Supplies	\$0	\$88,596,731	\$0	\$95,937,556
Internal Services	\$0	\$358,172	\$0	\$336,937
Total GF/non-GF	\$0	\$93,122,270	\$0	\$100,693,015
Program Total:	\$93,122,270		\$100,693,015	
Program FTE	0.00	13.37	0.00	14.12

Program Revenues				
Other / Miscellaneous	\$0	\$93,084,270	\$0	\$100,643,015
Service Charges	\$0	\$50,000	\$0	\$50,000
Total Revenue	\$0	\$93,134,270	\$0	\$100,693,015

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$83,607,566), Long Term Disability (\$1,450,000) and Life Insurance (\$525,000); benefit administration charge (1.00% of gross payroll, \$5,765,551), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$4,535,100), premium payments from retirees and COBRA participants (\$4,059,798), operational refunds/rebates/performance guarantee penalties from vendors (\$150,000), tax credits due to Federal and State subsidies (\$550,000), revenues from parking garage fees (applied to Wellness program only) (\$20,000), fees paid by Wellness program participants (\$30,000).

Significant Program Changes

Last Year this program was: FY 2016: 72020-16 Central HR Employee Benefits

Department: County Management **Program Contact:** Randy Walruff
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

DART Administration plans, directs, coordinates and provides leadership for 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 Administration 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; is responsible for maintaining Real Market Value on over 344,000 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 Administration performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.5 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 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. DART Administration will also provide department-wide finance support to DCM.

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 & 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total Number of Property Tax Accounts Administered	340,940	341,000	344,065	345,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6.54%	5.5%	6.50%	6.50%
Efficiency	Cost of Collection per Account (in Dollars)	\$3.84	\$4.00	\$3.54	\$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 the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,023,457	\$0	\$1,203,202	\$0
Contractual Services	\$4,572	\$0	\$5,000	\$0
Materials & Supplies	\$162,561	\$0	\$186,170	\$0
Internal Services	\$143,942	\$0	\$188,128	\$0
Total GF/non-GF	\$1,334,532	\$0	\$1,582,500	\$0
Program Total:	\$1,334,532		\$1,582,500	
Program FTE	7.00	0.00	9.80	0.00

Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$70,000	\$0
Intergovernmental	\$175,751	\$0	\$283,811	\$0
Service Charges	\$0	\$0	\$20,000	\$0
Total Revenue	\$245,751	\$0	\$373,811	\$0

Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY17, with \$283,811 allocated to DART Administration Program. General Fund Revenue of \$70,000 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 2016: 72023-16 Div of Assessment, Recording & Taxation Administration

Two positions were reclassified to a Contract Specialist and a Budget Analyst and temporary positions were converted to an Office Assistant 2 and .50 FTE Finance Specialist 1; all were transferred to DART Administration to provide Business Services support for the Department of County Management. The Deputy County Assessor has been reallocated to various DART programs for FY 2017. Net Change of +2.80 FTE.

Department: County Management **Program Contact:** Gary Bartholomew
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 90,000 inquiries and 40,000 walk-in customers annually (which includes approximately 28,000 reported in the County Clerk Function Program Offer). Staff process tax payments, sell copies of records and provide general information on behalf of the organization. Property owners, taxpayers and citizens in general have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spend several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50 million dollars annually. This year the passport photo and County photo ID processes were transferred under supervision of DART Customer Service and relocated to the DART offices. The operational costs continue to be split between DART and Facilities & Property Management. DART took 4,817 passport photos during FY 2015, resulting in revenue of \$48,370. Other recent efficiency and service improvements included point of sale debit/credit cards and website enhancements. Further improvements are expected from a new assessment and taxation system scheduled for June 2017.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of counter transactions	54,847	41,000	50,000	55,000
Outcome	Average number of transactions per cashier	5,485	4,100	5,000	5,500
Output	Number of phone calls received and answered	62,000	75,000	65,000	65,000
Outcome	Average number of phone calls per operator	5,905	7,000	6,200	6,200

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. An additional 10% was added to the production report statistics for transactions that may not have been tracked.

Legal / Contractual Obligation

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$757,697	\$0	\$799,818	\$0
Materials & Supplies	\$16,162	\$0	\$16,305	\$0
Internal Services	\$231,906	\$0	\$253,935	\$0
Total GF/non-GF	\$1,005,765	\$0	\$1,070,058	\$0
Program Total:	\$1,005,765		\$1,070,058	
Program FTE	9.30	0.00	9.40	0.00

Program Revenues				
Intergovernmental	\$272,644	\$0	\$272,212	\$0
Total Revenue	\$272,644	\$0	\$272,212	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$272,212 allocated to DART Customer Service Program. Remaining Customer Service Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72024-16 DART Customer Service

Allocated .10 FTE Deputy County Assessor position to Customer Service program for FY 2017.

Department: County Management **Program Contact:** Gary Bartholomew
Program Offer Type: Existing Operating Program **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 production of microfilm preserved for permanent retention is a statutory requirement.

For FY 2015, 148,851 documents were recorded, 7,766 Marriage Licenses were processed, 150 Domestic Partnership Registrations were issued and 8,716 Passport Applications were accepted. Last year 843 BoPTA appeals were processed. 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 90,000 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, thereby improving efficiency and customer service. Currently approximately 70% 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.

Passport photos were added in 2014 as an additional customer service. Acceptance of debit and credit cards for point of sale transactions was initiated also. Performing marriage solemnizations is scheduled to begin in 2016. In 2015 the Passport photo and County photo ID processes were transferred under supervision of DART Customer Service and relocated to the DART office.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Marriage Licenses Issued	7,766	7,000	7,600	7,600
Outcome	Number of Accurately Processed Licenses	7,752	6,980	7,585	7,585
Output	Number of Documents Recorded	148,851	170,000	170,000	170,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	2	4	3	3

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	2016	2016	2017	2017
Personnel	\$1,070,957	\$0	\$1,156,493	\$0
Contractual Services	\$79,430	\$0	\$97,214	\$0
Materials & Supplies	\$95,872	\$0	\$104,219	\$0
Internal Services	\$293,310	\$0	\$317,602	\$0
Total GF/non-GF	\$1,539,569	\$0	\$1,675,528	\$0
Program Total:	\$1,539,569		\$1,675,528	
Program FTE	12.50	0.00	13.70	0.00

Program Revenues				
Fees, Permits & Charges	\$4,335,000	\$0	\$5,144,000	\$0
Intergovernmental	\$35,009	\$0	\$34,435	\$0
Other / Miscellaneous	\$35,000	\$0	\$35,000	\$0
Total Revenue	\$4,405,009	\$0	\$5,213,435	\$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 3-day waiting period for a marriage license are \$280,000. Passport application acceptance fees are \$250,000 and Passport photo fees are \$58,000. Document Recording page fees retained by the County General Fund are \$4,386,000. Recording record copy fees are \$35,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account are credited to the County Clerk Fund pursuant to ORS 205.320(18) are projected at \$140,000. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$30,000. County Assessment Function Funding Assistance (CAFFA) Grant allocated to BoPTA is \$34,435.

Significant Program Changes

Last Year this program was: FY 2016: 72025A-16 DART County Clerk Functions

This program offer includes a new 1.00 FTE permanent position (Office Assistant 2) for FY 2017 to support Passport Photo and Employee photo ID services. The cost is covered by an increase in revenues for passport photos and conversion of temporary to permanent. Allocated .20 FTE Deputy County Assessor to the program for FY 2017.

Department: County Management **Program Contact:** Gary Bartholomew
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(18), 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 & 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 2017 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 2007 forward have been available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2017 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of digital records converted and uploaded to Digital Research Room (in millions)	0	1.1	.311	1.1
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. Initial conversion completed in FY2013 included 1.8 million index and document images for 1994 to 2001 records. In FY14, 2.4 Mil records were converted for 1965 through 1993. In FY15 no images were converted. For FY16 311,000 images are estimated for 1955 to 1964 years. Years prior to 1955 are anticipated to be completed in FY17 and forward.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(18) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems, and maintaining and restoring records as authorized by the County Clerk.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$91,554	\$0	\$37,138	\$0
Contractual Services	\$60,446	\$0	\$126,862	\$0
Total GF/non-GF	\$152,000	\$0	\$164,000	\$0
Program Total:	\$152,000		\$164,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$152,000	\$0	\$164,000	\$0
Total Revenue	\$152,000	\$0	\$164,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$164,000, 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(18).

Significant Program Changes

Last Year this program was: FY 2016: 72025B-16 DART County Clerk Carryover

Department: County Management **Program Contact:** Gary Bartholomew
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 and property description for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live June 2017 is expected to further increase efficiencies.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Ownership Changes Processed	27,552	27,000	31,000	30,000
Outcome	Average Number of Days to Complete Ownership Changes	3	3	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	2016	2016	2017	2017
Personnel	\$343,064	\$0	\$364,045	\$0
Contractual Services	\$1,474	\$0	\$1,474	\$0
Materials & Supplies	\$2,658	\$0	\$1,750	\$0
Internal Services	\$77,379	\$0	\$87,484	\$0
Total GF/non-GF	\$424,575	\$0	\$454,753	\$0
Program Total:	\$424,575		\$454,753	
Program FTE	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$123,062	\$0	\$121,788	\$0
Total Revenue	\$123,062	\$0	\$121,788	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$121,788 allocated to DART Ownership Program. Remaining Ownership Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72026-16 DART Ownership

Department: County Management **Program Contact:** Gary Bartholomew
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 \$1.5 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 replaced resulting in cost savings and efficiencies. Customer use of electronic payment continues to increase. Credit cards are now accepted at the counter. A shopping cart feature was added improving customer service. The warrant release process was streamlined reducing costs for DART and customers. Warrants are now recorded electronically resulting in efficiencies. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Legislation (2015) was proposed and implemented for efficiencies and improvements. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system, estimated to go live June 2017, is expected to further increase efficiency and improve customer service.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Property Tax Statements Issued	350,913	360,000	360,000	360,000
Outcome	Percentage of Current Year Property Taxes Collected	97.6%	98.0%	98.0%	98.0%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	81.71	110.00	100.00	140.00

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	2016	2016	2017	2017
Personnel	\$1,139,287	\$0	\$1,110,603	\$0
Contractual Services	\$146,075	\$0	\$149,450	\$0
Materials & Supplies	\$64,461	\$0	\$64,228	\$0
Internal Services	\$457,884	\$0	\$486,573	\$0
Total GF/non-GF	\$1,807,707	\$0	\$1,810,854	\$0
Program Total:	\$1,807,707		\$1,810,854	
Program FTE	11.50	0.00	11.50	0.00

Program Revenues				
Fees, Permits & Charges	\$400,000	\$0	\$450,400	\$0
Intergovernmental	\$337,005	\$0	\$333,106	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$742,505	\$0	\$789,006	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 25% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share for FY 2017 is estimated to be \$ 3,624,656 with \$333,106 allocated to Tax Revenue Management Program. Program revenues of \$455,900 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, manufactured structure ownership transfer fees and trip permit fees, and miscellaneous tax collection and copy fees. The County serves as an agent of the State, and pursuant to an IGA, accepts payment on behalf of the State for mobile home ownership document transactions and trip permits, retaining \$30 per ownership transfer and \$5 per trip permit. Remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2016: 72027-16 DART Tax Revenue Management

Department: County Management **Program Contact:** Rick Teague
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), 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 (TSG). Program staff develops databases that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of New Tax Roll Accounts Created	807	840	765	770
Outcome	Average Number of Changes per FTE	2,612	3,250	3,170	3,130
Output	Number of Mapping & Tax Roll Changes	14,368	20,600	19,020	19,500

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; in FY 2015 the method for measuring is changed using counts of cartography actions and related tax roll changes.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227, 271, 274, 275, 306-308, 312, 368, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that staffing is at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$548,910	\$0	\$761,998	\$0
Materials & Supplies	\$41,158	\$0	\$41,470	\$0
Internal Services	\$86,755	\$0	\$138,801	\$0
Total GF/non-GF	\$676,823	\$0	\$942,269	\$0
Program Total:	\$676,823		\$942,269	
Program FTE	5.30	0.00	8.10	0.00

Program Revenues				
Intergovernmental	\$125,891	\$0	\$234,515	\$0
Total Revenue	\$125,891	\$0	\$234,515	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$234,515 allocated to DART GIS & Parcel Management Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72028-16 DART GIS / Cartography

Net Change of +2.80 FTE from FY 2016 to FY 2017

Transferred 3.00 FTE from Special Programs #72030 to GIS/Cartography & Parcel Management #72028

Added 1.00 FTE Office Assistant 2 position (converted temporary staffing to permanent)

Reclassified 1.00 FTE to Property Mgmt Specialist Sr and transferred .75 FTE to Tax Title program #72038 and .25 FTE to Special Programs #72030

Transferred allocation of .30 FTE Sr Manager position to APA Program #72029

Added allocation of .10 FTE Chief Appraiser position

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Assessment Performance Analysis Unit, within the Division of Assessment, Recording and Taxation (DART) is responsible for annual adjustments to Real Market Value resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio Study as required by statute.

Program Summary

The Assessment Performance Analysis Unit links to DART appraisal and other programs and their contributions. Appraisal Data Analysts analyze sales, trends and other market data used to monitor, maintain and report valuation performance regarding Residential, Commercial, Multi-Family, and Industrial Appraisal Models. The Analysis Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports the effectiveness of appraisal programs to the Oregon Department of Revenue. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Projects Maintained	13	13	17	17
Outcome	Percentage of Neighborhoods in compliance with State standards.	99	95	95%	95%

Performance Measures Descriptions

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Residential. Performance Measure #2 - outcome- was changed to better reflect and report the performance of this group. The previous measure, while helpful in analysis, was determined to not adequately reflect performance.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$304,885	\$0	\$438,857	\$0
Materials & Supplies	\$17,747	\$0	\$18,610	\$0
Internal Services	\$35,786	\$0	\$50,482	\$0
Total GF/non-GF	\$358,418	\$0	\$507,949	\$0
Program Total:	\$358,418		\$507,949	
Program FTE	2.35	0.00	3.40	0.00

Program Revenues				
Intergovernmental	\$67,542	\$0	\$98,591	\$0
Total Revenue	\$67,542	\$0	\$98,591	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$98,591 allocated to DART Assessment Performance Analysis Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72029-16 DART Assessment Performance Analysis

Net increase of 1.05 FTE for FY 2017 due to internal reallocation of various division positions
 Added .10 FTE allocation of Deputy County Assessor position
 Added .30 FTE allocation of Sr. Manager position
 Removed .35 FTE Chief Appraiser - allocated to other DART Appraisal programs
 Added 1.00 FTE Sr Data Analyst - transferred from Application Support 72037 to APA Program 72029

Department: County Management **Program Contact:** Sally Brown
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. Parcel management responsibilities of Special Programs maintains property information and property tax roll descriptions 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 61% 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 11,000 accounts with special assessments and/or exemptions. Specially assessed properties include farm, forest and 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 1,000 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,200 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	11,050	9,000	10,000	10,000
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$597 Mil	\$300 Mil	\$500 Mil	\$600 Mil
Input	Total Exempt Accounts Monitored	35,586	36,000	35,500	35,500
Output	Total Number of Accounts Processed for Prior Tax Roll	2,090	2,200	2,200	2,200

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. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$909,936	\$0	\$1,152,384	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$23,173	\$0	\$20,511	\$0
Internal Services	\$192,342	\$0	\$185,445	\$0
Total GF/non-GF	\$1,126,451	\$0	\$1,359,340	\$0
Program Total:	\$1,126,451		\$1,359,340	
Program FTE	8.90	0.00	10.05	0.00

Program Revenues				
Intergovernmental	\$337,005	\$0	\$291,060	\$0
Total Revenue	\$337,005	\$0	\$291,060	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY17, with \$291,060 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 2016: 72030-16 DART Property Assessment Special Programs

Transferred .60 FTE from Tax Title Program #72038 to Special Programs #72030;
 Added 1.00 FTE new Tax Exemption Specialist Position (converted from Temporary position);
 Increased A&T Technician2 from .50 FTE to 1.00 FTE;
 Moved 3.00 FTE from Special Programs #72030 to GIS/Parcel Management Program #72028;
 Added 1.00 FTE Program Supervisor and .50 FTE Property Appraiser 1 (transferred from Residential Appraisal #72034);
 Added .30 FTE Chief Appraiser position (reallocated across Appraisal programs)
 Added .25 FTE Property Mgmt Specialist Sr. Net Change +1.15 FTE from FY 2016 to FY 2017

Department: County Management **Program Contact:** Rick Teague
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 valuing all taxable Business Personal Property accounts. 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 Personal Property accounts. Oregon Revised Statutes require annual filings from the 22,500 businesses in the county, comprising more than 34,000 accounts. 30% of those accounts are equipment-leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. The focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Non-Leased Accounts Processed, Coded and Valued	22,600	22,700	22,350	22,350
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,406	\$2,408	\$2,507	\$2,450
Output	Percentage of Accounts with Captured Asset Listings	75%	75%	76%	76%
Output	Percentage of Accounts Filing Electronically	6%	6%	6%	6%

Performance Measures Descriptions

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. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,006,762	\$0	\$1,046,332	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$12,650	\$0	\$12,040	\$0
Internal Services	\$261,807	\$0	\$231,505	\$0
Total GF/non-GF	\$1,291,219	\$0	\$1,299,877	\$0
Program Total:	\$1,291,219		\$1,299,877	
Program FTE	10.20	0.00	10.20	0.00

Program Revenues				
Intergovernmental	\$298,813	\$0	\$295,409	\$0
Total Revenue	\$298,813	\$0	\$295,409	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$295,409 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 2016: 72031-16 DART Personal Property Assessment

Department: County Management **Program Contact:** Rick Teague
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 property. Industrial property represents approximately 5% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 627 county-responsibility industrial properties and maintenance of 325 accounts appraised by the Oregon Department of Revenue. In addition this program is responsible for maintaining Real Market Value and Maximum Assessed Value on 482 billboard accounts. All industrial property owners are required to file industrial property returns annually. A number of industrial plants are physically inspected and audited every year. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. Use of various computer and online tools maximize appraisal efforts. This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Industrial Accounts Maintained	970	970	952	952
Outcome	Assessed Value placed on the Tax Roll (in millions)	\$2,964	\$2,975	\$3,033	\$3,044
Output	Number of Industrial Sites Reviewed	19	21	10	25

Performance Measures Descriptions

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. Measures include state and county responsible industrial sites to better reflect the contribution of this program. 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. 2016 Site Reviews declined due to staff turnover. and will increase for 2017.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A& T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$902,079	\$0	\$824,948	\$0
Materials & Supplies	\$33,763	\$0	\$49,876	\$0
Internal Services	\$103,066	\$0	\$105,248	\$0
Total GF/non-GF	\$1,038,908	\$0	\$980,072	\$0
Program Total:	\$1,038,908		\$980,072	
Program FTE	8.30	0.00	7.70	0.00

Program Revenues				
Intergovernmental	\$213,943	\$0	\$222,916	\$0
Total Revenue	\$213,943	\$0	\$222,916	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$222,916 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72032-16 DART Property Assessment Industrial

Transferred 1.00 FTE (A&T Technician2) to County Clerk Recording program.

Added new Property Appraiser 2 position with existing resources for appeals management and coordination. Position is split between Industrial Appraisal 72032 (.40 FTE) and Commercial Appraisal 72033 (.60 FTE). Net decrease of .60 FTE from FY 2016 to FY 2017.

Department: County Management **Program Contact:** Rick Teague
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 23,700 commercial and multifamily properties. Staff physically inspects and appraises 900 properties annually due to permits having been issued for new construction, remodeling or renovation.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 61% 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accounts Appraised	880	950	910	930
Outcome	New Taxable Exception Value in Millions	\$1,864	\$900	\$1,800	\$1,200
Efficiency	% Automated Recalculation	13%	20%	13%	15%
Outcome	% Market Groupings with COD Compliance	97%	85%	85%	85%

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. 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	2016	2016	2017	2017
Personnel	\$1,570,997	\$0	\$1,648,123	\$0
Contractual Services	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$75,636	\$0	\$85,901	\$0
Internal Services	\$227,674	\$0	\$232,354	\$0
Total GF/non-GF	\$1,904,807	\$0	\$1,996,878	\$0
Program Total:	\$1,904,807		\$1,996,878	
Program FTE	14.75	0.00	15.00	0.00

Program Revenues				
Intergovernmental	\$433,544	\$0	\$434,596	\$0
Total Revenue	\$433,544	\$0	\$434,596	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$434,596 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72033-16 DART Commercial Property Appraisal

Added new Property Appraiser 2 position with existing resources for appeals management and coordination. Position is split between Industrial Appraisal 72032 (.40 FTE) and Commercial Appraisal 72033 (.60 FTE). Reallocated .35 FTE Chief Appraiser position to other Appraisal programs. Net increase of .25 FTE from FY 2016 to FY 2017

Department: County Management **Program Contact:** Sally Brown
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. 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 210,000 single family and two-four family properties; 35,700 condominiums; 4,900 manufactured homes; 1,860 floating properties; 2,750 farm/forest deferral properties; and 1,300 business accounts. Staff physically inspects and appraises 8,000 to 9,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 8,000 to 9,000 properties annually discovered through the sales confirmation process and as having been significantly improved without apparent issuance of building or trade permits.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 61% 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accounts Appraised	16,649	17,000	17,000	17,000
Outcome	New Taxable Exception Value (in millions of dollars)	\$635	\$650	\$650	\$700
Efficiency	Accounts Appraised per Appraiser	693	700	700	700
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. 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	2016	2016	2017	2017
Personnel	\$3,457,040	\$0	\$3,292,221	\$0
Contractual Services	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$139,698	\$0	\$129,271	\$0
Internal Services	\$513,341	\$0	\$486,888	\$0
Total GF/non-GF	\$4,120,579	\$0	\$3,918,880	\$0
Program Total:	\$4,120,579		\$3,918,880	
Program FTE	31.40	0.00	29.60	0.00

Program Revenues				
Intergovernmental	\$919,779	\$0	\$857,231	\$0
Total Revenue	\$919,779	\$0	\$857,231	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$857,231 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72034-16 DART Residential Property Appraisal

Transferred a Property Appraiser 1 to DART Special Programs #72030 (.50 FTE) and DART Tax Title Program #72038 (.50 FTE); Transferred a Program Supervisor to DART Special Programs #72030. Added .20 FTE allocation of Chief Appraiser. Net decrease of 1.80 FTE from FY 2016 to FY 2017.

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 business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and tax distribution. The program mission is to improve property assessment and taxation services to the customers and stakeholders of Multnomah County by replacing existing legacy software with current technology that will include, and enhance, integration with other applications. The new software application will substantially reduce systemic gaps and duplication of data that exists in our current environment. The technology will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, and employ an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replacing the current Assessment and Taxation computer application, to achieve greater operational efficiency and revenue enhancement while maintaining or improving accuracy and compliance for A& T business functions; 2) Reduce costs of targeted operations so that human resources can be more productively used; 3) Improve public visibility, accessibility, and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information. Deliverables Accomplished in FY15: Project Plan, Install Base System, Fit Analysis Report. Deliverables Accomplished to date in FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages. Remaining Deliverables expected in FY16: Initial 50% Development Specifications, Data Conversion Coding & Testing, Conversion Program Testing, Simple Conversion Balancing, Initial Assessment Administration/Exemptions Calculations & Setup, Initial Tax & Balancing Setup. Deliverables expected in FY17: Initial 50% Assessment Administration Programming, Initial 50% CAMA Programming, Initial 50% Tax Programming, Final 50% Development Specifications, Final Tax Balancing & Calculation Setup, Development Phased Delivery, Final 50% Testing, Final CAMA Valuation & Calculation Pages, Final Assessment Administration/Exemption Calculation & Setup, Configuration Test and Validation, End-to-End Application Testing, Initial 50% of Unit Testing, Final 50% CAMA Programming, Final 50% of Tax Programming, Final 50% Assessment Administration Programming, Production Conversion, Production Conversion Balancing, UAT Development Support, Training, First Year Annual Maintenance. Deliverables expected in FY18: Go-Live Support, Acceptance Support, Final Acceptance

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of A&T System Project Milestones Met	3	15	7	19
Outcome	% of A&T Project Milestones Completed on Time	100%	100%	50%	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 and budget, listed by fiscal year above in the Program Description section.

Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totalling \$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. Additional contract payments due upon completion and acceptance of project milestones in FY 2015, FY 2016 and FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$322,210	\$0	\$338,334
Contractual Services	\$0	\$4,111,738	\$0	\$3,339,466
Materials & Supplies	\$0	\$496,052	\$0	\$416,200
Total GF/non-GF	\$0	\$4,930,000	\$0	\$4,094,000
Program Total:	\$4,930,000		\$4,094,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,930,000	\$0	\$4,094,000
Total Revenue	\$0	\$4,930,000	\$0	\$4,094,000

Explanation of Revenues

Beginning Working Capital for FY 2017 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2016 expenditures.

Significant Program Changes

Last Year this program was: FY 2016: 72035-16 DART Assessment & Taxation System Upgrade

Department: County Management

Program Contact: Mike Vaughn

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; and, 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 Application Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the DART's business application systems.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Requests & Support Activities Completed	3,490	3,500	3,450	3,500
Outcome	% of Requests Associated with Program Revenue	4.5%	4.0%	5%	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. The DOR has determined staffing levels are at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$789,959	\$0	\$737,000	\$0
Contractual Services	\$35,925	\$0	\$35,925	\$0
Materials & Supplies	\$344,498	\$0	\$353,168	\$0
Internal Services	\$209,756	\$0	\$195,429	\$0
Total GF/non-GF	\$1,380,138	\$0	\$1,321,522	\$0
Program Total:	\$1,380,138		\$1,321,522	
Program FTE	5.70	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$196,262	\$0	\$144,986	\$0
Other / Miscellaneous	\$55,000	\$0	\$55,000	\$0
Total Revenue	\$251,262	\$0	\$199,986	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% 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 \$3,624,656 for FY 2017, with \$144,986 allocated to DART Applications Support Program. Program revenue of \$55,000 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 2016: 72037-16 DART Applications Support

Allocated .30 FTE Deputy County Assessor to the Program for FY 2017
 Transferred 1.00 FTE (Sr. Data Analyst) to Assessment Performance Analysis Program#72029

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage & dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. Multnomah County Code Chapter 7 specifically states how tax foreclosed properties are to be managed and the process to be used for disposition.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$146,515	\$0	\$249,533	\$0
Contractual Services	\$1,518,020	\$0	\$813,320	\$0
Materials & Supplies	\$84,956	\$0	\$116,686	\$0
Internal Services	\$20,454	\$0	\$32,019	\$0
Total GF/non-GF	\$1,769,945	\$0	\$1,211,558	\$0
Program Total:	\$1,769,945		\$1,211,558	
Program FTE	1.60	0.00	2.35	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$50	\$0
Taxes	\$9,253	\$0	\$8,442	\$0
Other / Miscellaneous	\$1,786,260	\$0	\$1,200,000	\$0
Interest	\$4,437	\$0	\$3,066	\$0
Total Revenue	\$1,800,000	\$0	\$1,211,558	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$8,442 and interest estimated \$3,066 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$1,200,000 for FY17. Fees of \$50 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 2016: 72038-16 DART Tax Title

Net increase of .75 FTE from FY 2016 to FY 2017

Allocated .10 FTE Chief Appraiser to the program; Position reclassified to Property Management Specialist Sr and transferred .75 FTE from GIS /Parcel Management #72028 to Tax Title. Transferred 50 FTE (Appraiser 1) from Residential Appraisal #72034 to Tax Title Program; Transferred 60 FTE allocation from Tax Title to Special Programs#72030

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	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$2,500,000	\$0
Total GF/non-GF	\$0	\$0	\$2,500,000	\$0
Program Total:	\$0		\$2,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$2,500,000	\$0
Total Revenue	\$0	\$0	\$2,500,000	\$0

Explanation of Revenues

Revenues from sales of foreclosed properties after January 1, 2016 during FY 2016, are estimated to be \$3.575 million. After expenses are paid, the remaining proceeds to be credited to this program in FY 2017 are estimated at \$2.5 million.

Significant Program Changes

Last Year this program was:

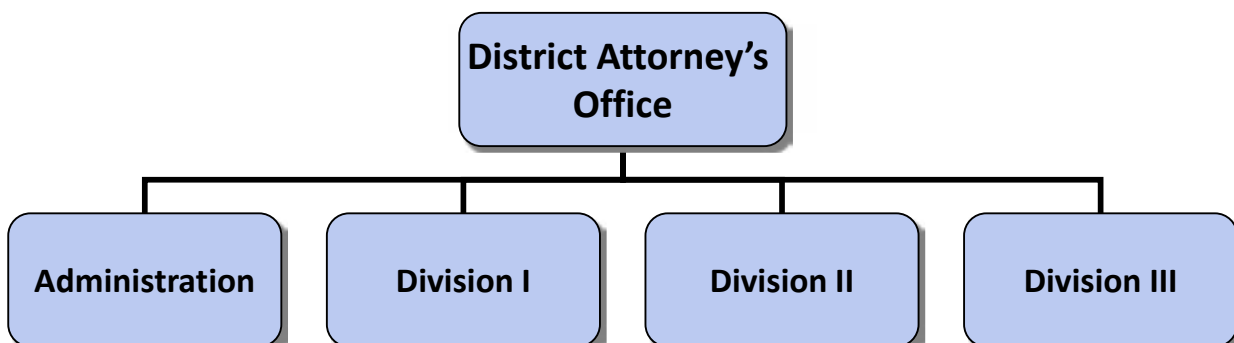
New program offer.

Department Overview

Prosecution services are the cornerstone of any effective public safety system. The District Attorney's Office reviews and prosecutes criminal cases referred by seven police agencies within the county. It also represents the State of Oregon in cases of juvenile dependency, delinquency, and on matters related to child support.

The Multnomah County District Attorney's Office is committed to the open and balanced administration of justice – one that honors and respects diversity in all of its forms – and works diligently to protect children and victims of crime and maintain timely and appropriate sanctions for offenders who engage in criminal activity. The District Attorney's Office operates under these guiding principles:

- To enforce the Rule of Law by providing fair, equitable, and unbiased prosecution services.
- To be responsive to the needs to our community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to affect positive change by looking at and developing new and innovative programs, best practices, and leveraging technological advancements.
- To find ways at both the adult and juvenile levels to provide education and access to community services to reduce reentry into the criminal justice system.
- To provide the best and most cost effective child support services.



Budget Overview

The District Attorney's (DA) Office total budget for FY 2017 is \$33.3 million, an 11.7% increase from the FY 2016 Adopted budget. Most of this change is due to annual personnel cost increases and a pass-through grant from the District Attorney of New York (DANY) for \$1.5 million to fund sexual assault kit testing.

The majority of costs for the DA's Office are for personnel, which accounts for nearly 81% of the DA's total budget. FTE increased by 1.20 from FY 2016, a net increase of 0.6%. The Victim's Assistance program had the largest increase from last year (4.00 FTE) due to newly awarded Victim's of Crime Act (VOCA) grant funds.

The majority of the DA's Office expenditures are funded by the General Fund (72%). The DA's Office General Fund increased by \$1.5 million from last fiscal year, a 6.1% increase.

Significant changes in General Fund programs include:

- Misdemeanor Trial Unit (15202B): Reduction of 1.00 FTE (\$125,611).
- CRIMES Replacement (15012): Program to replace the 15-year-old CRIMES case management system modules with a new web-based application. Total project budget for FY 2017 is \$1.9 million -- \$275,000 in the DA's Office budget for staffing costs (program offer 15012) and \$1.6 million in the Department of County Assets budget for the remaining project costs (program offer 78319).

Grants and other funding (non-General Fund) total \$9.2 million and make up roughly 28% of the DA's Office's budget in FY 2017. Other Funds have increased overall by 26.1% (\$2.4 million) since last fiscal year; this change is primarily due to the DANY and VOCA grants.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	200.00	211.80	207.80	209.00	1.20
Personnel Services	\$23,408,675	\$25,116,772	\$25,422,238	\$26,938,785	\$1,516,547
Contractual Services	1,043,653	888,334	888,088	2,526,887	1,638,799
Materials & Supplies	975,629	655,834	671,787	1,052,574	380,787
Internal Services	2,225,419	2,460,085	2,460,085	2,804,701	344,616
Capital Outlay	<u>34,137</u>	<u>27,173</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$27,687,513	\$29,148,199	\$29,442,198	\$33,322,947	\$3,880,749

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

Successes and Challenges

Successes

As with years past, our community continues to experience high levels of gun and gang violence, property crime, drug manufacturing and distribution, and other criminal activity. The District Attorney's Office continues to do the job of holding the most dangerous offenders accountable while using resources as efficiently and effectively as possible. As the largest district attorney's office in the State of Oregon, representing Oregon's most populous county, we are eager to partner with public safety officials in working to enact public safety policies and laws which increase efficiency and effectiveness system-wide.

Here are some highlights from FY 2015:

- The office reviewed over 23,000 criminal cases.
- Victim Advocates assisted 1,464 victims of crimes and made over 1,100 court appearances to support victims.
- The Restitution Recovery Program contacted over 1,600 victims to identify financial losses associated with criminal activity, identifying nearly \$9.0 million in losses eligible for court-ordered restitution.
- Continuing a history of success, the Child Support Enforcement Division collected just under \$30 million in child support, all of which went to helping households in Multnomah County.

Challenges

This year's budget reflects the office's need to respond to continuing changes in technology [CRIMES Replacement (15012)] and a commitment to improving service to victims [(Victim Assistance Program (15005), Sexual Assault Kit Backlog Elimination Project (15307)).

In addition to requiring flexibility in making operational changes, this office has a vested interest in participating in discussions about policy and law changes. As the largest district attorney's office in the state, we make every effort to lend our expertise to system partners participating in those discussions.

Diversity and Equity

The District Attorney's Office is fully committed to workplace diversity and equity. The 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 maintain the highest ethical and professional standards, which includes acting with full awareness of the ways in which the justice system impacts different people and populations.

One example of that effort can be seen in our Victims Assistance Program (15005). Our 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. That includes being mindful of cultural sensitivities, producing written materials in several languages, using interpreters and translation services, and partnering with social service agencies to assist with personal and family stability.

Also, 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, consider workplace initiatives, and present equity issues for internal review, discussion and solution. The EDOC is moving in to its fourth year of activity.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$6,016,105	\$1,420,687	\$7,436,792	47.00
Division I	5,092,779	5,573,467	10,666,246	69.00
Division II	6,846,297	423,985	7,270,282	49.50
Division III	<u>6,170,510</u>	<u>1,779,117</u>	<u>7,949,627</u>	<u>43.50</u>
Total District Attorney's Office	\$24,125,691	\$9,197,256	\$33,322,947	209.00

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:

- Administrative Services - Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Human Resources – Manages recruitment, payroll, the HR module in SAP, and benefits administration.
- Information Technology – Supports desktop computer systems, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES case management systems; and provides data analysis.
- Finance – Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, and contracts.
- Records/Discovery – Fulfills the Office's statutory responsibility to provide case specific discovery documents and provides file storage and retrieval for the entire office.
- Victims Assistance – Assists victims of crime with crisis response, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.

Significant Changes

Expansion

Victims Assistance Program (15005) – thanks to expanded financial support from the US Department of Justice - Victims of Crime Act (VOCA) we are able to increase victim advocate staffing by 4.00 FTE.

New Programs

CRIMES Replacement (15012) – this one-time-only program funds the MCDA project team working on replacement of the MCDA case management software system.

Division I

Division I is comprised of four units: the Domestic Violence Unit, the MDT Child Abuse Unit, Juvenile, and Child Support Enforcement (SED). Consistent with the historical efforts, Division I works to strengthen services for children and families in Multnomah County.

- Domestic Violence Unit – Reviews and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and violation of restraining orders.
- MDT Child Abuse Unit – Reviews and prosecutes cases involving the physical and/or sexual abuse of children and intervenes to protect abused or neglected children in Dependency Court.
- Juvenile – Prosecutes juveniles who have committed crimes ranging from misdemeanors to homicides, intervenes to protect abused or neglected children in Dependency Court, and frees children for adoption.
- Child Support Enforcement – Establishes and enforces child support and medical support orders.

Significant Changes

No significant changes.

Division II

Division II is comprised of two of the six units formerly known as the Community and Family Justice Division and two formerly of the Felony Court Division: the Misdemeanor Prosecution Unit, the Neighborhood Unit, Unit C/Gangs, and Investigations.

- Misdemeanor Prosecution Unit/Intake – Reviews and prosecutes misdemeanor crimes, traffic crimes, and city ordinance violations, including in Community Court, the venue for prosecuting community-related, non-violent, and quality of life crimes.
- Neighborhood Unit – Works closely with community groups, neighborhood associations, business groups and local law enforcement to identify emerging criminal activity and develop and implement strategies to prevent crime.
- Unit C/Gangs – Prosecutes a variety of very serious and mid-level felony crimes including: homicide, robbery, weapons offenses, gang crimes, vehicular homicide and assault, arson, residential burglary and felony animal abuse.
- Investigations – In partnership with the Multnomah County Sheriff's Office, the Portland Police Bureau, and the Gresham Police Department, provides investigation services for felony, misdemeanor, juvenile, and family crimes.

Significant Changes

Program staffing is reduced by 1.00 FTE Deputy District Attorney due to a reduction in General Fund allocation.

Division III

Division III is comprised of four units: Unit A, Unit B, Unit D, and the Pretrial Unit.

- Unit A – Prosecutes felony property and theft crimes including theft, forgery, identity theft, white collar crime, and theft targeting the elderly.
- Unit B – Prosecutes felony drug and vice crimes including manufacturing, distribution, and possession of controlled substances.
- Unit D – Prosecutes felony violent person crimes including aggravated assault, rape, kidnap, sex offenses, murder, compelling prostitution, and official misconduct.
- Pretrial Unit – Represents and/or coordinates judicial appearances for the District Attorney's Office in post-conviction relief, felony arraignments, extradition, transport of material witnesses, expunctions, civil litigations, and administration of the Grand Jury.

Significant Changes

New program offer

Sexual Assault Kit Backlog Elimination Project (15307) - A multi-jurisdiction project initiated and led by the Multnomah County District Attorney's Office to process approximately 3,000 untested sexual assault kits in Multnomah, Marion, and Lane counties. The project is 100% grant funded via grants to MCDA and the Portland Police Bureau.

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 2017 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$1,009,169	\$0	\$1,009,169	6.00
15001	Administrative Support Services	1,118,343	0	1,118,343	3.00
15002	Information Technology	1,876,794	0	1,876,794	6.00
15003	Finance/Human Resources	541,766	0	541,766	5.00
15004	Records/Discovery	594,208	0	594,208	6.50
15005	Victims Assistance Program	598,825	1,114,444	1,713,269	17.00
15010	Justice Reinvestment (MCJRP)	2,000	306,243	308,243	1.50
15012	CRIMES Replacement	275,000	0	275,000	2.00
Division I					
15100	Division I Administration	281,239	0	281,239	1.00
15101	Juvenile Court Trial Unit	1,600,292	1,939,059	3,539,351	24.03
15102	Domestic Violence Unit	1,740,490	50,980	1,791,470	12.00
15103	MDT - Child Abuse Unit	811,717	981,615	1,793,332	5.97
15104	Child Support Enforcement	659,041	2,601,813	3,260,854	26.00
Division II					
15200	Division II Administration	450,105	0	450,105	2.00
15201A	Unit C/Gangs - Robbery, Weapons	1,874,027	0	1,874,027	11.00
15201B	Unit C – Deputy District Attorney (0.50 FTE)	101,411	0	101,411	0.50
15202A	Misdemeanor Trial Unit, Intake, Community	2,792,513	14,485	2,806,998	24.00
15203	Neighborhood DA Program	1,198,164	355,870	1,554,034	9.00
15204	Investigations	430,077	53,630	483,707	3.00

District Attorney's Office

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Division III					
15300	Division III Administration	285,761	0	285,761	1.00
15301A	Unit A - Property Crimes	1,881,474	70,748	1,952,222	14.00
15301B	Unit A – Deputy District Attorney (0.50 FTE)	74,615	0	74,615	0.50
15302A	Unit B - Drugs/Vice	1,129,582	0	1,129,582	8.00
15302B	Unit B – Deputy District Attorney (1.00 FTE)	146,054	0	146,054	1.00
15304	Unit D - Violent Person Crimes	1,177,815	0	1,177,815	7.00
15305	Pre-Trial Unit	1,244,733	0	1,244,733	10.00
15306	Post Conviction Program	230,476	0	230,476	1.00
15307	Sexual Assault Kit Backlog Elimination Project	<u>0</u>	<u>1,708,369</u>	<u>1,708,369</u>	<u>1.00</u>
Total District Attorney's Office		\$24,125,691	\$9,197,256	\$33,322,947	209.00

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 the senior management team provide the leadership, vision, policies and oversight that enable the 80 lawyers and 125 other employees representing 23 programs that meet the needs of Multnomah County citizens.

Program Summary

The District Attorney (DA) and staff are responsible for leadership around public relations, policy direction, long and short-range planning, internal labor relations and oversight of daily operations.

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 visited with legislators dozens of times in the last 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 office initiated and oversaw 15 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 Administrative Secretaries who provide support for the DA and senior management.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of all staff communications	52	52	52	52
Outcome	Total number of cases resolved	14,752	16,000	12,759	13,000

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$886,421	\$0	\$982,569	\$0
Materials & Supplies	\$0	\$0	\$23,700	\$0
Internal Services	\$0	\$0	\$2,900	\$0
Total GF/non-GF	\$886,421	\$0	\$1,009,169	\$0
Program Total:	\$886,421		\$1,009,169	
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 2016: 15000-16 Management Services

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The three administrative support services staff provide clerical support and reception for the department's main reception desk as well as mail handling. Personnel ensure a welcoming atmosphere for the District Attorney's office, prompt mail service and initial security for the office.

Program Summary

The Administrative support staff provide a welcoming atmosphere for the average of 22 people who walk into the office each day, in addition to the average of 130 daily phone calls. That number includes the general public, police and other public safety personnel, victims, witnesses and defendants who need assistance. The staff is available to answer phones from 7:30 AM to 6 PM five days a week.

In addition, staff provides mail service to the DA's Office, handling and routing an average of 166 letters and packages each day. All staff are trained in safety and confidentiality, in accordance with Office and County legal and ethical requirements.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Witness subpoenas paid	1,787	2,500	1,452	1,500
Outcome	Amount paid in witness fees	\$13,337	\$18,000	\$10,362	\$12,000

Performance Measures Descriptions

Output - Number of witnesses who turn in a subpoena to the DA reception area after testifying in order to receive payment.

Outcome - The amount paid to witnesses who have turned in their subpoenas after testifying.

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$322,801	\$0	\$211,740	\$0
Contractual Services	\$70,300	\$0	\$52,500	\$0
Materials & Supplies	\$100,326	\$0	\$141,100	\$0
Internal Services	\$727,083	\$0	\$713,003	\$0
Total GF/non-GF	\$1,220,510	\$0	\$1,118,343	\$0
Program Total:	\$1,220,510		\$1,118,343	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$198,426	\$0	\$440,840	\$0
Total Revenue	\$198,426	\$0	\$440,840	\$0

Explanation of Revenues

Revenue is from seven federal and state grants awarded to offset indirect administrative costs.

Significant Program Changes

Last Year this program was: FY 2016: 15001-16 Administrative Support Services

Department: District Attorney

Program Contact: Karl Kosydar

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. The 6-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 the 200-plus members of the DA's Office, fielding 4,789 calls last year.

Program Summary

The IT Unit is primarily responsible for the acquisition, deployment, maintenance, monitoring, development, upgrade and support of all DA IT systems, including servers, approximately 321 PC's, 46 laptops and 80 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.

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 7:30AM to 5 PM, Monday through Friday, and 9 AM to 5 PM on Saturdays and Sundays.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Help Desk calls	4,789	4,600	4,172	4,200
Outcome	Number of times the DA network failed consequent to an internal cause*	0	0	0	0
Efficiency	Average minutes spent per IT service call	13:57	15:00	14:29	15:00

Performance Measures Descriptions

*New measure.

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$815,513	\$0	\$857,447	\$0
Contractual Services	\$2,760	\$0	\$7,000	\$0
Materials & Supplies	\$316,648	\$0	\$388,250	\$0
Internal Services	\$553,823	\$0	\$624,097	\$0
Total GF/non-GF	\$1,688,744	\$0	\$1,876,794	\$0
Program Total:	\$1,688,744		\$1,876,794	
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 2016: 15002-16 Information Technology

Department: District Attorney

Program Contact: Allen Vogt

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This 5-person 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 for SAP, and recruitment. It oversees a budget of approximately \$30M and all HR functions for the office's 210 employees.

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. HR staff carries out recruitment, payroll, position control, HR maintenance and other human resources functions for the entire District Attorney's Office. Last year the office made hires for many different classes, from OA2 to Deputy District Attorney.

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. Last year the office received 733 applications for 31 hires. Over the last year, the office was fully or partly responsible for the fiscal oversight of 17 different revenue sources.

A new research and evaluation component of the office began May 2015. Since that time the office has completed 5 reports and made 3 presentations.

Finally, the office ensures that witness fees are paid promptly and efficiency. Last year, staff handled over \$13,000 in witness fees to over 1,700 witnesses.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of payments made to vendors	3,611	4,100	2,370	3,000
Outcome	Percent of Payments to Vendors paid within 30 days*	87%	--	94%	90%

Performance Measures Descriptions

*This is a new measure.

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	2016	2016	2017	2017
Personnel	\$506,333	\$0	\$531,266	\$0
Contractual Services	\$3,000	\$0	\$3,200	\$0
Materials & Supplies	\$3,700	\$0	\$4,400	\$0
Internal Services	\$3,439	\$0	\$2,900	\$0
Total GF/non-GF	\$516,472	\$0	\$541,766	\$0
Program Total:	\$516,472		\$541,766	
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 2016: 15003-16 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 by processing discovery requests from defense counsel and defendants. The records component supports the entire office by maintaining physical files and records on open and recently closed felony and misdemeanor cases, and docketing court appearances.

Program Summary

The Records/Discovery program fulfills the offices statutory responsibility to provide case specific discovery materials in paper, flash drive, CD, DVD, and hard drive formats to the public and private defense attorneys. The program also provides file storage and retrieval for the entire District Attorney's Office, maintaining over 34,000 closed and open case files at any given time.

Last year this program collected \$384,000 in general fund revenue in the form of fees charged for all discovery packets. For example, last year the program collected \$197,000 in revenue for felony cases and almost \$112,000 in revenue for misdemeanor cases.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of discovery packets created	16,287	19,000	15,639	16,000
Outcome	Total discovery revenue	\$384,405	\$375,000	\$314,418	\$340,000
Efficiency	Dollars returned to the general fund for each general fund dollar spent on direct services*	\$53.44	--	--	\$50

Performance Measures Descriptions

*This is a new measure.

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	2016	2016	2017	2017
Personnel	\$454,366	\$0	\$438,585	\$0
Contractual Services	\$8,000	\$0	\$8,200	\$0
Materials & Supplies	\$16,500	\$0	\$23,400	\$0
Internal Services	\$111,682	\$0	\$124,023	\$0
Total GF/non-GF	\$590,548	\$0	\$594,208	\$0
Program Total:	\$590,548		\$594,208	
Program FTE	7.00	0.00	6.50	0.00

Program Revenues				
Service Charges	\$350,000	\$0	\$350,000	\$0
Total Revenue	\$350,000	\$0	\$350,000	\$0

Explanation of Revenues

\$350,000 in Discovery Fees

Significant Program Changes

Last Year this program was: FY 2016: 15004-16 Records/Discovery

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	2016	2016	2017	2017
Personnel	\$505,613	\$655,088	\$539,798	\$944,754
Materials & Supplies	\$15,350	\$236	\$28,600	\$72,864
Internal Services	\$24,905	\$0	\$30,427	\$96,826
Total GF/non-GF	\$545,868	\$655,324	\$598,825	\$1,114,444
Program Total:	\$1,201,192		\$1,713,269	
Program FTE	5.54	7.46	6.13	10.87

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$80,116	\$0
Intergovernmental	\$0	\$655,324	\$0	\$1,114,444
Total Revenue	\$0	\$655,324	\$80,116	\$1,114,444

Explanation of Revenues

\$515,269 in Criminal Fine Account (CFAA) funding
\$599,175 in Victims of Crime Act (VOCA) funding

Significant Program Changes

Last Year this program was: FY 2016: 15005A-16 Victims Assistance Program

This program is now combined with last year's Restitution Recovery Program PO 15005B.

During FY2016, significant increases in federal funding from the Victim's of Crime Act (VOCA) became available resulting in the ability to increase staffing by ~4.00 FTE.

Department: District Attorney **Program Contact:** Rod Underhill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds the Multnomah County Justice Reinvestment Process (MCJRP) Deputy District Attorney and a Legal Assistant 2 to collaborate with agency partners in implementing and modifying (as needed) the MCJRP process that assesses offenders, gathers critical information and encourages sanctions, services and programs designed to reduce recidivism in a cost-effective manner. These efforts are aimed at decreasing reliance on Department of Corrections prison beds.

Program Summary

The MCJRP DDA's efforts focus on improving the criminal case process in order to have the best information available at important decision points throughout the public safety continuum. This includes, but is not limited to:

- providing continuing education and training of MCDA prosecutors on risk assessment and the MCJRP process and serving as a resource and liaison on MCJRP matters to prosecutors and defense attorneys as cases progress through the system.
- Working with agency partners to collaborate on modifications to the process or program, if necessary; and
- Attending BM11 and BM57 meetings to assist with, and facilitate discussions about, MCJRP Assessment evaluations.

The MCJRP DDA participates in workgroups and meetings such as the Justice Reinvestment workgroup, Re-Entry Council, Specialty Courts Subcommittee, Measuring Outcomes Subcommittee, Metro Regional Implementation Council, and other local work-groups to discuss effective programming, jail/prison usage, victim input/impact considerations, and recidivism. The attorney works closely with the Data Team Collaborative on baseline and outcome data.

The MCJRP DDA regularly staffs cases with MCJRP probation officers in an effort to monitor offender progress and performance in the program and in treatment (if applicable). This involves weekly or monthly staffing events of approximately 250 to 300 cases on the Intensive Supervision caseload. Through these case staffing events, particular attention is paid to an offender's restitution payment efforts. The MCJRP DDA also monitors second sentences (probation revocation) for prison intake trends.

The MCJRP DDA provides supervision and oversight to the Restitution Unit, particularly as it relates to MCJRP cases. The MCJRP DDA participates in restitution policy discussions, collaborates with agency partners on restitution issues, and provides guidance to the restitution team comprised of a DDA, CLS Interns and MCDA staff.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of defendants interviewed for potential diversion	1106	1106	1106	1106
Outcome	Number of defendants diverted from prison	243	243	243	243

Performance Measures Descriptions

Output - Number of defendants interviewed for potential diversion
Outcome - Number of defendants diverted from prison

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$214,138	\$0	\$265,605
Materials & Supplies	\$0	\$0	\$1,000	\$0
Internal Services	\$0	\$21,842	\$1,000	\$40,638
Total GF/non-GF	\$0	\$235,980	\$2,000	\$306,243
Program Total:	\$235,980		\$308,243	
Program FTE	0.00	1.00	0.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$16,039	\$0	\$33,626	\$0
Intergovernmental	\$0	\$235,980	\$0	\$299,140
Beginning Working Capital	\$0	\$0	\$0	\$7,103
Total Revenue	\$16,039	\$235,980	\$33,626	\$306,243

Explanation of Revenues

\$306,243 in revenue from the State of Oregon HB 3194.

Significant Program Changes

Last Year this program was: FY 2016: 15010-16 HB3194 Justice Reinvestment - DA Program Coordinator

Legal / Contractual Obligation

ORS 8.7000 requires the District Attorney to keep a register of official business, which is accomplished via the case management system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$275,000	\$0
Contractual Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$275,000	\$0
Program Total:	\$0		\$275,000	
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:

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	2016	2016	2017	2017
Personnel	\$262,714	\$0	\$279,539	\$0
Materials & Supplies	\$3,100	\$0	\$1,200	\$0
Internal Services	\$0	\$0	\$500	\$0
Total GF/non-GF	\$265,814	\$0	\$281,239	\$0
Program Total:	\$265,814		\$281,239	
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 2016: 15100-16 Division I Administration

Department: District Attorney **Program Contact:** Chuck Sparks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 15101B-16
Program Characteristics:

Executive Summary

The Juvenile Court Trial Unit prosecutes juvenile crimes ranging from misdemeanors to homicides. It has three primary functions: 1) delinquency cases (prosecuting juveniles who have committed criminal offenses), 2) dependency cases (litigating child protection cases in Juvenile Court), and 3) termination of parental rights (litigating cases where the abuse or neglect of a child necessitates effort be made to free the child for adoption).

Program Summary

The delinquency function involves the prosecution of 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.

The dependency function involves working closely with the State Department of Human Services (DHS) and other agencies to protect children who come to the attention of authorities as a result of abuse or neglect. Deputy District Attorneys are responsible for proving child protection cases (dependency cases) in Juvenile Court and for working with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place.

All efforts are made to keep the family unit intact, however when those efforts are exhausted the Termination of Parental Rights deputy DAs work in close collaboration with the State Department of Human Services to free these children for adoption. Services provided to law enforcement, juvenile courts, DCJ and DHS include filing petitions for delinquency, dependency or termination of parental rights, meeting with victims and witnesses, seeking restitution on behalf of victims, coordinating with juvenile court counselors, DCJ and DHS and trying cases in court.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of new or reopened dependency cases	398	425	388	400
Outcome	Number of children protected as a result of work on dependency cases	536	530	486	500
Output	Number of delinquency cases reviewed*	1,087	--	1,140	1,100
Output	Number of termination of parental rights cases*	95	--	100	80

Performance Measures Descriptions

*This is a new measure.

Legal / Contractual Obligation

Juvenile Trial Court/Termination of Parental Rights:8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,073,041	\$1,905,921	\$1,448,264	\$1,917,313
Contractual Services	\$0	\$20,000	\$7,000	\$21,746
Materials & Supplies	\$0	\$0	\$22,900	\$0
Internal Services	\$112,023	\$0	\$122,128	\$0
Total GF/non-GF	\$1,185,064	\$1,925,921	\$1,600,292	\$1,939,059
Program Total:	\$3,110,985		\$3,539,351	
Program FTE	8.74	14.76	12.07	11.96

Program Revenues				
Intergovernmental	\$0	\$1,925,921	\$0	\$1,939,059
Total Revenue	\$0	\$1,925,921	\$0	\$1,939,059

Explanation of Revenues

\$227,884 State of Oregon Juvenile Dependency
 \$1,342,426 State of Oregon Termination of Parental Rights
 \$368,749 Title IV-e

Significant Program Changes

Last Year this program was: FY 2016: 15101A-16 Juvenile Court Trial Unit

Last year this program offer was presented in two program offers 15101A-16 Juvenile Court Trial Unit and 15101B-16 Juvenile Dependency

Department: District Attorney **Program Contact:** Chuck Sparks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Domestic Violence program screens and prosecutes all domestic violence cases, violations of restraining orders and human trafficking crimes. This unit is made up of 8 DDAs and one fellowship attorney all of which are supervised by one Senior DDA. This unit has three support staff including a legal assistant, a subpoena clerk and an issuing clerk. This high volume unit prosecutes more than 1,400 domestic violence and human trafficking cases annually. This unit provides outreach and access to support services for all domestic violence victims including under-served populations.

Program Summary

The Domestic Violence unit prosecutes all types of family or intimate partner violence including assaults, sex crimes, and homicides. Last year the unit screened and prosecuted 1,403 domestic violence cases including 607 misdemeanors, 426 felonies, and 370 restraining order violations. The crimes include all level of assault, sexual assault, kidnapping, harassment, compelling and promoting prostitution and homicides. The unit works with our Victim Assistance program to assign an advocate to each case to provide outreach and access to support services for all victims of domestic violence and their families.

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. For example, the unit works closely with the Portland Police Bureau Domestic Violence Reduction Unit (DVRU) and the Domestic Violence Emergency Response Team (DVERT). The Senior Deputy of this unit is 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 a resource for training of community partners and state and local law enforcement agencies. The unit targets human trafficking offenders with two attorneys specially assigned to this role. The unit dedicates a full time attorney to mental health court and civil commitments for the county.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	All Domestic Violence Cases Issued (Felony, Misdemeanor, Violation of Restraining Order)	1403	1450	1665	1500
Outcome	All Domestic Violence Cases Resolved (Felony Misdemeanor, Violation of Restraining Order)	1056	1220	1299	1300
Output	All Domestic Violence Cases Reviewed (Felony Misdemeanor, Violation of Restraining Order)*	3027	--	2970	3000

Performance Measures Descriptions

*This is a new measure.

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	2016	2016	2017	2017
Personnel	\$1,601,212	\$55,848	\$1,674,540	\$48,552
Contractual Services	\$15,400	\$0	\$37,000	\$0
Materials & Supplies	\$22,600	\$0	\$21,020	\$0
Internal Services	\$6,376	\$2,792	\$7,930	\$2,428
Total GF/non-GF	\$1,645,588	\$58,640	\$1,740,490	\$50,980
Program Total:	\$1,704,228		\$1,791,470	
Program FTE	11.62	0.38	11.70	0.30

Program Revenues				
Indirect for Dept. Admin	\$2,050	\$0	\$2,009	\$0
Intergovernmental	\$0	\$58,640	\$0	\$50,980
Total Revenue	\$2,050	\$58,640	\$2,009	\$50,980

Explanation of Revenues

\$50,980 State of Oregon for Child Abuse Multidisciplinary Intervention (CAMI).

Significant Program Changes

Last Year this program was: FY 2016: 15102-16 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 group of 4 Deputy District Attorneys and 3 support staff has three primary functions: (1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, sexual exploitation and sexual assault 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.

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.

MDT is located at the Gateway Children's Center campus and co-housed with the Child Abuse Hotline and a specialized police unit comprised of detectives from the Portland Police Bureau and the Gresham Police Department. Last year, this program prosecuted some of the most troubling homicides and serious felony sexual and physical assaults against children in the county. This team reviews all fatalities which involve a child under the age of 18 years. Deputy District Attorneys also work with DHS and other agencies to protect children who are abused and neglected.

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) will be returned and the need for court involvement ended.

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. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	The number of child abuse and MDT cases reviewed	198	60	165	170
Outcome	The number of children protected on pre-adjudicated AND active reviews (cases resolved)	86	100	102	90
Outcome	The percent of successful prosecutions (resolved/issued) that kept children safe*	85%	--	90%	90%

Performance Measures Descriptions

*This is a new measure.

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	2016	2016	2017	2017
Personnel	\$906,884	\$179,234	\$708,453	\$185,359
Contractual Services	\$30,700	\$583,318	\$35,500	\$709,653
Materials & Supplies	\$11,550	\$20,730	\$13,000	\$39,860
Internal Services	\$79,352	\$39,164	\$54,764	\$46,743
Total GF/non-GF	\$1,028,486	\$822,446	\$811,717	\$981,615
Program Total:	\$1,850,932		\$1,793,332	
Program FTE	5.00	2.00	3.97	2.00

Program Revenues				
Indirect for Dept. Admin	\$28,759	\$0	\$38,678	\$0
Intergovernmental	\$0	\$822,446	\$0	\$981,615
Total Revenue	\$28,759	\$822,446	\$38,678	\$981,615

Explanation of Revenues

\$981,615 State of Oregon for Child Abuse Multidisciplinary Intervention (CAMI)

Significant Program Changes

Last Year this program was: FY 2016: 15103-16 MDT - Child Abuse 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

The three DAs and 21 staff of 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's 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. Last year the SED received \$1,942,518 in federal funding.

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) is sent directly to custodial parents for the benefit of the children in our community, providing a critical safety net for families. Last year the program collected 77.4% of funds owed to custodial parents.

SED, using automated, administrative, and judicial means to enforce court orders, currently collects support every month, resulting in payments benefiting over 10,000 children in our community. SED also works with the courts to offer those that are unable to meet their obligations with tools to do so such as assistance with job placement, addiction evaluations, and mental health services referrals.

In addition to enforcing child support and medical support orders SED also assists families by establishing paternity, establishing support and medical orders, modifying support orders to ensure a fair support amount, and establishing arrears on past support owed.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of families (cases) assisted each month	6,706	7,000	7,500	7,000
Outcome	Amount of child support collected	\$30M	\$30M	\$31M	\$31M
Efficiency	Percent of owed child support collected*	77.4%	--	78%	78%

Performance Measures Descriptions

*New measure. Federal fiscal year.

Legal / Contractual Obligation

ORS 25.080 provides the statutory authority and responsibility for the Multnomah County District Attorney Support Enforcement Division per intergovernmental agreement with the Division of Child Support, Oregon Department of Justice.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$596,429	\$1,951,535	\$558,151	\$2,086,703
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$38,097	\$0	\$38,097
Internal Services	\$121,101	\$363,275	\$100,890	\$467,013
Total GF/non-GF	\$717,530	\$2,362,907	\$659,041	\$2,601,813
Program Total:	\$3,080,437		\$3,260,854	
Program FTE	4.09	21.91	5.54	20.46

Program Revenues				
Indirect for Dept. Admin	\$129,455	\$0	\$264,176	\$0
Fees, Permits & Charges	\$0	\$26,201	\$0	\$30,955
Intergovernmental	\$0	\$2,336,706	\$0	\$2,510,655
Beginning Working Capital	\$0	\$0	\$0	\$60,203
Total Revenue	\$129,455	\$2,362,907	\$264,176	\$2,601,813

Explanation of Revenues

\$2,307,384 Federal Department of Justice
\$234,226 State of Oregon Department of Justice
\$60,203 Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2016: 15104-16 Child Support Enforcement

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 over the 57.5 person (26.5 DDAs, 10 interns and 21 support staff) trial units comprised.

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 UC/Gangs felony trial unit, the Misdemeanor trial unit and Intake.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases reviewed	23,506	22,000	16,902	18,000
Outcome	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases issued	18,605	17,700	13,134	15,000

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$394,670	\$0	\$435,605	\$0
Contractual Services	\$0	\$0	\$12,000	\$0
Materials & Supplies	\$0	\$0	\$1,500	\$0
Internal Services	\$0	\$0	\$1,000	\$0
Total GF/non-GF	\$394,670	\$0	\$450,105	\$0
Program Total:	\$394,670		\$450,105	
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 2016: 15200-16 Division II Administration

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	2016	2016	2017	2017
Personnel	\$1,721,636	\$22,659	\$1,814,799	\$0
Contractual Services	\$22,900	\$0	\$26,900	\$0
Materials & Supplies	\$11,200	\$0	\$16,850	\$0
Internal Services	\$14,692	\$1,196	\$15,478	\$0
Total GF/non-GF	\$1,770,428	\$23,855	\$1,874,027	\$0
Program Total:	\$1,794,283		\$1,874,027	
Program FTE	10.87	0.13	11.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$878	\$0	\$0	\$0
Intergovernmental	\$0	\$23,855	\$0	\$0
Total Revenue	\$878	\$23,855	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15201-16 Unit C/Gangs - Robbery, Weapons

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	2016	2016	2017	2017
Personnel	\$94,610	\$0	\$101,411	\$0
Total GF/non-GF	\$94,610	\$0	\$101,411	\$0
Program Total:	\$94,610		\$101,411	
Program FTE	0.50	0.00	0.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15201-16 Unit C/Gangs - Robbery, Weapons

This program offer is a restoration of a cut made to program offer 15201A-17 - Unit C/Gangs due to a reduction in general fund allocation.

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	2016	2016	2017	2017
Personnel	\$2,512,750	\$0	\$2,512,455	\$14,485
Contractual Services	\$46,675	\$0	\$29,700	\$0
Materials & Supplies	\$34,250	\$0	\$81,025	\$0
Internal Services	\$98,928	\$0	\$169,333	\$0
Total GF/non-GF	\$2,692,603	\$0	\$2,792,513	\$14,485
Program Total:	\$2,692,603		\$2,806,998	
Program FTE	26.00	0.00	24.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$14,485
Total Revenue	\$0	\$0	\$0	\$14,485

Explanation of Revenues

\$14,485 Northwest University Pritzker Fellowship Program

Significant Program Changes

Last Year this program was: FY 2016: 15202-16 Misdemeanor Trial Unit, Intake, Community

The program offer staffing is reduced by 1.00 FTE Deputy District Attorney in order to meet budgetary constraints.

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	2016	2016	2017	2017
Personnel	\$1,045,790	\$343,325	\$1,170,252	\$323,430
Contractual Services	\$0	\$0	\$150	\$0
Materials & Supplies	\$17,900	\$0	\$15,500	\$25,138
Internal Services	\$15,483	\$0	\$12,262	\$7,302
Total GF/non-GF	\$1,079,173	\$343,325	\$1,198,164	\$355,870
Program Total:	\$1,422,498		\$1,554,034	
Program FTE	7.07	1.93	7.28	1.72

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$6,042	\$0
Intergovernmental	\$0	\$61,692	\$0	\$55,021
Other / Miscellaneous	\$25,000	\$281,633	\$28,000	\$300,849
Total Revenue	\$25,000	\$343,325	\$34,042	\$355,870

Explanation of Revenues

\$34,042 in SBAD (John's School) revenue for the County General Fund.
 \$55,021 Justice Assistance Grant
 \$75,000 Lloyd Business Improvement District
 \$225,849 in revenue from TriMet

Significant Program Changes

Last Year this program was: FY 2016: 15203A-16 Neighborhood DA Program

Last year this program was presented as three separate program offers: 15203A-Neighborhood DA Program, 15203B-Rockwood Neighborhood Program, 15203C-Albina Neighborhood Program

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	2016	2016	2017	2017
Personnel	\$272,153	\$51,980	\$268,807	\$53,630
Contractual Services	\$33,985	\$0	\$34,000	\$0
Materials & Supplies	\$15,500	\$0	\$29,500	\$0
Internal Services	\$92,933	\$0	\$97,770	\$0
Total GF/non-GF	\$414,571	\$51,980	\$430,077	\$53,630
Program Total:	\$466,551		\$483,707	
Program FTE	2.55	0.45	2.51	0.49

Program Revenues				
Intergovernmental	\$0	\$51,980	\$0	\$53,630
Total Revenue	\$0	\$51,980	\$0	\$53,630

Explanation of Revenues

\$53,630 City of Gresham.

Significant Program Changes

Last Year this program was: FY 2016: 15204-16 Investigations

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 over the 23.5 DDA staff working in felony trial units A, B, D, and the Pretrial Unit.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	5,364	5,900	4,740	5000
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	3,703	4,000	3,192	3500
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved*	3,464	--	3,018	3200

Performance Measures Descriptions

*This is a new measure.

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	2016	2016	2017	2017
Personnel	\$262,714	\$0	\$279,539	\$0
Materials & Supplies	\$6,500	\$0	\$5,100	\$0
Internal Services	\$1,194	\$0	\$1,122	\$0
Total GF/non-GF	\$270,408	\$0	\$285,761	\$0
Program Total:	\$270,408		\$285,761	
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 2016: 15300-16 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, the felony trial unit designated to handle property crimes, holds offenders accountable by prosecuting fraud, auto theft, forgery, identity theft, white collar crime and theft and criminal mistreatment crimes that target the elderly. These are mid-level offenders within the public safety system.

Program Summary

This program housing 8.5 DDAs works in co-operation with local law enforcement agencies and other public safety partners to provide aggressive prosecution of persons arrested and charged with serious property and theft crimes. The work of this unit includes reviewing and prosecuting cases, such as auto theft, forgery, commercial burglaries, criminal mischief (damage to property) and fraud and theft crimes against the elderly. Last year the program reviewed 1950 cases.

This program also reviews and prosecutes crimes involving theft of identity which continues to be significant. The program reviews and prosecutes offenders who commit crimes against the businesses in the community. These crimes, which are commonly referred to as white collar crimes, and include forgery, aggravated theft and theft by deception.

The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding offenders accountable for committing serious property crimes. In the continuum of prosecution services, this unit prosecutes medium level offenders and is a key to making sure that offenders are held accountable for their criminal behavior.

This unit is also responsible for staffing and participating in the Success Through Accountability, Restitution, and Treatment (START) court program which is a post-sentencing drug court providing supervision and drug treatment for property offenders.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	1,209	1,200	1,068	1100
Outcome	Cases resolved	1,081	1,100	1,002	1050

Performance Measures Descriptions

Output - the number of cases for which a charging document has been created in this unit.
Outcome - the number of cases completed and closed in this unit.

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,772,201	\$76,880	\$1,846,024	\$70,748
Contractual Services	\$10,250	\$0	\$12,700	\$0
Materials & Supplies	\$8,800	\$0	\$15,450	\$0
Internal Services	\$8,128	\$7,688	\$7,300	\$0
Total GF/non-GF	\$1,799,379	\$84,568	\$1,881,474	\$70,748
Program Total:	\$1,883,947		\$1,952,222	
Program FTE	13.26	0.74	13.33	0.67

Program Revenues				
Indirect for Dept. Admin	\$5,645	\$0	\$0	\$0
Intergovernmental	\$0	\$84,568	\$0	\$70,748
Total Revenue	\$5,645	\$84,568	\$0	\$70,748

Explanation of Revenues

\$70,748 State of Oregon Success Through Accountability, Restitution, and Treatment (START)

Significant Program Changes

Last Year this program was: FY 2016: 15301-16 Unit A - Property Crimes

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 attorneys 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	2016	2016	2017	2017
Personnel	\$63,670	\$0	\$74,615	\$0
Total GF/non-GF	\$63,670	\$0	\$74,615	\$0
Program Total:	\$63,670		\$74,615	
Program FTE	0.50	0.00	0.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15301-16 Unit A - Property Crimes

This program offer is a restoration of a cut made to program offer 15301A-17 - Unit A due to a reduction in general fund allocation.

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	2016	2016	2017	2017
Personnel	\$941,694	\$0	\$1,101,635	\$0
Contractual Services	\$800	\$0	\$500	\$0
Materials & Supplies	\$12,200	\$0	\$14,770	\$0
Internal Services	\$14,276	\$0	\$12,677	\$0
Total GF/non-GF	\$968,970	\$0	\$1,129,582	\$0
Program Total:	\$968,970		\$1,129,582	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15302-16 Unit B - Drugs/Vice

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	2016	2016	2017	2017
Personnel	\$149,411	\$0	\$146,054	\$0
Total GF/non-GF	\$149,411	\$0	\$146,054	\$0
Program Total:	\$149,411		\$146,054	
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 2016: 15302-16 Unit B - Drugs/Vice

This program offer is a restoration of a cut made to program offer 15302A-17 - Drugs/Vice due to a reduction in general fund allocation.

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	2016	2016	2017	2017
Personnel	\$1,086,099	\$0	\$1,128,538	\$0
Contractual Services	\$30,000	\$0	\$22,200	\$0
Materials & Supplies	\$10,400	\$0	\$13,900	\$0
Internal Services	\$12,466	\$0	\$13,177	\$0
Total GF/non-GF	\$1,138,965	\$0	\$1,177,815	\$0
Program Total:	\$1,138,965		\$1,177,815	
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 2016: 15304-16 Unit D - Violent Person Crimes

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	2016	2016	2017	2017
Personnel	\$1,181,541	\$0	\$1,223,433	\$0
Materials & Supplies	\$6,200	\$0	\$12,300	\$0
Internal Services	\$5,000	\$0	\$9,000	\$0
Total GF/non-GF	\$1,192,741	\$0	\$1,244,733	\$0
Program Total:	\$1,192,741		\$1,244,733	
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 2016: 15305-16 Pre-Trial Unit

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$203,725	\$0	\$227,826	\$0
Materials & Supplies	\$0	\$0	\$2,150	\$0
Internal Services	\$0	\$0	\$500	\$0
Total GF/non-GF	\$203,725	\$0	\$230,476	\$0
Program Total:	\$203,725		\$230,476	
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 2016: 15306-16 Post Conviction Program - Deputy District Attorney

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A multi-jurisdiction project initiated and lead by the Multnomah County District Attorney's Office to process approximately 3,000 untested sexual assault kits in Multnomah, Marion, and Lane counties. The project is 100% grant funded via grants to MCDA and the Portland Police Bureau.

Program Summary

In October 2016, the Multnomah County District Attorney's Office was awarded a \$1,995,453 grant to process approximately 3,000 untested sexual assault kits (USAK's) in Multnomah, Lane, and Marion counties. In addition, MCDA is also the recipient of \$274,012, from a Bureau of Justice Assistance grant via the Portland Police Bureau to fund a Deputy District Attorney position to prosecute cases resulting from the testing of these kits.

Due to capacity constraints at the Oregon State Police (OSP) Crime Lab, testing of USAK's will be performed via a contracted laboratory pre-approved by OSP and that meets all federal requirements necessary for results to be entered in to the FBI Combined DNA Index System.

It is estimated that 75% of the testing will be completed in FY2017 and the remaining 25% will be completed in FY2018. The grant period ends June 30, 2017. Therefore the grant amounts shown above are planned to be spent over the FY2017/FY2018 budget years as follows:

District Attorney of New York (DANY) - \$1,496,938 in FY17 (\$498,470 in FY18)
 Bureau of Justice Assistance (SAKI) - \$211,431 in FY17 (\$62,581 in FY18)

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of SAFE Kits tested	--	--	--	3000
Outcome	Cases reviewed as result of testing	--	--	--	3000

Performance Measures Descriptions

*This is a new measure.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$191,861
Contractual Services	\$0	\$0	\$0	\$1,496,938
Internal Services	\$0	\$0	\$0	\$19,570
Total GF/non-GF	\$0	\$0	\$0	\$1,708,369
Program Total:	\$0		\$1,708,369	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$16,193	\$0
Intergovernmental	\$0	\$0	\$0	\$1,708,369
Total Revenue	\$0	\$0	\$16,193	\$1,708,369

Explanation of Revenues

\$1,496,938 District Attorney of New York (DANY)
 \$211,431 Bureau of Justice Assistance (SAKI)

Significant Program Changes

Last Year this program was:

Department Overview

The Health Department vision of Healthy people in healthy communities guides our work.

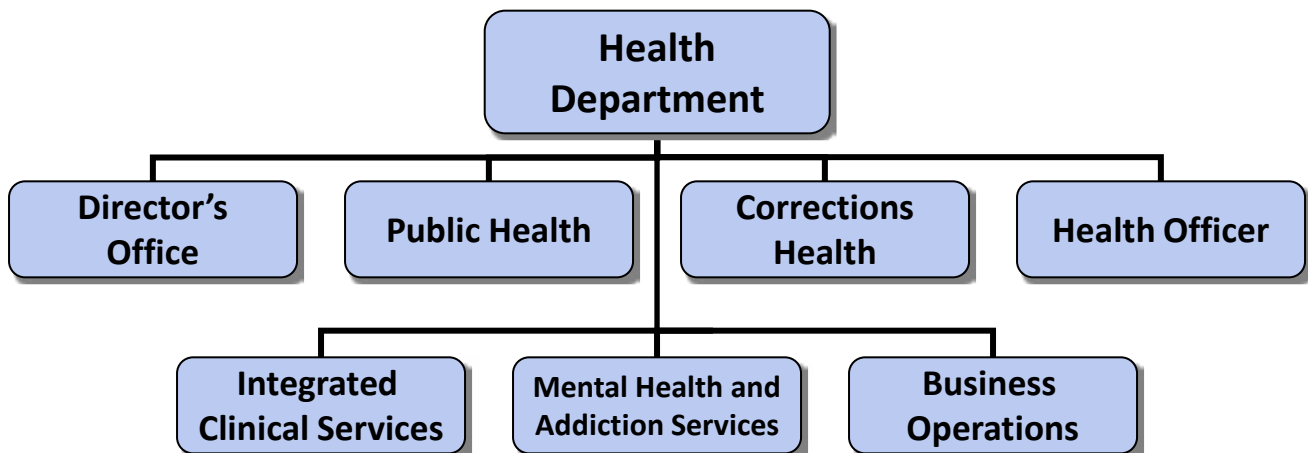
The Department mission: In partnership with the diverse communities we serve, the Health Department assures, promotes and protects the health of the people of Multnomah County.

The Department has four broad goals: improve health outcomes and health equity, especially among populations in which health disparities are prevalent; provide leadership in assuring access to high quality, affordable healthcare as part of health system transformation; increase the diversity of our organization at all levels; and invest in the development of a healthy, sustainable organization.

To achieve these goals the department has identified these key strategies:

1. Lead the integration and innovation of clinical services, public health programs and emergency response.
2. Strengthen the safety net through sustainable partnerships and financing systems.
3. Enhance professional development opportunities to further a culture of quality.
4. Create a Community Health Improvement Plan to address health disparities among communities of color.
5. Partner with Central Human Resources to strengthen our recruitment and advancement strategies so that diverse staff are hired, retained and promoted.
6. Build our capacity to become a trauma informed organization.

The department continues to deepen our cross system work with social services, sustainability and the criminal justice system.



Budget Overview

The FY 2017 Health Department budget is \$334,369,925 which represents a 2.2% increase over FY 2016. The County General Fund contributes just short of \$140 million, or 42% of the total. Traditional General Fund dollars make up 62% of these revenues, while Medicaid and Federally Qualified Health Center (FQHC) wraparound funds contribute an additional \$52.8 million. The majority of Health funds (\$194 million) come from Federal and State revenue, Medicaid (by way of Health Share of Oregon), and other medical fee revenue.

FY 2016 was the first year after transferring mental health services to the Health Department in response to changes created by the Affordable Care Act. There are no changes in FY 2017 on the same scale. In response to the opening of the Unity Center for Behavioral Health, the Health Department will ramp down Behavioral Health Crisis Services provided directly by Multnomah County. Health also consolidated Environmental and Community Health operations. FY 2017 also includes the establishment of a Tobacco Retail Licensing program (40006) aimed at reducing underage tobacco use.

The largest divisional change occurred in Integrated Clinical Services division (\$15.0 million increase) partially in response to continued Oregon Health Plan enrollment increases.

The following programs are new and/or funded on a one-time-only basis:

- Ambulance Service Plan Consulting Services (40004B) - \$100,000
- HIV Pre-Exposure Prophylaxis Strategy (PrEP) (40011D) - \$104,217
- North Portland Dental Expansion (40017B) - \$1,800,000
- Public Health Approach to Preventing Community Violence (40038B) - \$450,000
- Community Health Worker Training Carryover (40038C) - \$100,000
- MHASD Office of Consumer Engagement (40065D) - \$150,000
- Community Primary Care Expansion (40092) - \$500,000

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	1,059.44	1,387.96	1,381.29	1,488.53	107.24
Personnel Services	\$114,705,224	\$147,269,124	\$153,632,871	\$170,646,408	\$17,013,537
Contractual Services	13,641,799	119,880,177	119,786,137	105,699,148	(14,068,989)
Materials & Supplies	16,557,358	18,615,781	16,801,284	21,908,419	5,107,135
Internal Services	27,413,035	35,543,315	36,899,407	35,471,492	(1,427,915)
Capital Outlay	<u>329,999</u>	<u>70,614</u>	<u>120,000</u>	<u>644,458</u>	<u>524,458</u>
Total Costs	\$172,647,415	\$321,379,011	\$327,239,699	\$334,369,925	\$7,130,226

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

Successes and Challenges

The biggest issue in Mental Health continues to be seeking adequate funding for both the Medicaid service system that the County is responsible for and the safety net of services provided to the uninsured. Currently the department has a shortfall in the Medicaid system and the state is providing less state general funds for the crisis system. Despite these challenges, the department continues to expand mental health treatment options and increase services to both adults and children, particularly services to culturally diverse groups.

A consortium of hospitals under the leadership of Legacy Health Systems is developing the new Unity Center for Mental Health. The Unity Center will fill two important roles in our crisis response system: it will be the first psychiatric emergency room in the state and will also consolidate psychiatric hospital beds from area hospitals. Both of these important roles sited in one facility will increase the quality of emergency mental health care in the region and help the hospitals to more effectively utilize psychiatric hospital beds. The health department is jointly planning with the Unity Center and local mental health providers for coordinated discharge from the Center to community-based treatment.

The State of Oregon has a woefully underfunded and patchwork system of public health services. The state often mandates functions to counties that are significantly underfunded. Basic public health practices needed for population health are often not funded by the state. Multnomah County has provided significant county general funds for these functions. In the 2015 legislative session, the legislature received a report from a public health taskforce with recommendations for how to create standards for public health across the state. This report also recommends significant increases in state general fund investment in public health. The Oregon Health Authority will present a funding proposal to the 2017 legislative session. If this plan results in significant increases in the state funding for public health, our ability to respond to increasing demands for public health intervention and services will be vastly improved.

The Affordable Care Act (ACA) expansion of the Medicaid insured population continues to drive increased demand for services in our Integrated Clinical System. The Community Health Centers (clinics) employ more than one-third of the estimated primary care physician FTE for low-income residents in Multnomah County, and provides services to more than 70% of individuals in the county who receive care from Federally Qualified Health Center Program grantees. In January 2015, the County Board approved a plan to increase provider teams and other services within our existing clinics and pharmacies. The Department continues to implement that expansion. This year, ICS began a Saturday dental clinic at the Mid County Clinic that is increasing access to care. We are currently planning for expanded hours for primary care as well.

Diversity and Equity

Diversity and Equity efforts are part of the fabric of the department and fundamental to our work. The Department has one of the most diverse workforces in the county. We also serve an incredibly diverse population.

- The department continues to expand our recruitment efforts to attract and hire the most diverse work force in the County.
- The department currently offers a broad range of training for staff to enhance our ability to best serve this diverse population.
- All of our divisions provide culturally-specific services. Some of these include culturally-specific mental health contracted services and refugee-specific services in our clinics. Forty-one percent of our clinic clients prefer services in a language other than English and they speak more than 60 different languages. The department also supports a broad range of groups in the community that are working on health, mental health and equity for specific racial and cultural groups.
- This year our Mental Health Division staff are working with a broad coalition of community groups and individuals to develop a strategic plan for African American-specific addiction services.
- The Health Department Health Equity Initiative has been leading, managing and supporting the creation of a disparities focused Community Health Improvement Plan (CHIP). The CHIP is an action-oriented plan, required for accreditation, that outlines ways in which the department will partner with community organizations to prioritize community health issues and responses. This effort will engage over 200 individuals from the African, African American, Asian, Pacific Islander, Latino, Native American, Homeless youth, and the LGBTQI youth communities.
- In creating our new Community Budget Advisory Committee (CBAC), our business leadership actively recruited the County's most diverse CBAC.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$933,843	\$0	\$933,843	3.00
Health Officer	5,968,879	2,509,559	8,478,438	40.43
Public Health	27,414,184	27,260,710	54,674,894	318.42
Integrated Clinical Services	55,126,051	60,783,879	115,909,930	686.29
Business Operations	15,200,300	623,297	15,823,597	104.25
Corrections Health	16,648,730	172,142	16,820,872	105.40
Mental Health and Addiction Services	<u>18,585,941</u>	<u>103,142,410</u>	<u>121,728,351</u>	<u>230.74</u>
Total Health Department	\$139,877,928	\$194,491,997	\$334,369,925	1,488.53

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; its mission is to ensure, promote and protect the health of Multnomah County residents, and to intentionally set its strategic direction to fulfill this mission. The Director's Office leads more than 1,600 employees, and is responsible for more than \$331 million in state, county and federally funded programs and services.

The Health Director is the primary liaison to federal, state and county locally elected officials, and County department leadership. The members of the Department Leadership Team (DLT) report to the Health Department Director and are responsible for leading its six major divisions: Business Services, Integrated Clinical Services, Public Health, Tri-County Health Officer, and Mental Health and Addiction Services.

The Department Leadership Team is responsible for the provision of quality best practice services; strategic partnerships; leadership and direction for public health issues; stewardship of public resources; continuous improvement of service delivery systems; public health emergency preparedness, and maintenance of a diverse qualified workforce with high job satisfaction.

Significant Changes

Health care transformation continues to be a major focus for the Director's office. Mental Health Medicaid funding for Multnomah County is not sufficient to cover the costs of care and operations of a Medicaid insurance entity. The department continues to negotiate with Health Share of Oregon and the two other counties in our region to set appropriate rates.

Health care transformation also requires continuous quality improvement and the expansion of services delivery in our clinical services. The Department continues to plan for expansion within our current footprint since the long term funding picture is unclear.

The reorganization of the Public Health Division reflected in this year's budget, has helped to create a strategic direction for public health and focus our service delivery.

Health Officer

The Office of the Health Officer provides physician consultation, technical direction and leadership to support public health activities and clinical services in Multnomah County, fulfilling a requirement from the Oregon statutes. The Health Officer oversees deputy health officers for Multnomah, Clackamas and Washington counties to improve the consistency and quality of public health service in the Tri-County area and to ensure public health input on regional issues including health reform, environmental health, risk assessment and emergency preparedness.

Emergency Medical Services program under the Health Officer, coordinates, regulates and improves the quality of ambulance and other pre-hospital medical services for people experiencing a medical emergency, and provides physician medical direction to all emergency medical responders in the County.

Public Health and Regional Health System Emergency Preparedness assure the Health Department and the community are prepared to manage the public health aspects of emergencies and that health care delivery providers in the six-county NW Oregon region are prepared to provide effective medical care in the face of emergencies with large and complex health impacts.

The Medical Examiner is responsible for establishing the cause and manner of death of county residents who die under special circumstances.

Significant Changes

The Health Officer program anticipates extending its contract with Clackamas and Washington Counties for Deputy Health Officer services with an increase in FTE in Washington County. The Multnomah County Health Officer is leading a regional effort on prescription opioid safety with program manager funding support from the CDC and OHA.

The Medical Examiner's Office successfully recruited an experienced new staff to serve as the Chief Deputy Medical Examiner and is adding resources for 24-hour, 7-days per week coverage.

The Emergency Medical Services program is launching a two year effort to revise the County's 1995, Ambulance Service Plan, which will need County Commission approval, and anticipates a procurement process to select the next transport provider after the current contract expires in 2018. Negotiations are underway to obtain the services of a contractor to guide and facilitate this process.

Public Health

The Public Health Division is responsible for promoting and protecting health and preventing disease within Multnomah County's diverse communities. The division is guided by the Multnomah County Public Health Advisory Board, and department and division strategic plans. The division addresses inequities by co-developing approaches with community partners and supporting these approaches.

Major areas of investment are: 1) Maternal, Child & Family Health, ensuring that health and developmental needs of low-income families with infants and children with special health needs are met. 2) Environmental Health Services, protecting the safety of residents by inspecting licensed facilities; monitoring mosquitoes and other vectors; and assuring healthy environments, including tobacco-free environments. 3) HIV/STD and Adolescent Sexual Health Equity, reducing the spread of sexually transmitted diseases; and promoting healthy life choices among teens through sexuality education. 4) Communicable Disease Services, fulfilling the mandate to limit the spread of reportable communicable diseases through outbreak investigation, immunizations and specialty clinical services. 5) Community Epidemiology Services, supporting data-driven policy and interventions through health and disease monitoring, evaluation, and research. 6) Equity, Planning and Strategy, advances the self-identified priorities of diverse community partners to reduce documented inequities through program, policy, and system improvements; and culturally specific programming.

Significant Changes

The Public Health Division restructured in 2015, to bring a holistic approach to community health both in the Department and across the County.

The division received a Federal Office of Adolescent Health Teen Pregnancy Prevention grant to help young people, their parents, and their teachers prevent unintended teen pregnancies and sexually transmitted diseases. The project works with African American, Latino, and Native American partners in middle school, high school and community settings.

Additionally, with the passage of tobacco retail licensing and increased restaurant inspection fees, the division will receive new fee for service revenue to support enforcement, licensing, and policy analysis.

The Centers for Disease Control and Prevention Striving to Reduce Youth Violence Everywhere (STRYVE) federal funding will end September 2016, and has been replaced with County General Funds in FY 2017.

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 in 8 primary care clinic sites. Oral health and prevention services, located at 6 dental sites, provide much needed access to dental care for children and adults. Thirteen School Based Health clinics (SBHC's) provide primary care services to adolescents in the schools and surrounding community.

In calendar year 2015, ICS provided medical or dental services to approximately 71,000 of Multnomah County's most vulnerable residents.

Significant Changes

Integrated Clinical Services continues to innovate and refine services to meet the increased need and changing demands of health system reform. Dental Services opened Saturday Clinic hours in January 2016, providing much needed services to clients who cannot access services during normal business hours. Medical and Laboratory services were surveyed by the JCAHO in March 2015 and January 2016 respectively for quality and were re-accredited with "flying colors." SBHC's are leveraging technology by providing telemedicine for clients improving access along with quality of care. Finally, Primary Care Services continues its commitment to person-centered medical home by adding 16 Community Health Workers to the medical team, improving support for vulnerable clients accessing our services. Integrated to provide innovation, quality and access in the delivery of health care.

Our clients continue to represent our diverse community, with approximately 41% indicating they are best served in a language other than English. Our health centers serve clients speaking over 60 languages.

A remodeling project is planned for the North Portland Health center, using a combination of federal funds and county general funds to make space for dental services at this clinic.

Business Operations

Business Operations provides leadership, policy and strategic direction to the Health Department . This division includes Workforce Development, Human Resources and Training for more than 1,600 full and part-time employees. The Budget, Accounting, Medical Accounts Receivable and Contracting services manage a budget of over \$320 million. The division 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, maintenance of the strategic plan, communications, and priority setting for IT and data resources.

Human Resources and Workforce Development provide guidance and consultation in areas of recruitment and talent acquisition, employee and labor relations, workforce and organizational development, compensation and performance management, and administrative expertise. This includes customized approaches to address the unique needs of the diverse divisions within the department and specialty training for our healthcare, public health, and mental health workforce.

Business Services is responsible for financial reporting, budget development and monitoring, medical account services, contracts and purchasing.

Significant Changes

Healthcare transformation changes continue to dominate the landscape for Business Operations. We are working closely with the Coordinated Care Organizations, the State of Oregon, and the Centers For Medicare and Medicaid Services (CMS) to anticipate changes that impact the department. Business Operations has been working with Mental Health and Addiction Services (MHAS) and our partners at Health Share of Oregon to balance the regional Medicaid mental health funding to meet our financial obligations to clients and community providers.

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.

Unemployment in the State of Oregon has been steadily declining since 2010, currently at less than 6% with an even lower rate of 3.4% within Health Services. This coupled with the growing rate of retirement-eligible employees creates a need to develop a more proactive and inclusive recruitment and retention strategy. This also leads to a greater need to identify strategic succession planning approaches and feeder pool development to ensure the knowledge and experience of the workforce is sustained. This comes in the form of customized trainings, leadership development, and an expansion of recruitment efforts.

Corrections Health

The Corrections Health program meets mandated standards that assure access to care and safeguards the health of those who are in detention. A wide variety of health care services are in place to meet the urgent needs of detained adults in the Multnomah County Detention Center (MCDC), the Multnomah County Inverness Jail (MCIJ) and youth in the Donald E. Long Home.

From first entering the jail at booking, until being released or transferred to another setting, staff provide around-the-clock health evaluation, illness identification and treatment services for over 38,000 adults a year. Over 60% have serious, unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol/drug withdrawal and major mental/behavioral illnesses. Stabilizing health conditions allow detainees to participate in their legal cases, which is their right as citizens.

At the juvenile facility, licensed nursing staff provide services 16 hours a day, including screening, symptom evaluation and treatment for over 2,000 youth per year. More than 35% of the youth are receiving mental health treatment including medications. Health promotion and sexually transmitted disease (STD) treatment are a focus for the youth to improve their health and lower the rate of STD transmission once they return to the community. Healthy transition from jail to the community is a focus of our work.

Significant Changes

Corrections Health continues to work with the Sheriff's Office on three key issues:

The significant reduction in clients on suicide watch due to the addition of 24-hour mental health staffing. Prior to last year's expansion of mental health staff, it was common at any given time to have more than eight clients under continuous observation, now this is rare.

This partnering has allowed for the provision of appropriate treatment and housing options for Transgender clients, several of whom had previously not self-identified, but now feel safer making this disclosure.

Working closely together we are able to provide appropriate treatment and intervention for those clients who discuss PREA (Prison Rape Elimination Act) incidents.

Mental Health and Addiction Services

Multnomah County Mental Health and Addiction Services Division (MHASD) provides a comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in adults, youth and children. Through consumer-focused, culturally responsive and evidence-based practices, MHASD serves low-income, uninsured, and homeless individuals and families, as well as anyone who is in crisis.

More than 40,000 individuals received treatment services from the system in FY 2016. MHASD is a subcontractor of Health Share of Oregon; managing the mental health benefit of more than 133,000 Oregon Health Plan members in our county.

MHASD offers the community prevention/early intervention programs for adults, youth and children at high risk of a drug/alcohol or gambling addiction, and/or mental illness through EASA, Mental Health First Aid and similar programs.

School-based Mental Health serves over 1,500 youth in 27 schools and 13 School-based Health Clinics. MHASD endorses peer-delivered services by supporting a drop-in center, as well as hiring peers to incorporate consumer voice at every level.

Significant Changes

In FY 2016, MHASD successfully completed its transition from DCHS to the Health Department. The Mental Health Call Center moved to a joint site with the health clinic operations center and added additional staff, including Spanish speakers.

The Medicaid system responded to increased membership by adding more small practice providers able to provide population-specific services. The School-based Mental Health expansion added mental health consultants serving the African American, Hispanic, Asian Immigrant and Refugee communities. The Community Mental Health Program (CMHP) increased contracted immigrant and refugee mental health services and added services for older adults. The Stabilization and Treatment Preparation (STP) opened in July 2015, providing 16 beds of transitional housing for homeless individuals involved with the criminal justice system, decreasing recidivism.

Addiction Services initiated two new outreach pilots, both designed to engage individuals with potential addiction issues who are seen in medical settings. This reflects a truly integrated health care model where treatment occurs where the person gets their care. Mental Health First Aid and ASIST suicide prevention and awareness programs reached twice the number of individuals as last year.

The MHASD provider system successfully made the transition to ICD-10 medical codes.

Health Department

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

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Director's Office					
40000	Director's Office	\$933,843	\$0	\$933,843	3.00
Health Officer					
40002	Tri-County Health Officer	330,425	454,000	784,425	2.50
40004A	Ambulance Services (Emergency Medical Services)	2,091,853	955,725	3,047,578	12.48
40004B	Ambulance Service Plan Consulting Services	100,000	0	100,000	0.00
40005	Public Health & Regional Health Systems Emergency Preparedness	44,788	588,434	633,222	3.10
40030	Medical Directors (Physician, Nurse Practitioner and Nursing)	2,095,263	511,400	2,606,663	12.15
40052	Medical Examiner	1,306,550	0	1,306,550	10.20
Public Health					
40001	Public Health Administration and Quality Management	1,818,489	0	1,818,489	11.40
40006	Tobacco Enforcement	510,076	399,284	909,360	6.45
40007	Health Inspections and Education	4,003,518	92,715	4,096,233	28.60
40008	Vector-Borne Disease Prevention and Code Enforcement	1,337,338	0	1,337,338	9.60
40009	Vital Records	0	859,103	859,103	7.23
40010	Communicable Disease Prevention and Control	2,957,482	1,135,730	4,093,212	27.90
40011A	STD/HIV/Hep C Community Prevention Program	2,477,633	1,553,865	4,031,498	23.25
40011D	HIV Pre-Exposure Prophylaxis Strategy (PrEP)	104,217	0	104,217	0.75
40012	Services for Persons Living with HIV	1,248,806	7,010,583	8,259,389	34.75
40014	Immunizations	274,011	287,237	561,248	4.00
40018	Women, Infants and Children (WIC)	1,646,330	3,133,333	4,779,663	42.80
40025	Adolescent Health Promotion	355,676	1,449,999	1,805,675	8.90
40037A	Environmental Health Community Programs	300,745	190,000	490,745	2.70
40038A	Health Promotion and Community Capacity Building	847,853	659,001	1,506,854	8.77

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Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Public Health (cont.)					
40038B	Public Health Approach to Preventing Community Violence	450,000	0	450,000	2.83
40038C	Community Health Worker Training Carryover	100,000	0	100,000	0.00
40045	Health Equity Initiative (Racial Justice Focus)	1,244,934	0	1,244,934	7.70
40048	Community Epidemiology	819,301	1,887,025	2,706,326	13.44
40054	Nurse Family Partnership	2,210,304	1,689,639	3,899,943	20.40
40055	Children with Special Health Care Needs Home Visiting	1,200,198	1,995,612	3,195,810	19.10
40056	Healthy Families	941,485	2,375,461	3,316,946	12.55
40057	Future Generations Collaborative	392,059	133,435	525,494	1.50
40058	Healthy Birth Initiative	664,923	1,172,688	1,837,611	11.95
40060	Community Health and Chronic Disease Prevention	1,008,806	1,236,000	2,244,806	11.85
40092	Community Primary Care Expansion	500,000	0	500,000	0.00
Integrated Clinical Services					
40016	Medicaid/Medicare Eligibility	344,306	1,504,535	1,848,841	19.00
40017A	Dental Services	9,408,432	9,370,988	18,779,420	117.85
40017B	North Portland Dental Expansion	1,800,000	0	1,800,000	0.00
40019	North Portland Health Clinic	2,796,316	3,625,191	6,421,507	33.30
40020	Northeast Health Clinic	4,053,536	4,007,536	8,061,072	51.20
40022	Mid County Health Clinic	7,538,776	6,602,250	14,141,026	92.35
40023	East County Health Clinic	6,076,998	5,013,670	11,090,668	67.93
40024	School Based Health Centers	4,019,269	2,604,299	6,623,568	38.26
40026	La Clinica de Buena Salud	1,088,813	1,358,480	2,447,293	14.00
40027	Southeast Health Clinic	2,063,553	3,064,867	5,128,420	31.40
40029	Rockwood Community Health Clinic	3,140,850	3,081,903	6,222,753	39.80
40031	Pharmacy	0	18,418,624	18,418,624	56.75
40032	Lab and Medical Records	4,301,534	869,904	5,171,438	39.55
40033	Primary Care and Dental Access and Referral	2,171,119	558,626	2,729,745	26.80
40034	Quality Assurance	6,076,861	703,006	6,779,867	56.80
40036	Community Health Council and Civic Governance	245,688	0	245,688	1.30

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Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Business Operations					
40003	Health Department Leadership Team Support	1,001,890	0	1,001,890	10.00
40039	Human Resources and Training	3,200,172	0	3,200,172	20.65
40040	Budget & Finance	2,537,569	310,742	2,848,311	25.00
40041	Medical Accounts Receivable	1,665,492	0	1,665,492	14.00
40042	Contracts & Procurement	1,452,270	197,663	1,649,933	13.00
40043	Health Department Operations	2,447,359	114,892	2,562,251	17.60
40044	Health Clinical Data and Reporting	2,895,548	0	2,895,548	4.00
Corrections Health					
40049	Corrections Health Juvenile Detention	915,588	0	915,588	5.90
40050A	Corrections Health Multnomah County Detention Center (MCDC)	3,510,717	172,142	3,682,859	23.40
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	2,554,064	0	2,554,064	16.00
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	3,078,684	0	3,078,684	20.20
40051A	Corrections Health Inverness Jail (MCIJ) Clinical Services	2,937,381	0	2,937,381	15.70
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	1,816,506	0	1,816,506	11.10
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	1,343,530	0	1,343,530	8.70
40059	Corrections Health Mental Health Services	492,260	0	492,260	4.40
Mental Health and Addiction Services					
40065A	Mental Health & Addiction Services Administration	372,226	1,199,330	1,571,556	5.80
40065B	MHASD Office of Consumer Engagement	150,000	0	150,000	2.00
40066	Mental Health (CATC / Jail Diversion)	683,500	0	683,500	0.00
40067	Medical Records for MHASD	173,487	700,511	873,998	8.30
40068	Mental Health Quality Management & Protective Services	1,117,686	4,642,491	5,760,177	34.90
40069	Behavioral Health Crisis Services	1,810,362	5,523,545	7,333,907	20.25
40070	Mental Health Crisis Assessment & Treatment Center (CATC)	655,125	2,620,495	3,275,620	0.00
40071	Inpatient, Subacute & Residential MH Services for Children	0	2,856,605	2,856,605	0.00
40072	Mental Health Commitment Services	1,332,579	2,986,418	4,318,997	25.50
40073	Peer-run Supported Employment Center	80,000	0	80,000	0.00

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Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Mental Health and Addiction Services (cont.)					
40074A	Mental Health Residential Services	970,864	11,715,782	12,686,646	9.14
40075	Adult Mental Health Initiative (AMHI)	0	4,222,150	4,222,150	10.00
40076	Mental Health Services for Adults	0	29,153,415	29,153,415	15.06
40077	Mental Health Treatment & Medications for the Uninsured	1,113,897	146,368	1,260,265	0.00
40078	Early Assessment & Support Alliance	0	1,662,614	1,662,614	10.32
40079	Mental Health Services for Victims and Survivors of Domestic Violence	67,000	0	67,000	0.00
40080	Community Based MH Services for Children & Families	1,758,991	12,628,864	14,387,855	19.17
40081	Multnomah Wraparound	0	3,320,327	3,320,327	22.92
40082	School Based Mental Health Services	1,356,706	1,656,336	3,013,042	22.18
40083	Mental Health First Aid	171,066	0	171,066	1.00
40084	Culturally Specific Mental Health Services	1,567,513	0	1,567,513	0.00
40085	Adult Addictions Treatment Continuum	2,744,389	12,607,366	15,351,755	11.85
40086	Addiction Services Gambling Treatment & Prevention	0	789,500	789,500	0.15
40087	Addiction Services Alcohol & Drug Prevention	0	324,751	324,751	1.00
40088	Coordinated Diversion for Persons with Mental Illness	507,990	1,437,701	1,945,691	11.20
40089	Addictions Detoxification & Post Detoxification Housing	1,747,560	1,296,616	3,044,176	0.00
40090	Family & Youth Addictions Treatment Continuum	205,000	795,779	1,000,779	0.00
40091	Family Involvement Team	0	855,446	855,446	0.00
Total Health Department		\$139,877,928	\$194,491,997	\$334,369,925	1,488.53

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Department: Health Department **Program Contact:** Joanne Fuller

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, integration with other county departments, and is integral to health care transformation. The Director leads the Department Leadership Team which includes management of physical health, behavioral health and public health functions.

Program Summary

The Director and Department Leadership Team are responsible for integration of health services and operations to provide quality, best practice services; strategic partnerships with a wide range of community organizations; leadership and direction for public health issues and policies; stewardship of finances, facilities and personnel; continuous 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 the primary liaison to federal, state, county and local elected officials. The Director works with other county departments and community partners to lead the implementation of health care transformation within the county. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Increased access to Health Dept. services as measured by # of clients served.	161,016	166,210	163,592	166,210
Outcome	Annual Federal and State resources \$ leveraged for services (expressed in millions.)	\$102 mil	\$234 mil	\$111 mil	\$234 mil
Output	# of times MCHD is in local and national news media	63	90	90	90

Performance Measures Descriptions

Including Mental Health and Addiction Services division has resulted in an increase in the budget and media stories anticipated for next year.

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	2016	2016	2017	2017
Personnel	\$891,922	\$0	\$688,152	\$0
Contractual Services	\$41,100	\$0	\$39,750	\$0
Materials & Supplies	\$127,862	\$0	\$129,274	\$0
Internal Services	\$109,269	\$0	\$76,667	\$0
Total GF/non-GF	\$1,170,153	\$0	\$933,843	\$0
Program Total:	\$1,170,153		\$933,843	
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 2016: 40000-16 Health Department Director's Office

Department: Health Department **Program Contact:** Loreen Nichols
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40048, 40060
Program Characteristics:

Executive Summary

Public Health Administration and Quality Management (PHA-QM) provides leadership, administration, and quality management to support the foundational public health competencies of the Public Health Division (PHD). 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 leadership, administration, and quality management, Public Health Administration and Quality Management (PHA-QM) enables the Public Health Division (PHD) to meet the foundational capabilities and legal requirements of Multnomah County's local public health authority. The PHD is responsible for systems for promoting and protecting health and preventing disease of all residents and diverse communities within Multnomah County. Strategies of the PHD include direct services, policy interventions, community partnerships, planning and assessment.

Leadership: Unit includes the Office of the Public Health Director. Director is responsible for leadership and oversight of public health functions in Multnomah County. This unit sets the strategic direction of the PHD and anticipates future needs of public health in Multnomah County through division-wide strategic planning and active participation in regional and statewide public health systems work. This includes assessment and implementation of public health system reform (referred to as Public Health Modernization) and leadership on the Coalition of Local Health Officials and the Governor-appointed Public Health Advisory Board of the Oregon Health Authority.

Administration: This program 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 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 in this program include public health workforce development; public health informatics; project management for emerging public health issues with departmental and community significance (such as the prescription opioid epidemic); academic partnerships; and operating the Multnomah County Public Health Advisory Board, a community-led board that advises PHD leadership on strategic priorities and emerging issues related to eliminating health and social inequities and improving population health.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Multnomah County Public Health Advisory Board meetings.	NA	NA	10	12
Outcome	Number of required products completed for Public Health Accreditation across 12 service domains.	130	NA	200	300

Performance Measures Descriptions

1) New measure. Board was created in 2015. 2) New measure. A total of 334 documents are required for Public Health Accreditation demonstrating achievement of national standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$239,882	\$135,710	\$1,498,978	\$0
Contractual Services	\$103,942	\$0	\$132,873	\$0
Materials & Supplies	\$13,360	\$0	\$48,187	\$0
Internal Services	\$25,794	\$0	\$138,451	\$0
Total GF/non-GF	\$382,978	\$135,710	\$1,818,489	\$0
Program Total:	\$518,688		\$1,818,489	
Program FTE	1.00	1.00	11.40	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

The Public Health Director is reflected in this program. The public health informatics function, previously associated with program 40048 (Community Epidemiology), has been included in this program. Additional personnel increases are due to moves in program offers 40000 and 40035.

Department: Health Department

Program Contact: Paul Lewis

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Office of the Tri-County Health Officer provides public health physician consultation, medical direction, and leadership to health department administrators, program staff and community partners. This cooperative effort of the metro-county health departments is intended to: (1) Improve the consistency and quality of public health services in the three counties, (2) Increase learning and collaboration across the counties, and (3) Improve the quality, efficiency and effectiveness of Health Officer services, both as a region and for individual counties.

Program Summary

Four public health physicians serve as the Tri-County Health Officers

In Multnomah County the Health Officer is also the TriCounty 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, STI, TB, and Environmental Health Programs. The Health Officer oversees the EMS Program, the Public Health Emergency Preparedness Program, and the regional 7 county Hospital Preparedness Program. In addition the Health Officer supervises the Medical Director of the FQHC and provides technical consultation to the maternal child health program and health promotion efforts.

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) supervises select public health programs; (3) works with department staff, other county agencies, and community groups to manage critical public health problems; and (4) participates in department administration.

The program supports Multnomah County Health Department's goals by providing effective and accountable local public health practice leadership and medical direction that results in quality clinical and health promotion programs. In the current fiscal year, through the joint efforts of the TCHO, health officer program staff were able to provide leadership on chronic disease prevention programs, address issues of communicable disease control, lead the development of regional opiate prescribing standards and support and obtain regional leadership on the state prescription drug overdose prevention grant, lead regional Ebola response planning, provide technical support for board presentations on maternal child health, disparities, and e-cigarettes. Dr Lewis also participates in both the OLCC and OHA marijuana rules advisory committees.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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.	90%	100%	100%	100%

Performance Measures Descriptions

2) measured by renewal of intergovernmental agreement through FY17. TCHO program staff meet regularly with county health administrators to review service delivery, program satisfaction, and progress on individual workplan items. Contract deliverables for FY17 will be negotiated and finalized by June 30, 2016. These will provide guidance for work priorities and program activities.

Legal / Contractual Obligation

ORS 431.418 requires counties to employ or contract with a physician to serve as County Health Officer. Intergovernmental agreements with Clackamas and Washington counties specify Health Officer services that Multnomah County is required to provide as well as expected outcomes and evaluation measures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$292,251	\$289,234	\$310,144	\$382,125
Contractual Services	\$10,616	\$0	\$0	\$0
Materials & Supplies	\$10,315	\$11,657	\$10,366	\$13,281
Internal Services	\$14,580	\$29,709	\$9,915	\$58,594
Total GF/non-GF	\$327,762	\$330,600	\$330,425	\$454,000
Program Total:	\$658,362		\$784,425	
Program FTE	1.00	1.20	1.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$19,876	\$0	\$36,150	\$0
Intergovernmental	\$0	\$330,600	\$0	\$454,000
Total Revenue	\$19,876	\$330,600	\$36,150	\$454,000

Explanation of Revenues

Clackamas and Washington counties meet their ORS 431.418 requirements for health officer services through intergovernmental agreements (IGA) with Multnomah County. The Tri-County Health Officer is funded by \$454,000 in revenue from Clackamas and Washington counties.

Significant Program Changes

Last Year this program was: FY 2016: 40002-16 Tri-County Health Officer

Department: Health Department **Program Contact:** Joanne Fuller
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, Deputy Director of Public Health, Director of Nursing Practice, Tri-County Health Officer and their direct reports. 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 and reporting results.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of projects completed on time with an error rate not to exceed 3%.	92%	92%	92%	92%
Outcome	Annual satisfaction rating by Department Leadership Team on scale of 1 to 10.	9	9	9	9

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	2016	2016	2017	2017
Personnel	\$889,337	\$0	\$836,525	\$0
Materials & Supplies	\$23,746	\$0	\$17,649	\$0
Internal Services	\$92,039	\$0	\$147,716	\$0
Total GF/non-GF	\$1,005,122	\$0	\$1,001,890	\$0
Program Total:	\$1,005,122		\$1,001,890	
Program FTE	10.80	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 2016: 40003-16 Health Department Leadership Team Support

Department: Health Department **Program Contact:** Darrell Knott
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Emergency Medical Services (MC EMS) plans, regulates, coordinates, and provides medical supervision, system quality improvement, and quality assurance for all pre-hospital care provided by an exclusive emergency ambulance contractor, fire departments, and licensed non-emergency ambulance providers in the County.

Program Summary

The MC EMS Program has the following major functions:

1. Administration of the exclusive emergency ambulance contract to assure that performance criteria are met by the ambulance provider under franchise with the County.
2. Medical supervision of all medical care provided by 911 dispatchers, 911 EMS providers and non-911 ambulance providers, including Emergency Medical Technicians and Paramedics. Immediate medical advice for responders is provided via a contract with OHSU and the County under the direction and coordination of the MC EMS Medical Director.
3. MC EMS establishes quality standards for EMS services provided to the public and uses the Continuous Quality Improvement (CQI) process to monitor and improve the quality of service provided by the system.
4. Regulation of all ambulance business in the County in accordance with the ambulance service plan ordinance, MCC 21.400, and administrative rules. Regulation includes licensing and inspection of ambulances, review of ambulance contractor operations, levying fines for substandard contract performance and violation of administrative rules, and supervision of medical care. This includes planning activities to maintain the Ambulance Service Plan, County Code, Administrative Rules, and subsequent procurement, contracts and agreements.
5. Coordination of medical first response and 911 medical dispatch. All 911 fire and EMS responders in the County are dispatched by the City of Portland 911 Dispatch Center (Bureau of Emergency Communications). MC EMS assures that the 911 medical dispatch protocols are consistent with the care provided by the EMS provider agencies. The fire departments of Portland, Gresham, Portland International Airport, and volunteer fire districts throughout the County provide medical first response to 911 calls. 911 ambulance transport is provided by American Medical Response (AMR).
6. MC EMS provides coordination of major event planning, medical equipment specifications, liaison and coordination with local hospitals, and EMS disaster planning in the County with Emergency Medical Service provider agencies.
7. MC EMS provides supervision and coordination of the Tri-County 911 program. This includes coordination of care for the frequent users of the medical 911 system in Clackamas, Washington, and Multnomah County EMS systems.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Ambulance response times ≤ 8 min. 90% of calls	90.9%	90%	90.2%	90%
Outcome	Cardiac arrest survival to hospital	49%	35%	37%	35%

Performance Measures Descriptions

A major ambulance contract performance measure is the percentage of urban 911 emergency calls in which the ambulance arrives on scene in 8:00 minutes or less. Cardiac arrest survival to hospital demonstrates how quickly and effectively EMS responds and stabilizes patients in the field. It requires an integrated response system to achieve good patient outcomes, including access to 911, bystander CPR, timely first response, and effective EMS transport to the hospital.

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 ASA 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, IGAs with local fire and rescue jurisdictions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,371,900	\$0	\$981,298	\$693,996
Contractual Services	\$830,349	\$0	\$836,085	\$89,542
Materials & Supplies	\$191,205	\$0	\$168,647	\$45,952
Internal Services	\$94,253	\$0	\$105,823	\$126,235
Total GF/non-GF	\$2,487,707	\$0	\$2,091,853	\$955,725
Program Total:	\$2,487,707		\$3,047,578	
Program FTE	10.20	0.00	6.35	6.13

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$65,652	\$0
Fees, Permits & Charges	\$1,019,692	\$0	\$989,913	\$0
Intergovernmental	\$67,208	\$0	\$0	\$0
Other / Miscellaneous	\$114,785	\$0	\$114,225	\$955,725
Service Charges	\$733,951	\$0	\$814,790	\$0
Total Revenue	\$1,935,636	\$0	\$1,984,580	\$955,725

Explanation of Revenues

Program costs are recovered from licenses, fees, and fines. The fees are established and collected through agreements with AMR and other jurisdictions. The County Ambulance Services contract and MCC 21.400 provide the authority for MC EMS to levy fines for substandard performance. The finds fund system improvements.

Ambulance License Fees: \$989,913
 Medical Direction contracts: \$254,840
 Charges for Services: \$659,950
 Ambulance Fines: \$114,785
 Coordinated Care Organization grants: \$955,725

Significant Program Changes

Last Year this program was: FY 2016: 40004-16 Ambulance Services (Emergency Medical Services)

Department: Health Department **Program Contact:** Darrell Knott
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Ambulance Service Plan needs to be updated to reflect changes that have occurred in healthcare and the industry over the last 20 years. This must occur prior to an RFP for emergency ambulance services is completed prior to the current contract for exclusive emergency ambulance transport expiring in August, 2018. This Program add is to support a industry expert consultant for both the Ambulance Plan process and the subsequent Ambulance Service RFP. Multnomah County Emergency Medical Services (MC EMS) is currently operating under an Ambulance Service Plan that was adopted in 1994.

Program Summary

The Emergency Medical Services Program is designed to meet the County's responsibility under Oregon Revised Statute (ORS) 682. This ORS requires certain components be designed and present to ensure high quality Ambulance Transport to everyone within the County borders. The actual ambulance transportation is provided by a contractor. The Program provides oversight, regulation, and coordination between the Ambulance Provider, Fire Medical First Response, Hospital and Healthcare Systems, and other agency and individual participants. This proposed funding will pay for industry specific consulting services to assist the Program and the County with Emergency Medical Services (EMS) system planning, review and revision of the County's Ambulance Service Plan (ASP), and procurement of ambulance services in a multi-year project. The Ambulance Service plan was written and adopted in 1994. The Emergency Ambulance Service Contract is currently on a contract extension through a special procurement provision of purchasing rules. Through resolution 2013-138, the Board authorized the special procurement and directed the Program to conduct EMS planning and RFP procurement for a new ambulance service contract by Sept 1, 2018. The expert consultant is needed to complete the planning and subsequent procurement process.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of scheduled contracted milestones completed	-	-	-	90%
Outcome	% of contracted milestones completed on time	-	-	-	90%

Performance Measures Descriptions

Based on the work plan developed at the start of the project.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
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:

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 Incident Management Teams; 3) exercises to test and refine plans and capabilities, and 4) plans to increase capacity for key public health functions (e.g., epidemiology capacity to investigate and analyze an emergency's health impacts).

Regional 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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	87%	98%	88%	89%
Quality	Program satisfaction	87%	93%	88%	89%

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	2016	2016	2017	2017
Personnel	\$0	\$491,428	\$0	\$463,996
Materials & Supplies	\$0	\$4,704	\$264	\$50,873
Internal Services	\$26,142	\$80,540	\$44,524	\$73,565
Total GF/non-GF	\$26,142	\$576,672	\$44,788	\$588,434
Program Total:	\$602,814		\$633,222	
Program FTE	0.00	3.60	0.00	3.10

Program Revenues				
Indirect for Dept. Admin	\$34,670	\$0	\$40,355	\$0
Intergovernmental	\$0	\$576,672	\$0	\$588,434
Total Revenue	\$34,670	\$576,672	\$40,355	\$588,434

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).

State Public Health Emergency Preparedness and Cities Readiness Initiative: \$266,139
 OHA, PHEP Ebola, Health Security, Preparedness, and Response Program: \$322,295

Significant Program Changes

Last Year this program was: FY 2016: 40005-16 Public Health & Regional Health Systems Emergency Preparedness

Public Health Preparedness: Paradigm and training shift to Emergency Support Function (ESF) in support of Multnomah County Emergency Management. ORR process introduced and will influence future planning outcomes.

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40037, 40047, 40061
Program Characteristics:

Executive Summary

The Tobacco Prevention and Control Program works to prevent and reduce tobacco and nicotine use and exposure in through tobacco prevention efforts and enforcement of local and state regulations. In addition to being the leading contributor to premature death in Multnomah County, tobacco use is a health inequities issue: rates of cigarette smoking are highest among communities of color and among youth from low-income families. Multnomah County has one of the highest rates of illegal cigarette sales to minors in the nation.

Program Summary

In February 2015, the Board of County Commissioners elected to take action to reduce minor access and exposure to tobacco and e-cigarettes in Multnomah County. Passage of the ordinance will require expanded surveillance and enforcement of the new laws, combined with enhanced outreach and education to the community, with a specific focus on youth, parents and retailers who sell these products.

Tobacco use is the single most preventable cause of disease, disability, and death in Multnomah County and across the nation. Within Multnomah County, nearly 1,174 residents die prematurely from tobacco use each year, and more than 22,936 suffer from a disease caused by smoking. Despite these risks, approximately 113,100 adults currently smoke 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 population-based community interventions; implementation of strategies to reduce youth access to, and use of, tobacco and nicotine products; establishment of policy/regulation, counter-marketing, promotion, and enforcement of smokefree environments; providing support and resources to people who smoke who want to quit; surveillance and evaluation; and engaging diverse communities in tobacco prevention efforts.

In order to fulfill its obligation to the public, the Health Department will support the development and implementation of existing and new rules related to enforcement of the Indoor Clean Air Act; local, state, and federal laws for tobacco and e-cigarette use, possession, purchase, and sales to minors; and expansion of Smokefree Workplace laws. The Health Department will provide education for businesses, providers, and the community. This program will also develop and implement a campaign that includes both tobacco-and e-cigarette education and enforcement.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of tobacco retail licenses issued.	NA	NA	NA	778
Outcome	Number of policies established to reduce tobacco use and exposure.	NA	NA	NA	3
Output	Number of retailer education/outreach visits.	NA	NA	NA	622

Performance Measures Descriptions

1) New measure. Number of tobacco retail licenses issued under the new ordinance. 3) Under the ordinance, 80% of tobacco retailers will receive an education and outreach visit in the first year of the new requirement.

Legal / Contractual Obligation

Tobacco Prevention and Education (TPEP) grant, funded by the Oregon Public Health Division, OHA must comply with required work plans and assurances.

MC Ordinance 2015-1225

Oregon Indoor Clear Air Act Administrative Rules (ICAA OARS), Tobacco Master Settlement Agreement (MSA), SYNAR amendment to the Alcohol, Drug Abuse, and Mental Health Administration Reorganization Act, Racketeer Influenced and Corrupt Organization (RICO), Food & Drug Administration, and Family Smoking Prevention and Tobacco Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$75,445	\$322,107	\$411,394	\$255,485
Contractual Services	\$0	\$0	\$53,292	\$13,710
Materials & Supplies	\$912	\$4,594	\$22,223	\$3,367
Internal Services	\$8,150	\$70,704	\$23,167	\$126,722
Total GF/non-GF	\$84,507	\$397,405	\$510,076	\$399,284
Program Total:	\$481,912		\$909,360	
Program FTE	0.80	3.15	4.10	2.35

Program Revenues				
Indirect for Dept. Admin	\$23,892	\$0	\$24,169	\$0
Fees, Permits & Charges	\$0	\$0	\$510,076	\$0
Intergovernmental	\$0	\$397,405	\$0	\$399,284
Total Revenue	\$23,892	\$397,405	\$534,245	\$399,284

Explanation of Revenues

Tobacco Prevention and Education (TPEP) grant: \$399,284.
Tobacco retail licenses general fund fees : \$510,076.

Significant Program Changes

Last Year this program was: FY 2016: 40037-16 Environmental Health Education, Outreach and Housing

In FY16, the Tobacco Prevention and Education Program (TPEP) grant was shared between two different program offers, program 40037 (Environmental Health Education, Outreach, and Housing) and program 40047 (Public Health Community Initiatives). In this FY17 offer, TPEP is completely within this program.

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40008A, 40037
Program Characteristics:

Executive Summary

This fee-supported program 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. This program responds to needs of multicultural communities as well as media inquiries related to food safety in Multnomah County. Participation in the FDA Program Standards align the program with national standards. The program received an outstanding rating in the 2014 triennial review from the Oregon Health Authority.

Program Summary

This legally mandated program protects the health and safety of the entire community by providing education, assuring safe food and water, controlling disease, improving safety in the work place and reducing unintentional injuries as well as supporting other public health activities by incorporating prevention activities into the inspection process.

Inspected Facilities: The Health Inspections program has responsibility for assuring the health and safety in 5,712 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 & spas:** The program inspects and licenses 556 pools/spas to ensure pools are safe from hazards and disease. Field and classroom technical training is provided to approximately 66 pool operators each year. **Schools, Child and Adult Foster Care Facilities:** The program inspects 879 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 43 small water systems that are inspected every 3 to 5 years (depending on the type of system) to ensure they are properly maintained and meet EPA water quality standards. There are also 12 additional systems which the program monitors and responds to alerts. **Foodborne Illness Outbreaks:** Registered Environmental Health Specialists investigate local foodborne illness complaints in collaboration with the Health Department's Communicable Disease Services program and are key participants in emergency response.

The Health Inspections and Education program conducted 26 foodborne illness investigations in food service facilities in the previous fiscal year. **Food Handler Training and Certification:** training about safe food preparation in seven languages is provided online and in person to food workers at all literacy levels to promote health equity and entry into the workforce. Emergency contact information has been gathered for over 4,000 facilities, which can be used in a robo-calling system. A monthly newsletter/blog focusing on new food techniques and safety tips for operators, regulators, and community members has over 2,200 subscribers. The Multnomah County Food Service Advisory Committee is required by Oregon statute to provide recommendations to this program. Additionally, the Health Inspections and Education program anticipates and responds to media inquiries related to emerging issues and events in our region's robust and growing food community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of licenses issued.	6,692	8,967	6,022	7,670
Outcome	Number of Priority & Priority Foundation Violations.	6,401	8,145	7,388	7,374
Output	Number of facility inspections.	12,155	12,889	13,881	12,805
Output	Number of certified Food Workers eligible for employment.	13,073	12,319	13,473	14,041

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 to be employable in the food industry. Numbers pulled from Accela database.

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	2016	2016	2017	2017
Personnel	\$114,477	\$837	\$2,966,115	\$70,429
Contractual Services	\$275,770	\$9,120	\$254,117	\$4,920
Materials & Supplies	\$106,020	\$10,848	\$194,215	\$8,843
Internal Services	\$437,608	\$8,413	\$589,071	\$8,523
Total GF/non-GF	\$933,875	\$29,218	\$4,003,518	\$92,715
Program Total:	\$963,093		\$4,096,233	
Program FTE	0.00	0.00	27.89	0.71

Program Revenues				
Indirect for Dept. Admin	\$5,574	\$0	\$6,663	\$0
Fees, Permits & Charges	\$3,462,350	\$0	\$3,882,489	\$0
Intergovernmental	\$0	\$92,715	\$0	\$92,715
Total Revenue	\$3,467,924	\$92,715	\$3,889,152	\$92,715

Explanation of Revenues

Fees are set by ordinance. Refer to Chapter 21 MC Ordinance 08-140. Inspection Fees: \$3,746,685; Food Handler Fees: \$135,804. These fees are reflected in the budget as general fund fees.

In FY 2013, the Inspections Program received a 5-year, \$70,000 per year, FDA Grant to focus on Hazard Analysis Critical Control Points (HACCP) principles which will help restaurant operators meet food code requirements for conducting special processing of foods in their restaurant kitchens.

Environmental Health receives \$22,715 of support each year from the State of Oregon-Drinking Water Section. Funds are used to pay for staff who work in the drinking water program performing sanitary surveys and responding to alerts.

Significant Program Changes

Last Year this program was: FY 2016: 40007-16 Health Inspections and Education

In 2015, a new computer system, Accela, was implemented. This system has increased the amount of time for running operations and performing inspections. In FY16, a 10% fee increase was passed which paid for three new inspectors. This was in response to bringing the program more in line with state mandates and requests from the MC Food Service Advisory Committee.

License counts are based on numbers obtained from FirstStar and Accela. At the end of FY15, FirstStar was providing numbers that were not reliable and could change significantly from week to week. This increased the need to switch to a more reliable licensing system. For FY16, the program started using Accela to project these numbers and the program is still in process of working out the first-year bugs to obtain reliable numbers.

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40007, 40037
Program Characteristics:

Executive Summary

This program protects the public from emerging and imminent vector-borne (animal to human) diseases and reduces the social/economic impact of uncontained outbreaks. Some major diseases are vector borne, such as Hantavirus, West Nile Virus, and emerging Zika virus. Climate changes in the NW (warming winter temperatures, increase in rainfall, and urban landscape mgmt) will increase the risk of vector-borne diseases. Interventions include surveillance, analysis, proactive control/abatement of rodents and mosquitos, and public education. Program includes enforcement of nuisance codes.

Program Summary

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 1930s, when malaria was endemic. In 2015, ten counties in Oregon reported 74 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 disease using World Health Organization and Center for Disease Control best practices. Rodent control is critical to public health. Rodents can spread Hantavirus, plague and other diseases and can affect livability. A 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 program solicits input from a Commissioner-appointed Citizen Advisory Committee.

Objectives: Collection and identification of mosquitoes, birds and rats. Monitor for and respond to emerging vector-borne disease such as Zika virus and now-endemic West Nile Virus. Perform laboratory analysis on rats and mosquitoes to determine what species carry disease, their preferred habitats, and population size. Abate and or suppress mosquitoes that carry West Nile Virus with larvicides with the least impact, reduce the population by water control and vegetation management to reduce breeding habitat. Educate the average resident and vulnerable people about preventing vectors and their habitat through community meetings, pamphlets and the media.

Components: Mosquito Control – majority of funds/staffing. Rodent Control - primary service provider for rodent control countywide. Nuisance Code Enforcement – addresses public health code violations, esp. restaurant enforcement, dumping and harboring specified animals (e.g., bees, livestock, and birds).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of acres treated for mosquitoes	1,066	2,600	2,200	2,200
Outcome	Mosquitoes prevented (In billions)*	0.53	1.30	1.10	1.10
Efficiency	Number of acres treated for mosquitoes per FTE	213	520	440	440
Output	Number of rodent inspections conducted	1,030	850	850	900

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, Indoor Air Quality Act MC 21.500; 6 contractual mandates include grants, contracts, Federal, regional and local mandates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$961,155	\$0	\$952,733	\$0
Contractual Services	\$51,000	\$0	\$64,500	\$0
Materials & Supplies	\$110,608	\$0	\$106,461	\$0
Internal Services	\$199,129	\$0	\$213,644	\$0
Total GF/non-GF	\$1,321,892	\$0	\$1,337,338	\$0
Program Total:	\$1,321,892		\$1,337,338	
Program FTE	10.00	0.00	9.60	0.00

Program Revenues				
Fees, Permits & Charges	\$100	\$0	\$100	\$0
Intergovernmental	\$3,000	\$0	\$3,000	\$0
Other / Miscellaneous	\$1,000	\$0	\$1,000	\$0
Service Charges	\$290,935	\$0	\$290,935	\$0
Total Revenue	\$295,035	\$0	\$295,035	\$0

Explanation of Revenues

Local municipalities' revenue contracts equal \$295,035.00. Remainder is County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 40008-16 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: 40048
Program Characteristics:

Executive Summary

Vital Records is a legislatively mandated, fee supported program that produces birth and death certificates in accordance with federal and state statutes to maintain the integrity and accuracy of birth and death information. Information is analyzed and used for public health prevention and intervention activities, for example, to identify high risk groups for influenza and pneumonia deaths so that scarce resources (influenza vaccine) can be provided to the people at greatest risk. The program received high marks on the 2014 state triennial evaluation that assesses the quality and accountability of the program.

Program Summary

Birth and Death Certification: Multnomah County is responsible for issuing birth and death certificates within the first six months after the birth or death, and within 24-hours of receipt of a request for certificate. Death certificates can be issued to family members, legal representatives, governmental agencies, or to the person or agency with personal or property rights. Birth records can be released to immediate family including grandparents, parents, brothers/sisters, legal representatives or governmental agencies. Employees working in this program must be registered with the state to assure competency. An electronic birth and death data certification model was implemented requiring a significant increase in educating community partners.

Vital Records provides reliable information to the Community Epidemiology Services program to analyze for use in decision-making. Populations at risk for poor health outcomes are identified for the provision of proactive interventions. For example: Pregnant women were identified as being at great 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 to prevent deaths in this high-risk population. Data from Vital Records has also been used in the Health Department's Maternal and Child Health Data Book. Vital Records assures accurate, timely, and confidential registration of birth and death events minimizing the opportunity for identity theft and assuring accurate record of cause of death and the identification of parents of a newly-born child.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of birth and death certificates issued	40,714	41,523	41,822	44,530
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	2016	2016	2017	2017
Personnel	\$0	\$482,193	\$0	\$663,036
Contractual Services	\$0	\$23,711	\$0	\$19,264
Materials & Supplies	\$0	\$11,987	\$0	\$15,719
Internal Services	\$0	\$122,981	\$0	\$161,084
Total GF/non-GF	\$0	\$640,872	\$0	\$859,103
Program Total:	\$640,872		\$859,103	
Program FTE	0.00	5.38	0.00	7.23

Program Revenues				
Indirect for Dept. Admin	\$38,530	\$0	\$62,723	\$0
Fees, Permits & Charges	\$0	\$640,872	\$0	\$859,103
Total Revenue	\$38,530	\$640,872	\$62,723	\$859,103

Explanation of Revenues

This is a fee driven, self-sustaining program. Fees are determined by Oregon Public Health Division (OPHD). In January 2016, OPHD increased fees for the Vital Records program services. Fee revenue for Vital Records in FY2016 is \$859,103.

Significant Program Changes

Last Year this program was: FY 2016: 40009-16 Vital Records

In January 2016, the Oregon Public Health Division increased fees for the Vital Records program services. The fee increase has resulted in increased projected Vital Records fee revenue of \$218,231 from FY16.

Department: Health Department **Program Contact:** Amy Sullivan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40014, 40048
Program Characteristics:

Executive Summary

Communicable Disease Services (CDS) protect the health of our community by responding to reportable communicable diseases with prompt disease investigation, and by limiting the spread of these diseases by assuring treatment as needed. CDS upholds Oregon state statutes requiring investigation of and response to approximately 6,000 reportable diseases a year, from tuberculosis (TB) and pertussis to E. coli 0157 and suspected Ebola. CDS responds 24/7 to events of public health importance.

Program Summary

Communicable Disease Services (CDS) directly provides services that limit the spread of life-threatening infectious diseases using tools that have been the backbone of public health for over 100 years. CDS' vision includes being a trusted community resource that protects the people of Multnomah County from preventable infectious diseases. We conduct investigations that find people who have been exposed to serious diseases, to make sure they can get the information and care they need to stay healthy. To prevent these diseases before they start, we work with communities to provide education and screening. For people who have already have diseases like TB, we assure access to medicine. For healthcare providers, the program assures the availability of appropriate diagnostic testing by providing a link to state and national laboratories that test for rare pathogens. CDS also serves as the frontline of an international system to track communicable disease threats, collecting and analyzing essential information that is shared with our state and the Centers for Disease Control and Prevention.

Culturally diverse staff includes highly-trained public health nurses, epidemiologists, community health specialists, analysts, and administrative staff with knowledge of infectious disease transmission and state reporting rules. CDS works closely with other Health Department programs, including Environmental Health Services and the Health Officer; and provides educational opportunities for tomorrow's public health professionals. The work encompasses support for newly arriving refugees, who are disproportionately affected by communicable diseases that are common in their countries of origin. The expertise in CDS is also essential for supporting the Health Department's Emergency Response Plan and 24/7 response capacity.

Examples of work include: Comprehensive TB prevention and control activities provided through clinic and home visits, nursing case management, and TB screening; epidemiologic investigation and provision of preventive health measures in response to reportable disease exposures and outbreaks; response planning and implementation for emerging infectious diseases like Ebola and MERS; public health disease surveillance and analysis to track the communicable disease threats in our community; and provision of OSHA-mandated blood-borne pathogens training and health screenings for county employees.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of disease report responses.	5,367	6,800	5,850	5,850
Outcome	Number of meningococcal disease case contacts receiving recommendation or prescription.	100%	100%	100%	100%
Quality	Percent of tuberculosis (TB) patients completing treatment within 12 months.	100%	90%	95%	90%

Performance Measures Descriptions

1) Output: All disease reports and suspect case referrals received, processed, and responded to. PYA, CYE, and NYO account for improved HBV lab report definition. 2) Outcome: Reflects effectiveness of case contact investigation in response to life-threatening diseases (1 FY 2015 contact missing discrete/in notes). 3) Quality: Measure reflect standards, and are reported to the state for TB patients completing treatment within 12 months as set by Oregon & CDC (standard 90%).

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

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.

Oregon Local Health Department Program Elements PE 01, PE 03, PE 25, PE 43. Oregon Health Services and CLHO BT/CD & TB Assurances

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,688,132	\$567,711	\$2,318,307	\$965,190
Contractual Services	\$32,211	\$25,020	\$46,780	\$17,946
Materials & Supplies	\$13,201	\$75,407	\$73,106	\$33,736
Internal Services	\$0	\$538,240	\$519,289	\$118,858
Total GF/non-GF	\$2,733,544	\$1,206,378	\$2,957,482	\$1,135,730
Program Total:	\$3,939,922		\$4,093,212	
Program FTE	23.86	5.64	19.76	8.14

Program Revenues				
Indirect for Dept. Admin	\$62,880	\$0	\$79,804	\$0
Intergovernmental	\$0	\$1,037,487	\$0	\$979,340
Other / Miscellaneous	\$0	\$160,474	\$0	\$150,348
Service Charges	\$0	\$8,417	\$0	\$6,042
Total Revenue	\$62,880	\$1,206,378	\$79,804	\$1,135,730

Explanation of Revenues

The program offer is funded by federal and state grants, client fees and the general fund. 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) that build upon our 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): \$869,340

Refugee Health Promotion (Direct Federal): \$110,000

Medical Fees: \$156,390

Significant Program Changes

Last Year this program was: FY 2016: 40010-16 Communicable Disease Prevention and Control

We have seen increasing numbers of outbreak investigations; on-going challenges with multidrug resistant strains of TB; and emerging disease threats like Ebola, MERS, and Zika virus. These emerging threats can increase the need for active tracking of suspect cases (e.g., Ebola), or the need to inform communities about potential risks. Our changeable environment requires nimble, well-trained staff who can provide consistent leadership in complex investigation and response activities.

In FY 2017, we will reduce our Operations support staff by a 1.0 FTE Health Assistant. This change could leave us with a roughly one month gap in timely phone call response. We will limit this impact as we move on to an Electronic Health Record (July 2016 roll out), which will free-up other operations staff to fill this role.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40011B, 40011C, 40012, 40025
Program Characteristics:

Executive Summary

Multnomah County is in its fifth year of a syphilis outbreak. Gonorrhea rates have increased by 45%. Increases are related to decreased condom use due to lower perceptions of HIV risk. Statute requires that the Health Department investigate and interrupt disease transmission as a core public health function. This program prioritizes efforts to reduce racial & sexual minority inequities in STDs among adolescents and young adults. It includes critical services of surveillance, partner notification, and related wraparound services that link clients to services such as HIV care.

Program Summary

Prevention is the key strategy, using culturally-specific, evidence-based population focused approaches. Disease spread is reduced by: 1) Partner Services: Staff contact infected people, encourage treatment, partner notification and behavior change. 2) STD Clinic: Provides timely evaluation, treatment, and prevention counseling for people without health care access. STD rates highly correlate to poor access to quality, culturally competent, timely health care. Provides treatments for rare, complex cases in a judgment-free, culturally-relevant manner. STD Clinic is a designated Region X training site for medical providers. Provides consultations and continuing medical education to medical providers in the community. 3) Partnerships: Collaborates with community organizations, and other counties to enhance capacity. Helps people at-risk link to care, drug treatment, counseling, etc. Targeted community testing, health promotion, and condom distribution through direct service and subcontract to community partners. 4) Harm Reduction Services/Supplies: Syringe Exchange is proven to keep infection rates low among injectors, partners and their infants. Through more than 50,000 Syringe Exchange visits in FY15, clients brought in over 3,000,000 syringes. Clients reported exchanging on behalf of large groups of individuals. This informal user-driven distribution, increases the supply of sterile syringes in injection drug communities and is called "secondary syringe exchange". Services are provided by MCHD and a subcontracted community service provider. A new Harm Reduction Center in East Portland integrates HIV/HCV testing, wound and soft tissue infection clinical care, and addictions treatment care coordination with syringe exchange activities. Staff inform policy efforts to reduce drug use and harm and improve sexual health. Staff provide capacity building technical assistance to community partners.

The STD/HIV/Hep C Community Prevention Program has a strong record of meeting national benchmark performance measures, and is nationally recognized for innovation and program coordination, high client satisfaction across all demographics. Because these diseases disproportionately affect racial, ethnic, and sexual minority communities, we base our service delivery on local epidemiology to prioritize reducing disparities. The program is also cost-effective because preventing disease saves money over time. Delayed treatment increases disease spread and costly chronic conditions such as AIDS, liver disease, infertility and poor maternal/child health. Untreated, HIV leads to poverty and inability to work or maintain stable housing.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of community outreach/health promotion encounters.	51,566	40,000	54,094	50,000
Outcome	Percent of all County gonorrhea/syphilis/HIV cases diagnosed through this program.	30%	30%	24%	30%
Quality	Percent of gonorrhea/syphilis/HIV cases investigated	84%	90%	73%	90%
Quality	Number of STD and HIV test clinical encounters.	5,405	6,750	5,800	5,500

Performance Measures Descriptions

1) Quantifies amount of non-clinical community-based outreach and education provided. 2) Shows impact of program's ability to find, diagnose, and treat reportable STDs (including HIV) and capacity to target services to those at highest risk. 3) Due to reduced FTE and large increases in 2 main STDs, not all cases were able to be investigated. Prioritization algorithm recommended by CDC has been applied to investigate most important cases for public health. 4) Quantifies amount of clinical service provided each year. Due to reduced FTE. number of clinical encounters expected to be less in FY17.

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	2016	2016	2017	2017
Personnel	\$1,816,196	\$931,300	\$1,336,309	\$1,076,472
Contractual Services	\$237,600	\$430,377	\$375,072	\$259,230
Materials & Supplies	\$228,993	\$141,812	\$172,328	\$91,074
Internal Services	\$313,715	\$401,756	\$593,924	\$127,089
Total GF/non-GF	\$2,596,504	\$1,905,245	\$2,477,633	\$1,553,865
Program Total:	\$4,501,749		\$4,031,498	
Program FTE	17.75	8.45	14.07	9.18

Program Revenues				
Indirect for Dept. Admin	\$114,545	\$0	\$99,361	\$0
Intergovernmental	\$0	\$1,367,785	\$0	\$1,109,494
Other / Miscellaneous	\$0	\$256,465	\$0	\$134,750
Service Charges	\$0	\$280,995	\$0	\$309,621
Total Revenue	\$114,545	\$1,905,245	\$99,361	\$1,553,865

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, opiate overdose prevention and safe prescribing, and State Support for Public health disease investigation. Federal and CareOregon grants also contribute to program revenues.

State Local Public Health Authority IGA: \$919,494
 Federal Ryan White: \$40,000
 Federal STD Surveillance Network Grant (SSuN): \$150,000
 Cascade AIDS Project: \$18,000
 CareOregon Harm Reduction Clinic Grant: \$116,750
 Medical Fees: \$309,621

Significant Program Changes

Last Year this program was: FY 2016: 40011-16 STD/HIV/Hep C Community Prevention Program

In FY16, the LPHA decreased by \$105,000 due to reductions in federal HIV Prevention grant to OHA. This pays for testing, condom distribution, Disease Intervention Specialist (DIS) risk reduction & case management support for newly diagnosed individuals. In FY17, OHA will eliminate the \$45,000 STD program element that has historically been part of this budget. This funding was previously \$145K & paid for DIS, instead of having state employees assigned to our county (OHA withdrew state DIS from other counties in the region this year). Separate program offer retains 1.25 staff to maintain core surveillance functions. In 2017, a 3-year OHA grant for opiate overdose prevention & safe prescribing ends. It supported the integration of naloxone distribution, as well as other public education, data analysis, capacity-building, & policy analysis. Separate offer (Overdose Prevention Strategy) will backfill essential work that has no other funding mechanism.

Department: Health Department

Program Contact: Kim Toevs

Program Offer Type:
Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

PrEP (Pre-Exposure Prophylaxis) is daily antiretroviral medication intended to prevent HIV infection in high-risk individuals. Because STDs increase the risk of contracting HIV, the HIV Pre-Exposure Prophylaxis Strategy (PrEP) will make a significant population-level impact in reducing HIV transmission among highest risk populations by targeting individuals who receive services through the Health Department's STD/HIV/Hep C Community Prevention Program. This best practice strategy is critical for getting to zero cases of HIV in Multnomah County.

Program Summary

The U.S. Public Health Service recommends distributing PrEP (Pre-Exposure Prophylaxis) antiretroviral medication to those at highest risk of HIV infection. The Centers for Disease Control and Prevention (CDC) recommends implementing PrEP programs as a key HIV prevention strategy. Other urban health department STD clinics currently operate this approach. Locally, HIV rates are slowly decreasing due to early treatment of HIV, which drastically reduces transmission to others. The opportunity exists to reach zero cases of HIV in Multnomah County. To get there, it is essential to implement PrEP at a significant scale across communities at highest risk.

Cascade AIDS Project funded for PrEP community education by a pharmaceutical grant, will place two staff once a week each in the Health Department's STD Clinic to support PrEP education, counseling, and follow-up. The Health Department began a small-scale pilot of PrEP in January, 2016. One-time-only funding will allow the community to scale up these efforts to the level that can reduce population-level HIV infection rates. This funding is needed to assess sustainability through revenue generation from third party billing. The program will include insurance and drug assistance program enrollment support to pay for the drug itself, which will not be paid for with County general fund. PrEP will include STD and HIV testing as well as other clinical labs and medical history, on-going risk reduction and medication adherence counseling, and a proactive follow-up system for visits every three months. The goal is to transfer clients to a private prescriber within a year after initiation.

The Health Department's STD/HIV/Hep C Community Prevention Program will implement an equity-based approach to eliminate racial inequities in HIV infection risk. Because STDs are reported to this program and can be used as markers of individuals at highest risk, the program is uniquely positioned to assure access to men who have sex with men (MSM), and in particular MSM of color and low-income/uninsured MSM. PrEP will work in tandem with the broader health care delivery system to assure equal access to PrEP for all residents. Multnomah County has been a leader in HIV prevention strategies. The Health Department has an opportunity and an obligation to prevent HIV and help Multnomah County get to zero cases of HIV.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of clients at high risk for HIV started on PrEP.	0	0	30	150
Outcome	Number of PrEP clients diagnosed with HIV during treatment.	0	0	0	0
Quality	Clinical care follows CDC guidance	0	0	95%	95%

Performance Measures Descriptions

- 1)" High risk" defined by CDC guidance.
- 2) With appropriate screening, medication adherence support, and risk reduction counseling, HIV infection should be close to zero.
- 3) Guidance defined as: medication adherence counseling, appropriate clinical labs prior to prescribing, follow-up HIV/STI testing every three months.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$82,354	\$0
Materials & Supplies	\$0	\$0	\$21,863	\$0
Total GF/non-GF	\$0	\$0	\$104,217	\$0
Program Total:	\$0		\$104,217	
Program FTE	0.00	0.00	0.75	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:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40011-17, 40025-17
Program Characteristics:

Executive Summary

The HIV Care Services Program (HCS) and HIV Health Services Center (HIV Clinic) provide community-based primary care and support services to 2,900 highly vulnerable people living with HIV. Services target low income, uninsured, mentally ill, substance abusing, and other special needs populations. These services contribute to lower mortality from HIV, fewer disease complications and the associated costs, and reduced transmission of HIV in the community.

Program Summary

The HIV Clinic serves over 1,400 clients each year. Clinic services include outpatient medical care, mental health and substance abuse counseling, case management, health education, HIV prevention and risk reduction support, and treatment adherence counseling. Access to and use of HIV medications is optimized by clinical pharmacy services. Housing assistance and peer support are also offered to clinic clients. The HIV Clinic integrates prevention into all services to reduce client risk of HIV transmission. The clinic is supported by an active Client Advisory Board and a well established network of HIV social services providers, and is an AIDS Education and Training Center site training over 40 doctors, nurses, and pharmacists each year. 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.

HIV Care Services Program coordinates a regional 6-county care system that promotes access to high quality HIV services through contracts with health departments and community organizations. In the past year HCS served over 2,900 clients. HCS funded services include:

- Early Intervention: Outreach ensures early identification and treatment.
- Care: A coordinated primary care system provides medical, dental, mental health and substance abuse treatment.
- Service Coordination: Case management connects clients with health insurance, housing, and other services critical to staying in care.
- Basic Needs: Housing focuses on building life skills and access to permanent housing.
- Health Promotion: Behavioral education provides clients with self-management skills.
- Planning: A community-based council does service planning.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of unduplicated HCS clients served (all srv types/whole 6-county system).	2,979	2,700	2,875	2,700
Outcome	Percent of HCS clients (all 6 counties) engaged in HIV medical care.*	76%	85%	71%	85%
Output	Number of unduplicated HIV Clinic clients.	1,264	1,450	1,380	1,450
Quality	Percent of HIV Clinic clients whose last viral load test is below 200 copies.**	85%	80%	86%	85%

Performance Measures Descriptions

*Even though our mid-year estimate is lower than last year, during this year we are asking contracted providers to focus their quality improvement efforts on improving rates of medical engagement. This gives us confidence that this outcome will improve in the next year.

**A test result of less than 200 copies reflects a suppressed viral load. Research has shown that suppressed viral load also results in lower transmissibility of the disease so this measure is also a measure of HIV prevention.

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	2016	2016	2017	2017
Personnel	\$904,040	\$2,996,956	\$936,146	\$3,271,679
Contractual Services	\$163,000	\$2,687,913	\$102,304	\$2,597,765
Materials & Supplies	\$60,765	\$115,329	\$59,025	\$177,944
Internal Services	\$87,512	\$970,829	\$151,331	\$963,195
Total GF/non-GF	\$1,215,317	\$6,771,027	\$1,248,806	\$7,010,583
Program Total:	\$7,986,344		\$8,259,389	
Program FTE	6.48	26.44	7.56	27.19

Program Revenues				
Indirect for Dept. Admin	\$323,441	\$0	\$361,525	\$0
Intergovernmental	\$0	\$5,712,641	\$0	\$5,811,455
Other / Miscellaneous	\$0	\$20,000	\$0	\$20,000
Service Charges	\$1,030,533	\$1,038,386	\$1,204,958	\$1,179,128
Total Revenue	\$1,353,974	\$6,771,027	\$1,566,483	\$7,010,583

Explanation of Revenues

Services for Persons Living with HIV receives funding from the federal Ryan White Care Act Part A grant, county general fund, federal grants, local contracts, and medical fees.

HIV Clinic Revenue - Federal Ryan White & HIV Early Intervention grants: \$2,555,423; Medical Fees: \$2,384,086, State/Local Revenue contracts: \$148,300; Federal Primary Care Grant: \$45,000

HIV Care Services Revenue - Federal Ryan White Part A grant: \$3,084,732

Significant Program Changes

Last Year this program was: FY 2016: 40012A-16 Services for Persons Living with HIV

Department: Health Department **Program Contact:** Amy Sullivan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010A
Program Characteristics:

Executive Summary

The Community Immunization Program (CIP) contributes to a safe environment by supporting providers in their use of federally subsidized Vaccines for Children (VFC) and 317 (adults at high risk) Programs; and assuring that schools and childcare facilities comply with state school immunization rules. We also directly provide immunizations for persons in need across our community. CIP activities contribute to the community's ability to protect children and at-risk adults from life-threatening, vaccine-preventable diseases.

Program Summary

As a program within Communicable Disease Services, the vision of CIP is to be a trusted community resource that protects the people of Multnomah County from communicable diseases -- specifically vaccine-preventable diseases for CIP. No child should be unvaccinated because a parent is unable to pay for vaccines. Because vaccine-preventable diseases like measles can spread from person-to-person, childhood vaccination is important not only for individual health but for the health of those with whom children live, play, and go to school. Likewise, adults at high-risk for vaccine preventable diseases like Hepatitis B infection should have access to potentially life-saving vaccines regardless of their ability to pay. CIP ensures that the basic disease prevention needs of our community are met through several interrelated program components. We assure a safe vaccine supply and efficient use of vaccine for the county system of Federally Qualified Health Centers by monitoring the vaccine cold chain. We assure access to immunizations by providing immunization services at community sites and our clinic. No VFC-eligible child is turned away due to inability to pay, and any child needing vaccine to stay in school should have timely access to that vaccine. Adults at high-risk for vaccine preventable conditions like Hepatitis B can also access vaccine through our clinics. We conduct activities that uphold state mandates related to school immunization laws – including issuing exclusion orders as needed – and assure that all children in certified day care centers, preschools, kindergartens, Head Start Programs and students in private, alternative and public schools are complete or up-to-date on their immunizations.

Increasing complexity of addressing state school immunizations law requirements, combined with decreased Medicaid revenues and flat state funding, are challenging to all aspects of this program. Our commitment to values of innovation, collaboration, diversity, excellence, teamwork, and accountability keep us looking for solutions to address these challenges, including expanding community partnerships for delivering services and the use of technology to meet training needs for schools and day cares complying with school exclusion rules.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of immunizations directly provided to keep children in school.	1183	500	1000	1000
Outcome	Percent of assisted facilities successful in meeting immunization law requirement.	98%	98%	98%	98%
Output	Number of schools & other facilities assisted with immunization law requirements.	420	150	455	420
Output	Percent of all vaccine administration data entered within 14 days of vaccine administration.	100%	95%	95%	95%

Performance Measures Descriptions

Output 1: Vaccines provided from 1st Fri thru 3rd Sat. in Feb. Average ~2 vaccinations/child. CYP was before 40010 restoration. Output 2: Certified childcare facilities, kindergartens, and private schools directly assisted from Oct-Mar of the previous FY. In FY 2016, reassigned staff from other CDS programs and received a CDC-funded Public Health Associate (PHA); have PHA in FY 2017.

Legal / Contractual Obligation

State-Supplied Vaccine Accountability - OAR 333.047

School Immunization - Amended ORS 433.267, 433.273 and 433.284 (operative March 1, 2014); Administrative Rules 333-050-0010 through 333-050-0140; Oregon Revised Statutes 433.235 through 433.284

ALERT Immunization Registry - Administrative Rules 333-049-0010 through 333-049-0130; Oregon Revised Statutes 433.090 through 433.102

Vaccine Education and Prioritization Plan - Oregon Revised Statutes 433.040; Administrative Rules 333-048-0010 through 333-048-0030

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$207,454	\$186,991	\$186,061	\$231,919
Contractual Services	\$2,109	\$0	\$1,485	\$0
Materials & Supplies	\$25,850	\$22,987	\$34,028	\$21,506
Internal Services	\$38,565	\$73,121	\$52,437	\$33,812
Total GF/non-GF	\$273,978	\$283,099	\$274,011	\$287,237
Program Total:	\$557,077		\$561,248	
Program FTE	2.08	1.92	1.57	2.43

Program Revenues				
Indirect for Dept. Admin	\$17,020	\$0	\$21,939	\$0
Intergovernmental	\$0	\$198,446	\$0	\$200,492
Service Charges	\$0	\$84,653	\$0	\$86,745
Total Revenue	\$17,020	\$283,099	\$21,939	\$287,237

Explanation of Revenues

Immunizations is funded by the Immunization Special Payments grant included in the intergovernmental agreement between Multnomah County as the local public health authority (LPHA) and the Oregon Health Authority; patient fees; and by county general fund. Federal and state governments allow for a vaccine administration fee of \$21.96/vaccine for VFC and 317 program vaccines.

In the last decade, state immunizations funding increased by only 3%, and immunizations revenue declined as more people receive vaccines through their medical home or pharmacies. This pattern has left structural deficits in Program funding.

Fed/State LPHA Immunization Special Payments: \$200,492

Patient Fees: \$86,745

Significant Program Changes

Last Year this program was: FY 2016: 40014-16 Immunizations

CIP will continue to limit on-call staffing for mandated school immunization law. However, we have added support through the CDC-funded Public Health Associate's (PHAP) program. We expect to maintain at least one PHAP Fellow in FY 2017. Last year, the program supported over 400 facilities in submitting their school exclusion documentation, and developed on-line training for facilities. If we lose our PHAP fellow, we could fail to meet school law data sharing requirements in Program Element 43.

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	2016	2016	2017	2017
Personnel	\$298,752	\$1,173,065	\$225,503	\$1,347,151
Contractual Services	\$0	\$3,000	\$3,000	\$0
Materials & Supplies	\$9,063	\$8,301	\$20,871	\$0
Internal Services	\$0	\$216,445	\$94,932	\$157,384
Total GF/non-GF	\$307,815	\$1,400,811	\$344,306	\$1,504,535
Program Total:	\$1,708,626		\$1,848,841	
Program FTE	4.00	14.00	2.75	16.25

Program Revenues				
Indirect for Dept. Admin	\$84,218	\$0	\$123,045	\$0
Intergovernmental	\$0	\$291,424	\$0	\$294,467
Service Charges	\$0	\$1,109,387	\$0	\$1,210,068
Total Revenue	\$84,218	\$1,400,811	\$123,045	\$1,504,535

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 FY16 is based on actual expenses from FY2015. 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): \$1,210,068
 Federal Primary Care Grant: \$294,467

Significant Program Changes

Last Year this program was: FY 2016: 40016-16 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 25,000 people in Multnomah County. The Dental Program is the largest Safety Net provider for vital dental care in the County and provides unique child based services to uninsured and under-insured clients; focuses on access for patients with chronic diseases, children and pregnant women. The program uses evidence based practice guidelines.

Program Summary

The Dental program has three distinct service components. Six dental clinics provide comprehensive dental treatment for Medicaid (Oregon Health Plan) and uninsured patients. The clinics include outreach to uninsured patients with chronic health conditions seeking care at primary care sites. The clinical program also focuses on services for pregnant women because recent research indicates that dental hygiene and periodontal services provided during pregnancy may decrease preterm delivery and improves infant health outcomes. The School and Community Oral Health Program provides dental education, 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. The Dental program also delivers mandated services within two Corrections Health sites. Dental Services is an essential program that provides education, prevention, and dental treatment to Multnomah County's poorest and most vulnerable population. The County dental program is heavily invested in capturing oral health metrics that were recently introduced at both a federal and state level. These 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, three + preventive measures at each initial or recall exam (oral hygiene instruction, tobacco cessation, nutritional counseling), and improving access by, and initial access for patients who have recently gained insurance through our outreach efforts. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Billable patient visits	60,708	67,883	59,601	67,883
Outcome	Percentage of patients receiving three preventive services within a 12 month period	baseline	30%	33%	38%
Quality	Percentage of patients who say that 'provider always listens.'	77%	80%	82%	85%

Performance Measures Descriptions

% of patients who receive three preventive services within a 12 month period includes oral health instruction, routine cleanings, exams, nutritional counseling, and tobacco cessation when appropriate.
 % of patients who say that 'provider always listens,' is based on patient results obtained via scientific methods emphasizing confidentiality, SES, cultural background, and location receiving county services

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	2016	2016	2017	2017
Personnel	\$7,851,918	\$5,402,911	\$7,815,497	\$6,286,839
Contractual Services	\$49,669	\$208,692	\$77,644	\$209,022
Materials & Supplies	\$252,364	\$1,173,605	\$375,678	\$737,989
Internal Services	\$1,010,991	\$2,285,014	\$1,139,613	\$2,137,138
Total GF/non-GF	\$9,164,942	\$9,070,222	\$9,408,432	\$9,370,988
Program Total:	\$18,235,164		\$18,779,420	
Program FTE	54.16	59.16	51.42	66.43

Program Revenues				
Indirect for Dept. Admin	\$1,081,499	\$0	\$1,311,863	\$0
Intergovernmental	\$0	\$314,360	\$0	\$672,772
Other / Miscellaneous	\$0	\$350,000	\$273,222	\$0
Service Charges	\$8,918,524	\$8,405,862	\$8,888,793	\$8,698,216
Total Revenue	\$10,000,023	\$9,070,222	\$10,473,878	\$9,370,988

Explanation of Revenues

The primary source of revenue is Medicaid funds. Additional revenue is received from the Primary Care 330 federal grant, general fund (to support Billi Odegaard services for the homeless) and patient fees.

Dental Patient Fees: \$17,860,231
Federal Primary Care Grant: \$672,772

Significant Program Changes

Last Year this program was: FY 2016: 40017-16 Dental Services

Additional sealant delivery team hired to place sealants in our school based partners, which will allow us to penetrate 6th, 7th, and 8th graders, in addition to 1st, and 2nd graders. The schools targeted have a student body made up of 40% free or reduced lunch program participants. Dental visits are now scheduled out of the same electronic health system, EPIC, that appointments are made for primary care. Last year the dental program has crafted a vision specific for Dental which ties in directly to Integrated Clinical Services, and the Health Department: Inspiring patients and employees to integrate oral health with whole body health.

Department: Health Department **Program Contact:** Len Barozzini
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Dental Program is the largest Safety Net provider in the County, and provides services to low income clients; focuses on access for patients with chronic diseases, children and pregnant women. The program needs to expand services in areas of the county that are currently under served. Our North Portland Health Center has the ideal space to allow the dental program to add a clinic. The federal HRSA Capital Grant award for primary care and pharmacy remodels at NPHC provides an opportunity to leverage funding and co-locate medical, dental, and pharmacy services.

Program Summary

Our Northeast Dental Clinic currently serves approximately 3,000 unique visitors per year, and has over 11,000 visits. As the average wait time for new patient exams is 24 days, and return hygiene visits is over 40 days, a need exists to expand dental in same area. The Affordable Care Act (ACA) has increased insured dental patients throughout the county, and we are experiencing a need for dental services that is unable to fully satisfy the growing demand. The new dental clinic would fill a gap in the Northern portion of the county, by allowing medical patients seen at our North Portland clinic to have dental services in the same location. As the distance between the two clinics is over 6 miles, we believe a second dental clinic in the North area would benefit the community and increase the county's dental footprint in areas that are currently experiencing explosive growth. This expansion would allow us to encourage more of our neighbors at both the North Portland Clinic, and the NE clinic to seek dental services in a timely manner.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Increase access by adding 1000 unique patients in first year of operations	n/a	n/a	n/a	1000
Outcome	Patient Satisfaction: Patients report getting an appointment when they requested it.	n/a	n/a	n/a	70%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Materials & Supplies	\$0	\$0	\$1,310,000	\$0
Capital Outlay	\$0	\$0	\$490,000	\$0
Total GF/non-GF	\$0	\$0	\$1,800,000	\$0
Program Total:	\$0		\$1,800,000	
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:** Jessica Guernsey
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 more than 16,000 pregnant, post-partum and breastfeeding, income-qualified women, infants and children (under age five) per month. WIC is designed to promote positive health outcomes through strengthening life course nutrition with both nutritious foods and nutrition education, promoting and supporting breastfeeding, and providing comprehensive health and social service referrals.

Program Summary

Women, Infants and Children Program (WIC) provides nutritious food, nutrition education, growth monitoring, health screening, and support services to pregnant, postpartum, and breastfeeding women and their children up to five years of age experiencing poverty.

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, have less dental-related Medicaid costs, have a reduced risk for preterm birth and low birth weight babies by 25% and 44%, respectively, and demonstrate a lower prevalence of anemia than children with similar income not on WIC. For every dollar spent on a pregnant woman in WIC, up to \$4.21 is saved in Medicaid costs. WIC served over 27,000 clients last year and provided access to other support services including prenatal and other medical care, immunizations, Head Start, housing and day care assistance, social services, and more. The WIC Program acts as a core referral center for other health and social services and has been key in enrolling families in Medicaid and private insurance, as well as other early childhood programs. WIC's emphasis on prenatal health and early childhood, helps the County support health over the life course and reduce health inequities.

Supporting families in their breastfeeding goals is a key focus area for WIC. Breastfeeding provides immunity protection to infants, health benefits to the mother, and lifelong protection against becoming overweight and obese. WIC operates the Breastfeeding Peer Counseling Program, which provides breastfeeding support pre- and post-natally and maintains a caseload of over 600 clients. Since its inception, breastfeeding rates in Multnomah County have increased 1% per year.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of WIC clients receiving food benefits each month.	16,664	17,000	15,750	16,000
Outcome	Percent of WIC clients initiating breastfeeding.	91%	92%	92%	92%
Outcome	Show rate for WIC group nutrition education follow-up.	60.5%	59%	57%	59%
Outcome	Children at risk of anemia (2-5 year olds).	13.8%	15%	15%	15%

Performance Measures Descriptions

1) Output: Average number of clients served each month measures the average number of clients receiving WIC food benefits. 2) Outcome: % of mothers who initiated breastfeeding after delivery. 3) Outcome: return for education required each six months to continue participation. 4) Outcome: children with lower than recommended hemoglobin levels. Anemia/low hemoglobin reduces the ability for children to learn.

Legal / Contractual Obligation

The Special Supplemental Nutrition Program for Women, Infants and Children is authorized by Section 17 of the Child Nutrition Act of 1966, 42 U.S.C. 1786, as amended through PL105-394, and the regulations promulgated pursuant thereto, 7 CFR Ch. II, Part 246.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$760,527	\$2,813,716	\$848,599	\$2,798,959
Contractual Services	\$0	\$8,800	\$0	\$0
Materials & Supplies	\$67,194	\$28,547	\$75,448	\$48,013
Internal Services	\$681,957	\$331,560	\$722,283	\$286,361
Total GF/non-GF	\$1,509,678	\$3,182,623	\$1,646,330	\$3,133,333
Program Total:	\$4,692,301		\$4,779,663	
Program FTE	9.80	33.05	9.28	33.52

Program Revenues				
Indirect for Dept. Admin	\$191,342	\$0	\$222,699	\$0
Intergovernmental	\$0	\$3,182,623	\$0	\$3,133,333
Total Revenue	\$191,342	\$3,182,623	\$222,699	\$3,133,333

Explanation of Revenues

The Women, Infants and Children program's revenue is federal funds included in the intergovernmental revenue agreement between Multnomah County as the local public health authority (LPHA) and the State of Oregon Public Health Services. WIC is also funded with County general fund. 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.

State WIC grant: \$3,118,166

State Maternal & Child Health grant: \$15,167

Significant Program Changes

Last Year this program was: FY 2016: 40018-16 Women, Infants and Children (WIC)

In January 2016 WIC launched "eWIC," a new method for families to access WIC foods. This provides families with EBT (electronic benefit transaction) cards, replacing paper vouchers.

Department: Health Department **Program Contact:** Courtney Craigan
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. The clinic provides care to approximately 6,000 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 medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. North Portland Health Center serves a population of which 70% are below 100% of the Federal Poverty level. North Portland Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of patients with a North Portland Health Center assigned PCP	n/a	6,000	5,753	18,793
Outcome	% of children who are up to date on immunizations at 24 months of age	81%	85%	81%	85%

Performance Measures Descriptions

Output: Number of patients with a NPHC assigned PCP. Output measure was changed to patients assigned to a PCP instead of visits based on our payment restructuring with APM (alternative payment methods). Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. Efficiency measure was removed from monitoring as this is part of the clinic standard work.

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	2016	2016	2017	2017
Personnel	\$2,565,991	\$1,342,795	\$2,089,114	\$2,033,925
Contractual Services	\$0	\$59,332	\$0	\$63,476
Materials & Supplies	\$52,605	\$140,278	\$30,366	\$854,379
Internal Services	\$376,934	\$722,331	\$676,836	\$518,953
Capital Outlay	\$0	\$0	\$0	\$154,458
Total GF/non-GF	\$2,995,530	\$2,264,736	\$2,796,316	\$3,625,191
Program Total:	\$5,260,266		\$6,421,507	
Program FTE	17.90	15.30	22.40	10.90

Program Revenues				
Indirect for Dept. Admin	\$315,957	\$0	\$380,471	\$0
Intergovernmental	\$0	\$532,681	\$0	\$1,429,284
Other / Miscellaneous	\$185,000	\$0	\$0	\$0
Service Charges	\$2,805,631	\$1,732,055	\$2,793,564	\$2,195,907
Total Revenue	\$3,306,588	\$2,264,736	\$3,174,035	\$3,625,191

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 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: \$4,989,471

Federal Health Infrastructure Investment Program - Community Health Center Alteration/Renovation grant: \$840,095

Federal Primary Care grant: \$115,000

Federal Primary Care/Homeless grant: \$450,000

State Family Planning grant: \$24,189

Significant Program Changes

Last Year this program was: FY 2016: 40019-16 North Portland Health Clinic

Department: Health Department **Program Contact:** Michael Crocker
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. 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 8,000 patients that identify Northeast Health Center as their medical home.

Program Summary

Northeast Health Clinic primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Northeast Health Clinic serves a culturally diverse population of which 75% are below 100% of the Federal Poverty level. Northeast Health Clinic plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of patients with a Northeast Health Center assigned PCP	8,000	9,000	8,048	9,000
Outcome	Percentage of children who are up to date on immunizations at 24 months of age	85%	85%	82%	85%

Performance Measures Descriptions

Outcome: Number of patients with a NEHC assigned PCP

Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Legal / Contractual Obligation

The NEHC complies with the Bureau of Primary Health Care (BPHC) grant, State Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and 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	2016	2016	2017	2017
Personnel	\$3,422,690	\$1,635,286	\$3,198,685	\$2,862,870
Contractual Services	\$0	\$203,147	\$0	\$77,158
Materials & Supplies	\$134,152	\$166,492	\$12,491	\$271,890
Internal Services	\$495,730	\$928,540	\$842,360	\$795,618
Total GF/non-GF	\$4,052,572	\$2,933,465	\$4,053,536	\$4,007,536
Program Total:	\$6,986,037		\$8,061,072	
Program FTE	26.00	19.40	18.90	32.30

Program Revenues				
Indirect for Dept. Admin	\$419,558	\$0	\$559,221	\$0
Intergovernmental	\$0	\$772,692	\$0	\$982,127
Other / Miscellaneous	\$231,000	\$0	\$0	\$0
Service Charges	\$3,814,146	\$2,160,773	\$4,049,964	\$3,025,409
Total Revenue	\$4,464,704	\$2,933,465	\$4,609,185	\$4,007,536

Explanation of Revenues

Northeast Health Clinic is supported by a federal BPHC grant, State Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$6,992,029; Federal Primary Care grant: \$951,471
 State Family Planning grant: \$30,656; Legacy Health CARES grant: \$83,344

Significant Program Changes

Last Year this program was: FY 2016: 40020-16 Northeast Health Clinic

Output measure was changed to patients assigned to a PCP instead of visits based on our payment restructuring with APM (alternative payment methods).

Efficiency measure was removed from monitoring as this is part of the clinic standard work

Department: Health Department **Program Contact:** Christy Ward
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. The clinic provides a medical home to approximately 15,000 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). About 80% of all clients are or were refugees (Russia, Somalia, Sudan, Latin America, Vietnam, etc.). More than 80% of the MCHC staff speak a second language, many were refugees themselves. MCHC services are designed specifically to prevent people from needing more costly and often less appropriate care. The refugee population often receive no preventative care at home, leading to a disproportionately high rate of serious medical conditions (ie. diabetes, hypertension, heart disease, cancer). Most client families have three or more children; some 10 or 11 - often with serious health problems (ie. asthma, diabetes, poor nutrition, no dental care, post-traumatic stress, etc.) which impact their schooling and development. This program helps them with pediatric and prenatal services as well as referrals. Many children receive their first complete set of vaccines at MCHC. Mid County Health Center serves a culturally diverse population, 82% whose incomes are below 100% of the Federal Poverty Level.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of patients with a Mid County Health Center assigned PCP	n/a	15,000	14,993	20,000
Outcome	% of children who are up to date on immunizations at 24 months of age	85%	85%	80%	85%

Performance Measures Descriptions

Outcome: Number of patients with a MCHC assigned PCP

Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Legal / Contractual Obligation

MCHC complies with the Bureau of Primary Health Care (BPHC) grant, state Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and 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	2016	2016	2017	2017
Personnel	\$5,777,315	\$2,385,085	\$5,739,285	\$4,968,156
Contractual Services	\$0	\$434,387	\$276,500	\$103,397
Materials & Supplies	\$82,911	\$440,174	\$17,266	\$446,358
Internal Services	\$946,133	\$1,193,667	\$1,505,725	\$1,084,339
Total GF/non-GF	\$6,806,359	\$4,453,313	\$7,538,776	\$6,602,250
Program Total:	\$11,259,672		\$14,141,026	
Program FTE	58.40	13.20	60.00	32.35

Program Revenues				
Indirect for Dept. Admin	\$676,554	\$0	\$1,002,127	\$0
Intergovernmental	\$0	\$375,648	\$0	\$969,253
Other / Miscellaneous	\$370,000	\$0	\$0	\$0
Service Charges	\$6,429,939	\$4,077,665	\$7,536,451	\$5,632,997
Total Revenue	\$7,476,493	\$4,453,313	\$8,538,578	\$6,602,250

Explanation of Revenues

Mid County Health Clinic is supported by federal BPHC grant, state family planning grant, state funds for maternal & child health services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), county general fund, and medical fees.

Medical Fees: \$13,169,448

Federal Primary Care grant: \$930,310

State Family Planning grant: \$38,943

Significant Program Changes

Last Year this program was: FY 2016: 40022-16 Mid County Health Clinic

Output measure was changed to patients assigned to a PCP instead of visits based on our payment restructuring with APM (alternative payment methods).

Efficiency measure was removed from monitoring as this is part of the clinic standard work

Added four additional provider teams and support staff due to expanded hours, including Saturday service.

Department: Health Department **Program Contact:** Lynne Wiley
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The East County Health Center (EHC) provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of East Multnomah County. The clinic serves seasonal migrant workers, pregnant women, infants, children that reside in East Multnomah County who, even if insured, would remain isolated from comprehensive health care services because of where they live, the language they speak and their higher level of complex health care needs. The clinic provides a medical home to over 15,000 patients.

Program Summary

East County Health Center primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally appropriate primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. East County Health Center serves a culturally diverse population, 60% whose incomes are below 100% of the Federal Poverty Level. East County Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of patients with a East County Health Center assigned PCP	n/a	17,000	15,125	18,000
Outcome	% of children who are up to date on immunizations at 24 months of age	89%	85%	91%	85%

Performance Measures Descriptions

Outcome: Number of patients with a EHC assigned PCP

Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Legal / Contractual Obligation

The ECHC complies with the Bureau of Primary Health Care (BPHC) grant, State Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and 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	2016	2016	2017	2017
Personnel	\$4,945,551	\$2,511,193	\$4,372,688	\$3,624,577
Contractual Services	\$147,190	\$1,500	\$1,500	\$193,851
Materials & Supplies	\$42,395	\$499,996	\$66,958	\$347,697
Internal Services	\$1,523,783	\$803,991	\$1,635,852	\$847,545
Total GF/non-GF	\$6,658,919	\$3,816,680	\$6,076,998	\$5,013,670
Program Total:	\$10,475,599		\$11,090,668	
Program FTE	52.80	13.10	44.93	23.00

Program Revenues				
Indirect for Dept. Admin	\$629,307	\$0	\$741,327	\$0
Intergovernmental	\$0	\$527,405	\$0	\$1,091,797
Other / Miscellaneous	\$350,000	\$0	\$0	\$0
Service Charges	\$6,300,692	\$3,289,275	\$6,072,894	\$3,921,873
Total Revenue	\$7,279,999	\$3,816,680	\$6,814,221	\$5,013,670

Explanation of Revenues

East County Health Clinic is supported by Federal BPHC grant, State Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$9,994,767; Federal Primary Care grant: \$1,019,343; State Family Planning grant: \$72,454

Significant Program Changes

Last Year this program was: FY 2016: 40023-16 East County Health Clinic

Output measure was changed to patients assigned to a PCP instead of visits based on our payment restructuring with APM (alternative payment methods).

Efficiency measure was removed from monitoring as this is part of the clinic standard work

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 School-Based Health Center (SBHC) program provides access to comprehensive preventive, primary, and mental healthcare for Multnomah County school-aged youth at 13 school based health centers. Without this safety net many school-aged youth would not receive necessary health care.

Program Summary

The SBHC sites provide critical points of access to health care regardless of insurance status. SBHC's contribute to learning readiness through optimizing the learning environment by linking health and education for student success in school and life. This is achieved through partnerships with schools, families, healthcare providers and community agencies.

The SBHC program operates 13 fully equipped medical clinics. All clinics are located in schools. This program assures access to care by providing service ties 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, registered nurse, medical support staff and an office assistant. Services include chronic, acute and preventive healthcare; age appropriate reproductive health; exams, risk assessments, prescriptions, immunizations, fitness and nutrition education/counseling and referrals. This comprehensive approach enables early identification and intervention, thereby reducing risk behaviors. Program locations are geographically diverse and all Multnomah County school-aged youth are eligible to receive services (attending other schools, drop-outs, homeless, detention). The program strives to ensure that basic physical and behavioral needs of youth are met to help them attend, participate and remain in school. Healthcare for school aged youth is a basic need.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of patients with three or more visits with a risk assessment in the last year	65%	60%	65%	70%
Outcome	% of patients with persistent asthma prescribed appropriate medications	93%	80%	90%	80%

Performance Measures Descriptions

Legal / Contractual Obligation

SBHC complies with the Bureau of Primary Health Care grant, Joint Commission accreditation requirements and CCO contractual obligations. SBHC 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	2016	2016	2017	2017
Personnel	\$2,943,570	\$1,371,104	\$3,054,637	\$1,536,815
Contractual Services	\$87,837	\$15,295	\$34,724	\$76,372
Materials & Supplies	\$232,526	\$241,611	\$288,571	\$237,324
Internal Services	\$683,773	\$638,798	\$641,337	\$753,788
Capital Outlay	\$120,000	\$0	\$0	\$0
Total GF/non-GF	\$4,067,706	\$2,266,808	\$4,019,269	\$2,604,299
Program Total:	\$6,334,514		\$6,623,568	
Program FTE	21.82	15.56	23.71	14.55

Program Revenues				
Indirect for Dept. Admin	\$292,525	\$0	\$332,716	\$0
Intergovernmental	\$0	\$1,071,837	\$0	\$1,314,983
Other / Miscellaneous	\$206,440	\$80,000	\$0	\$0
Service Charges	\$2,392,353	\$1,114,971	\$2,469,260	\$1,289,316
Total Revenue	\$2,891,318	\$2,266,808	\$2,801,976	\$2,604,299

Explanation of Revenues

SBHCs are supported by federal BPHC grant, state family planning grant, State School Based Health Centers grant through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$3,758,576;

State SBHC grant: \$861,603

Federal Primary Care grant: \$373,379

State Family Planning grant: \$80,001

Significant Program Changes

Last Year this program was: FY 2016: 40024A-16 School Based Health Centers

The SBHC program went live in Sept 2015, with a telemedicine pilot at two clinic sites and will have evaluation findings in summer 2016.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40011, 40012
Program Characteristics: Measure 5 Education

Executive Summary

The Adolescent Sexual Health Equity Program (ASHEP) aims to create a culture that affirms the sexual and reproductive health and justice of youth in Multnomah County. ASHEP provides direct evidence-based comprehensive sexual health education to youth and parents/caregivers, as well as training and capacity building for middle schools, high schools, and community partner agencies. Goals include reducing unintended pregnancy and sexually transmitted infections, eliminating sexual health disparities, and more. In FY17, ASHEP will reach over 10,000 youth.

Program Summary

The Adolescent Health Promotion (now, ASHEP) program plays an integral role in sexual health promotion strategies through large-scale population-level sexual health programming in multiple school districts and community settings, with youth, caregivers and service providers. The program uses positive youth development approaches and focuses efforts on current geographically- and demographically-based data. ASHEP partners collaboratively to promote personal and community resilience and restoration, dismantle inequities, and support culturally-specific and responsive efforts.

Public health indicators targeted: The overall teen unintended pregnancy rate in Multnomah County is higher than the state's rate, and significant inequities exist among Latinos, Native Americans, African Americans. Sexually transmitted infection rates are high in youth, with worse impact in specific racial/ethnic and LGBTQ youth populations when compared to the county as a whole. Both of these health issues can impact long term health and fertility, interrupt education, and change future opportunities.

Program Activities: Youth education and skill building: Health Educators teach youth directly, using evidence-based culturally specific or general education approaches as appropriate. Sites include alternative high schools, SUN programs, residential treatment, and juvenile detention and other community sites. Middle and High School teacher training: Supports school districts in providing evidence-based comprehensive sexuality education through technical assistance and capacity building effort for teachers, including training and coaching, classroom co-teaching, as well as curriculum support. Community services: Community capacity is increased by training partner organizations and working together on policy advocacy, increasing community awareness, and improving cultural responsiveness of educational curricula. In tandem with community partners, ASHEP increases skills and knowledge of parents, foster parents, and other supportive adults to communicate with youth about sexual health, relationship skills, and decision-making. Culturally-specific approaches are implemented by and for African American, Latino, and Native American communities by staff and through partnerships.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of participants in educational sessions/training.	10,474	1,500	3,500	12,000
Outcome	Percent of educators who feel confident teaching evidence-based sexuality education.	NA	NA	85%	90%
Quality	Percent of classes taught to fidelity.	NA	NA	NA	85%

Performance Measures Descriptions

1) Total number of target population participants reached through direct services (includes parents, youth, teachers, and community-based program staff) 2) Outcome: The percentage of newly trained facilitators that feel confident they can implement an evidence-based sexual health curriculum (new measure). 3) Quality: The percentage of observed classes that include key components of evidence-based curricula (new measure).

Legal / Contractual Obligation

The Office of Adolescent Health Teen Pregnancy Prevention Grant (Adolescents and Communities Together) requires 5,000+ priority youth and 12,000 total youth served with evidence-based curricula.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$453,323	\$129,835	\$211,182	\$670,999
Contractual Services	\$1,500	\$0	\$1,500	\$676,463
Materials & Supplies	\$10,551	\$1,667	\$33,451	\$21,347
Internal Services	\$56,297	\$13,651	\$109,543	\$81,190
Total GF/non-GF	\$521,671	\$145,153	\$355,676	\$1,449,999
Program Total:	\$666,824		\$1,805,675	
Program FTE	4.80	1.55	2.01	6.89

Program Revenues				
Indirect for Dept. Admin	\$8,727	\$0	\$63,476	\$0
Intergovernmental	\$0	\$145,153	\$0	\$1,449,999
Total Revenue	\$8,727	\$145,153	\$63,476	\$1,449,999

Explanation of Revenues

Federal Teen Pregnancy Prevention Grant: \$1,449,999.

Significant Program Changes

Last Year this program was: FY 2016: 40025A-16 Adolescent Health Promotion

Three grants ended in FY16 totaling \$145,153, but the 5-year Teen Pregnancy Prevention grant award began in FY16 at \$1,249,000 annually, encompassing the same areas of work. The ending grants are:

Fed/State Latina Teen Pregnancy Prevention grant: \$87,206

State My Future-My Choice teacher training curriculum grant: \$30,000

Healthy Marriage Initiative funding: \$27,947

Department: Health Department **Program Contact:** Christy Ward
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. 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 2,600 patients that identify La Clinica de Buena Salud Health Center as their medical home.

Program Summary

La Clinica provides culturally appropriate, comprehensive primary care, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. Eighty percent are at or below 100% Federal Poverty Level (FLP). La Clinica health and social services team includes: primary, preventive and urgent health care behavioral health services, case management and resource referral. Although La Clinica was initially intended to primarily serve the Latino community, the program has expanded and responded to the area's changing demographics which include culturally-specific services for Somali immigrants and refugees, and Russian speaking families in the Cully neighborhood and beyond. La Clinica is the County's anchor health care program for homeless children and families. This program supports many of the basic living needs priorities. La Clinica serves a culturally diverse population of which 56% are below 100% of the Federal Poverty level. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of patients with a La Clinica assigned PCP	2,654	3,000	2,800	3,000
Outcome	% of children who are up to date on immunizations at 24 months of age	91%	85%	91%	85%

Performance Measures Descriptions

Outcome: Number of patients with a La Clinica assigned PCP

Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Legal / Contractual Obligation

The LCBS 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. 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	2016	2016	2017	2017
Personnel	\$952,575	\$728,549	\$908,034	\$829,506
Contractual Services	\$0	\$40,154	\$0	\$31,786
Materials & Supplies	\$36,873	\$87,523	\$11,538	\$104,517
Internal Services	\$211,505	\$338,244	\$169,241	\$392,671
Total GF/non-GF	\$1,200,953	\$1,194,470	\$1,088,813	\$1,358,480
Program Total:	\$2,395,423		\$2,447,293	
Program FTE	11.40	3.20	6.20	7.80

Program Revenues				
Indirect for Dept. Admin	\$143,900	\$0	\$153,852	\$0
Intergovernmental	\$0	\$599,827	\$0	\$726,560
Other / Miscellaneous	\$100,000	\$0	\$0	\$0
Service Charges	\$1,099,030	\$594,643	\$1,086,358	\$631,920
Total Revenue	\$1,342,930	\$1,194,470	\$1,240,210	\$1,358,480

Explanation of Revenues

La Clinica de Buena Salud is supported by a Federal BPHC grant, State Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$1,718,278

Federal Primary Care/Homeless grant: \$704,779

State Family Planning grant: \$21,781

Significant Program Changes

Last Year this program was: FY 2016: 40026A-16 La Clinica de Buena Salud

Output measure was changed to patients assigned to a PCP instead of visits based on our payment restructuring with APM (alternative payment methods).

Efficiency measure was removed from monitoring as this is part of the clinic standard work

Department: Health Department **Program Contact:** Deborah Curley
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. 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 29% of the Health Department's clients live in Southeast Portland, 22% are homeless or at risk for homelessness. The clinic provides a medical home to approximately 4,500 patients.

Program Summary

The Southeast Primary Care clinic is located in the Southeast Health Center (34th/Powell). Dental services are provided at this site. The clinic provides comprehensive, culturally appropriate primary care services which include treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations) primary care and enabling services and is intended to serve as a medical home for residents of Southeast Portland. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Southeast Health Clinic serves a culturally diverse population of which 79% are below 100% of the Federal Poverty level.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of patients with a Southeast Health Center assigned PCP	4,500	4,423	4,500	5,000
Outcome	% of children who are up to date on immunizations at 24 months of age	55%	85%	60%	85%

Performance Measures Descriptions

Outcome: Number of patients with a SEHC assigned PCP

Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Legal / Contractual Obligation

The SEHC 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. 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	2016	2016	2017	2017
Personnel	\$1,615,065	\$2,057,389	\$1,583,449	\$2,132,430
Contractual Services	\$73,253	\$245,335	\$0	\$58,087
Materials & Supplies	\$24,343	\$163,903	\$36,289	\$159,984
Internal Services	\$501,990	\$623,965	\$443,815	\$714,366
Total GF/non-GF	\$2,214,651	\$3,090,592	\$2,063,553	\$3,064,867
Program Total:	\$5,305,243		\$5,128,420	
Program FTE	10.40	22.20	11.45	19.95

Program Revenues				
Indirect for Dept. Admin	\$317,372	\$0	\$332,434	\$0
Intergovernmental	\$0	\$1,612,623	\$0	\$1,327,891
Other / Miscellaneous	\$258,584	\$0	\$0	\$0
Service Charges	\$1,929,719	\$1,477,969	\$2,060,917	\$1,736,976
Total Revenue	\$2,505,675	\$3,090,592	\$2,393,351	\$3,064,867

Explanation of Revenues

Southeast Health Clinic is supported by federal BPHC grant, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep the Primary Care grant and to serve uninsured patients.

Medical Fees: \$3,797,893
 Federal Primary Care grant: \$475,000
 Federal Primary Care/Homeless grant: \$833,658
 State Family Planning grant: \$19,233

Significant Program Changes

Last Year this program was: FY 2016: 40027-16 Southeast Health Clinic

Output measure was changed to patients assigned to a PCP instead of visits based on our payment restructuring with APM (alternative payment methods).

Efficiency measure was removed from monitoring as this is part of the clinic standard work

Department: Health Department **Program Contact:** Deborah Powers
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. 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 more than 7,000 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 medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided which include, treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Rockwood Community Health Center plays a significant role in providing safety net medical services to residents in the community. Rockwood Health Center serves a culturally diverse population, 66% whose incomes are below 100% of the Federal Poverty Level. Rockwood Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of patients with a Rockwood assigned PCP	n/a	7,500	7,120	8,000
Outcome	% of children who are up to date on immunizations at 24 months of age	55%	85%	60%	85%

Performance Measures Descriptions

Outcome: Number of patients with a Rockwood assigned PCP
Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Legal / Contractual Obligation

The Rockwood Community Health Center complies with the Bureau of Primary Health Care grant, Joint Commission 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	2016	2016	2017	2017
Personnel	\$2,561,645	\$1,461,767	\$2,226,089	\$2,281,311
Contractual Services	\$0	\$360,484	\$22,327	\$100,000
Materials & Supplies	\$161,238	\$127,010	\$19,217	\$245,684
Internal Services	\$612,290	\$697,761	\$873,217	\$454,908
Total GF/non-GF	\$3,335,173	\$2,647,022	\$3,140,850	\$3,081,903
Program Total:	\$5,982,195		\$6,222,753	
Program FTE	18.50	17.80	15.00	24.80

Program Revenues				
Indirect for Dept. Admin	\$349,877	\$0	\$409,834	\$0
Intergovernmental	\$0	\$1,172,176	\$0	\$1,128,285
Other / Miscellaneous	\$265,000	\$0	\$0	\$0
Service Charges	\$3,067,161	\$1,474,846	\$3,138,489	\$1,953,618
Total Revenue	\$3,682,038	\$2,647,022	\$3,548,323	\$3,081,903

Explanation of Revenues

Rockwood Community Health Center is supported by Federal BPHC grant, State Family Planning grant, State funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$5,092,107; Federal Primary Care grant: \$1,109,864
 State Family Planning grant: \$18,421

Significant Program Changes

Last Year this program was: FY 2016: 40029-16 Rockwood Community Health Clinic

Output measure was changed to patients assigned to a PCP instead of visits based on our payment restructuring with APM (alternative payment methods).

Efficiency measure was removed from monitoring as this is part of the clinic standard work

Legal / Contractual Obligation

Oregon State Board of Nurses, Oregon State Board of Medical Examiners, Medicaid and Medicare rules and regulations, Joint Commission on Accreditation of Healthcare Organizations, stipulations of multiple federal and state grants, and CCO contractual obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,427,537	\$423,637	\$1,614,566	\$415,452
Contractual Services	\$37,069	\$12,000	\$141,359	\$0
Materials & Supplies	\$98,576	\$14,022	\$88,172	\$51,020
Internal Services	\$106,160	\$60,341	\$251,166	\$44,928
Total GF/non-GF	\$1,669,342	\$510,000	\$2,095,263	\$511,400
Program Total:	\$2,179,342		\$2,606,663	
Program FTE	8.60	3.65	8.40	3.75

Program Revenues				
Indirect for Dept. Admin	\$25,092	\$0	\$124,593	\$0
Intergovernmental	\$0	\$510,000	\$0	\$496,400
Other / Miscellaneous	\$0	\$0	\$0	\$15,000
Beginning Working Capital	\$0	\$0	\$1,000,000	\$0
Service Charges	\$0	\$0	\$200,000	\$0
Total Revenue	\$25,092	\$510,000	\$1,324,593	\$511,400

Explanation of Revenues

Medical Directors (Physician, Nurse Practitioner and Nursing) is primarily funded with county general fund. The Director of Nursing Practice office has a three year grant from HRSA to do Corrections Care Management. The budget for this grant includes three new staff. Additionally the Department receives a small stipend from OCHIN for Community Health Applied Research Network (CHARN) - Building Research Infrastructure to Develop and Generate Comparative Effectiveness Studies (Bridges).

HRSA Nurse Education, Practice, Quality and Retention - InterProfessional Collaborative Practice (NEPQR-IPCP) grant: \$487,040

Patients Fees: \$1,200,000

Healthshare Foster Care Learning Collaborative: \$15,000

Significant Program Changes

Last Year this program was: FY 2016: 40030-16 Medical Directors (Physician, Nurse Practitioner and Nursing)

Department: Health Department **Program Contact:** Chris Carter
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. Clinical pharmacy services are provided to clients referred from MCHD Primary Care.

Program Summary

Pharmacy Services utilize various contracts to procure medication for dispensing to Health Department clients, including uninsured and under-served clients. Services are provided to a significant number of clients with a lack of secure housing, have mental health concerns, or with addiction issues. Pharmacy services provides prescription medication to clients of public health programs such as the HIV/STD/Adolescent Sexual Health Equity and Communicable Disease Services; as well as Multnomah county youth seen in the School Based Health Clinics.

The program bills third parties for insured clients, assists uninsured clients in obtaining low-cost/free drugs from manufacturers, and provides staff consultation and patient education regarding medications. No client is denied service due to inability to pay the service fee or copay at 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. Uninsured; public health programs; and School Based Health clients comprise close to 20% 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Prescription Volume	348,642	370,000	344,000	370,000
Outcome	Average prescription cost (excluding cost of medication)	22.42	24.69	25.50	27.62
Quality	Adherence Monitoring	130	200	130	200

Performance Measures Descriptions

Prescription volume (prescriptions filled) reflects staffing needs, materials and supplies, expenditures and revenue.

Average prescription cost reflects prescription volume, expenditures, staffing, materials and supplies but not revenue or cost of medications.

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	2016	2016	2017	2017
Personnel	\$0	\$6,860,292	\$0	\$7,449,709
Contractual Services	\$0	\$230,100	\$0	\$194,939
Materials & Supplies	\$0	\$6,212,786	\$0	\$9,103,005
Internal Services	\$0	\$1,854,161	\$0	\$1,670,971
Total GF/non-GF	\$0	\$15,157,339	\$0	\$18,418,624
Program Total:	\$15,157,339		\$18,418,624	
Program FTE	0.00	53.15	0.00	56.75

Program Revenues				
Indirect for Dept. Admin	\$911,270	\$0	\$704,742	\$0
Service Charges	\$0	\$15,157,339	\$0	\$18,418,624
Total Revenue	\$911,270	\$15,157,339	\$704,742	\$18,418,624

Explanation of Revenues

Pharmacy is funded exclusively through prescription fees (third party reimbursements) and directly paid patient fees.

Prescription Fees: \$18,260,492

Patient Fees: \$158,132

Significant Program Changes

Last Year this program was: FY 2016: 40031-16 Pharmacy

This program offer includes funding for increased educational and professional development of pharmacy staff and pharmacy remodels for improved site workflow and better patient experience.

Department: Health Department

Program Contact: Chris Carter

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Lab, and Health Information Management provide essential clinical support to health delivery and emergency preparedness programs in the Health Department. These programs support the delivery of care to clients of Health Department services (including Primary Care, School Based Health Clinics, Disease Prevention Clinics, Dental and Corrections Health.) The lab handles approximately 240,000 specimens per year. Medical Records fulfills 12,000 medical records request per year.

Program Summary
Laboratory:

Test clinical and environmental specimens, manage contracts, prepare for bio-terrorism and other emergencies and the surveillance of emerging infections. The laboratory assists in the diagnosis, treatment, and monitoring of clients receiving health care in Health Department facilities.

Health Information Management:

Manage medical records systems to ensure comprehensive clinical documentation and compliance with all applicable licensing, regulatory and accreditation standards. Also fulfills role of Health Department's Privacy Official as required by HIPAA. Health Information Management ensures proper documentation of health care services and provides direction, monitoring and reporting of federally required HIPAA compliance activities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of records requests completed	11,500	12,000	12,000	12,000
Outcome	Number of laboratory specimens handled	240,000	270,000	260,000	260,000
Quality	Lab proficiency/competency levels through internal and external testing program	95	95	95	95

Performance Measures Descriptions

Legal / Contractual Obligation

Federal and state mandates require maintenance of medical records. HIPAA and state confidentiality and privacy laws require adherence to standards. Various grants require provisions for laboratory services. The 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	2016	2016	2017	2017
Personnel	\$3,504,544	\$0	\$3,353,516	\$734,236
Contractual Services	\$7,320	\$0	\$29,596	\$0
Materials & Supplies	\$195,500	\$0	\$114,842	\$12,426
Internal Services	\$667,258	\$0	\$803,580	\$123,242
Total GF/non-GF	\$4,374,622	\$0	\$4,301,534	\$869,904
Program Total:	\$4,374,622		\$5,171,438	
Program FTE	35.90	0.00	32.65	6.90

Program Revenues				
Indirect for Dept. Admin	\$95,773	\$0	\$365,795	\$0
Intergovernmental	\$0	\$0	\$0	\$269,904
Other / Miscellaneous	\$650,000	\$0	\$2,483,185	\$0
Service Charges	\$943,000	\$0	\$1,348,735	\$600,000
Total Revenue	\$1,688,773	\$0	\$4,197,715	\$869,904

Explanation of Revenues

Revenue for laboratory services are included in the medical visit revenue shown in the health clinics. General fund is used to pay for services to the uninsured clients served by the Health Department, as well as to deliver mandated public health services.

Medical Fees: \$4,431,920

Federal Primary Care grant: \$269,904

Significant Program Changes

Last Year this program was: FY 2016: 40032-16 Lab and Medical Records

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,484,986	\$267,051	\$1,507,389	\$501,722
Contractual Services	\$20,000	\$90,000	\$117,500	\$0
Materials & Supplies	\$20,112	\$806	\$18,282	\$1,133
Internal Services	\$112,516	\$317,719	\$527,948	\$55,771
Total GF/non-GF	\$1,637,614	\$675,576	\$2,171,119	\$558,626
Program Total:	\$2,313,190		\$2,729,745	
Program FTE	20.80	4.00	20.00	6.80

Program Revenues				
Indirect for Dept. Admin	\$103,813	\$0	\$186,202	\$0
Intergovernmental	\$0	\$675,576	\$0	\$258,626
Other / Miscellaneous	\$0	\$0	\$0	\$300,000
Beginning Working Capital	\$0	\$0	\$882,043	\$0
Service Charges	\$1,051,170	\$0	\$1,156,182	\$0
Total Revenue	\$1,154,983	\$675,576	\$2,224,427	\$558,626

Explanation of Revenues

Primary Care and Dental Access and Referral is funded with county general fund and is also supported with revenue from the Bureau of Primary Health Care.

Medical Fees: \$2,038,225
 Federal Primary Care grant: \$675,576
 CareOregon Access Initiative: \$300,000

Significant Program Changes

Last Year this program was: FY 2016: 40033-16 Primary Care and Dental Access and Referral

Throughout calendar year 2015 and 2016 this department will take over phone calls and scheduling of all primary care appointments in a central location in order to increase efficiency and improve access to services for patients in a more timely manner.

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 healthcare standards and regulations.

Program Summary

This program supports services within the project scope of the BPHC grant, which has continued to increase since our initial award in 1977. The funding is significant and facilitates the mission of increasing access to needed health services to the County's most vulnerable. BPHC funding requires strict adherence to federal laws mandating which services must be provided as a Federally Qualified Health Center (FQHC) which results in additional Medicaid revenue for Oregon Health Plan clients. This funding requires quality services, performance audits and responsiveness to new methods of delivering safe and quality care. Infrastructure and support assures that these efforts are maintained at acceptable thresholds.

This program measures clinical standards/outcomes, quality, safety and fiscal accountability with other similar health delivery systems. The BPHC, JCAHO and NCCHC are our primary external benchmarking organizations relative to performance indicators. Program includes work with the Community Health Council, client feedback results, and collaborations with other health care delivery systems.

This program supports 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 of the State of Oregon's 1115 Medicaid Demonstration Accountability Plan and local Coordinated Care Organizations Pay-for-Performance, may 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output		-	-	-	-
Outcome	Maintain compliance with BPHC, JCAHO, and NCCHC standards.	100%	100%	100%	100%
Outcome	BPHC grant renewed annually	100%	100%	100%	100%

Performance Measures Descriptions

1. Outcome: Good standing as a fully accredited organization under the Joint Commission's standards for health organizations as well as maintenance of NCCHC accreditation in Corrections Health.
2. Outcome: 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	2016	2016	2017	2017
Personnel	\$1,719,073	\$1,702,844	\$4,909,768	\$638,625
Contractual Services	\$0	\$117,000	\$74,140	\$0
Materials & Supplies	\$62,848	\$112,210	\$160,875	\$240
Internal Services	\$336,926	\$370,152	\$932,078	\$64,141
Total GF/non-GF	\$2,118,847	\$2,302,206	\$6,076,861	\$703,006
Program Total:	\$4,421,053		\$6,779,867	
Program FTE	13.70	15.90	50.00	6.80

Program Revenues				
Indirect for Dept. Admin	\$257,461	\$0	\$514,611	\$0
Intergovernmental	\$0	\$2,230,206	\$0	\$688,006
Other / Miscellaneous	\$1,980,188	\$72,000	\$3,875,482	\$15,000
Beginning Working Capital	\$0	\$0	\$1,800,000	\$0
Service Charges	\$0	\$0	\$250,000	\$0
Total Revenue	\$2,237,649	\$2,302,206	\$6,440,093	\$703,006

Explanation of Revenues

Quality Assurance and Quality Improvement activities are funded with County General Fund and HRSA grant revenue. In past years this program received funding through the State's Patient Centered Medical Home and CareOregon's Primary Care Renewal Innovation funding. Program leadership are working with CCO's to support quality payments that can support this program long-term.

Medical Fees: \$5,925,482

Federal Primary Care grant: \$688,006

Kaiser Permanente Center for Health Research CHR-Stop Colorectal Cancer grant: \$15,000

Significant Program Changes

Last Year this program was: FY 2016: 40034-16 Quality Assurance

Personnel increase includes 16 Community Health Specialist 2 positions funded by CareOregon Quality Incentives. The positions have been budgeted here, but will support the entire clinic system.

Department: Health Department **Program Contact:** Vanetta Abdellatif
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Community Health Council (CHC) is a federally mandated consumer-majority governing body that oversees community involvement in Health Center quality assurance, policy approvals, and management accountability for the Health Department's Integrated Clinical Services. CHC Coordinator also provides contract management and oversight for the 14 Coalition of Community Health Clinics (CCHC) that have a pivotal role in serving individuals who are under or uninsured in Multnomah County.

Program Summary

The Community Health Council must have no less than a 51% consumer – majority membership to meet federally mandated program requirements for FQHCs. The CHC offers an entry point for Health Center clients and non-consumer community members to give input about how the County can better meet the health needs of the community. The CHC has a critical role in assuring access to health care for our most vulnerable residents; it serves as the 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 clinical services. Participation on the Council allows them to better understand and influence how the County system works. The Council is currently comprised of 10 members and is a fair representation of the communities served by Health Department's Health Center services.

The 14 member Coalition of Community Health Clinics (CCHC) are community-based clinics uniquely able to respond to changing demographics and offer culturally appropriate care while fulfilling their mission of improving and providing health care to the county's most vulnerable populations. The Coalition clinics provide free or low-cost health care to uninsured people. The County extends Federal Tort Claims coverage to the volunteer providers at the 15 Coalition of Community Health Clinics' (CCHC). Integrated Clinical Services provides licensing and credentialing for CCHC volunteer health care providers. MCHD extends opportunities for a limited number of OSHA required trainings to CCHC volunteer health care providers.

Through effective partnerships, the County has leveraged millions of dollars in local, state, and federal revenue, increasing access to services for vulnerable populations through funding of the Community Health Council and the Coalition of Community Health Clinics. The County's contract for volunteer indemnification provided an additional \$1,300,000.00 value in volunteer time with an estimated 60,356 total volunteer hours. The County's support of the coalition infrastructure and the Health Department's indemnification program assures access to critical health care for many who would otherwise be without care.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of volunteer hours	60,356	55,000	55,000	55,000
Outcome	Percentage of consumers involved	71%	51%	65%	51%

Performance Measures Descriptions

of volunteer hours includes licensed health care volunteers at the 14 Coalition Clinics who utilize the County's indemnification program as well as Community Health Council volunteers. Percentage of consumers involved includes patient advisory boards represented through the CCHC and consumers represented on the CHC.

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	2016	2016	2017	2017
Personnel	\$118,751	\$0	\$117,824	\$0
Contractual Services	\$108,012	\$0	\$105,887	\$0
Materials & Supplies	\$9,299	\$0	\$10,190	\$0
Internal Services	\$11,273	\$0	\$11,787	\$0
Total GF/non-GF	\$247,335	\$0	\$245,688	\$0
Program Total:	\$247,335		\$245,688	
Program FTE	1.30	0.00	1.30	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 40036-16 Community Health Council and Civic Governance

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed
Related Programs: 40007, 40008, 40015, 40006
Program Characteristics:

Executive Summary

Supports community housing and health interventions and development of environmental health policy recommendations that reduce health inequities exacerbated by negative and disparate exposure to a range of environmental, social and economic factors. This program focuses on vulnerable individuals and families living in substandard housing, health and equity impacts of climate change, air quality, toxics exposure, Brownfields, built environment, lead, and emerging environmental health issues. Activities include education, investigation, community engagement, and policy analysis.

Program Summary

The program addresses health inequities in lead poisoning, respiratory illness, and cardiovascular disease by improving the health, safety and livability of the home, neighborhood, and community.

Lead Poisoning Prevention: Provides lead poisoning prevention services. Children who have lead poisoning can develop significant brain damage and learning disabilities, impacting normal growth and development and reducing their ability to function in school, at home and develop into healthy adults. The lead program 1) Educates parents, landlords, property owners, and contractors about lead exposure causes and effects, screening, and reducing home lead hazards; 2) Conducts free lead testing clinics for children and pregnant women to screen for high blood lead levels; 3) Promotes lead screening in primary care clinics; 4) Provides investigation of 5+ lead levels by a Certified Lead Risk Assessor by conducting an in-home assessment to identify causes and eliminate exposures to lead for children at high to moderate risk; 5) Provides the family with a lead remediation plan; 6) Tracks all lead screening results and all Elevated Blood Lead Levels (EBLL) to detect program trends/risks; 7) Screens for risk of lead exposure of low-income children in support of improving health equity; 8) Educates contractors and residents about EPA lead-based paint rules, 9) Provides education and outreach to medical providers and community.

Home Health and Safety: Addresses substandard housing issues throughout the county and respond to specific complaints in unincorporated areas. Performs housing inspections for aged and disabled to identify/reduce health/safety risks to allow them to age in place. Conducts community-based trainings related to mold, indoor air quality, bed bugs, hazards, toxins.

Environmental Health Consultation, Assessment, and Engagement: Bring a public health and environmental justice lens to projects and initiatives through providing data collection and analysis, research and technical consultation, risk communication, community engagement, stakeholder workgroup participation, and policy analysis. Focal areas include climate change and implementation of the Climate Action Plan, air quality, toxin exposure, chemicals of concern, built environment (land use, transportation, food access, etc.), Brownfield redevelopment, housing and emerging environmental health issues, and integrating environmental health risk reduction with other MCHD initiatives.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Community Members receiving information on lead prevention.	28,506	18,000	39,031	40,000
Outcome	Number of successfully identified children with EBLLs who have been reported to Leadline.	83	90	133	100
Output	Number of Home Health and Safety Visits.	N/A	N/A	122	122

Performance Measures Descriptions

1) Reach of program through phone counseling, referral, educational materials, website and events (from PO #40015) 2) EBLL found during screening at community test sites or by Multnomah County health care providers, and through ORPHEUS. (from PO #40015) 3) Includes four types of visits: Adult Foster Care, Asthma Inspection & Referral, Low Income Seniors & People with Disabilities, and Unincorporated Rental Home visits.

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	2016	2016	2017	2017
Personnel	\$401,214	\$141,977	\$210,034	\$133,724
Contractual Services	\$74,957	\$0	\$6,750	\$7,000
Materials & Supplies	\$19,837	\$14,606	\$20,931	\$16,628
Internal Services	\$78,742	\$23,417	\$63,030	\$32,648
Total GF/non-GF	\$574,750	\$180,000	\$300,745	\$190,000
Program Total:	\$754,750		\$490,745	
Program FTE	3.80	1.20	1.63	1.07

Program Revenues				
Indirect for Dept. Admin	\$10,822	\$0	\$12,650	\$0
Intergovernmental	\$0	\$180,000	\$0	\$180,000
Service Charges	\$0	\$0	\$0	\$10,000
Total Revenue	\$10,822	\$180,000	\$12,650	\$190,000

Explanation of Revenues

\$175,000 City of Portland Bureau of Housing & Community Development supporting the Lead Program
 \$5,000 State Lead Program supporting the Lead Program.
 \$10,00 Patient Fees

Significant Program Changes

Last Year this program was: FY 2016: 40037-16 Environmental Health Education, Outreach and Housing

The Healthy Homes Asthma Early Childhood Home Visiting Program was moved to program 40055, Children with Special Health Care Needs Home Visiting Program. This includes Medicaid Targeted Case Management revenue of \$811,944 for home visiting services and 4.6 FTE.

Department: Health Department **Program Contact:** Noelle Wiggins
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40045
Program Characteristics:

Executive Summary

This program builds capacity in communities to improve health and eliminate inequities. Activities include providing empowering training for community health workers (CHWs) and others, conducting community-based participatory research and empowerment evaluation about CHWs and related models, managing projects that employ CHWs to build community capacity to address priority issues, and building system capacity to use these culturally-appropriate approaches.

Program Summary

The Community Capacitation Center develops culturally-appropriate approaches to build capacity in communities to improve health and eliminate inequities. The program conducts three primary activities: 1) education and training; 2) research and evaluation; and 3) project management.

Education and Training: The CCC uses popular education to build capacity in community health workers (CHWs), CHW supervisors, and others. CHWs have been identified as key to health system transformation. The CCC-developed curriculum was the first to be approved by the Oregon Health Authority and qualifies CHWs for certification. Since March of 2013, the CCC has trained over 250 of the 300 CHWs called for in Oregon's Medicaid waiver. Curriculum is adapted for cultural specificity in communities most affected by inequities. The program also helps build system capacity to use the CHW model effectively, and provide training on popular education to a variety of participants.

Research and Evaluation: Five organizations currently contract with the CCC for community-based participatory research and empowerment evaluation about CHWs and related models. These forms of research and evaluation build capacity by involving those most affected at every step of the process. The program builds system capacity to identify and fill gaps in CHW research.

Project Management: 1) The CCC leads STRYVE (Striving to Reduce Youth Violence Everywhere), which builds system and community capacity to take a public health approach to preventing youth violence (see related program offer). 2) With funds from Early Learning Multnomah (ELM), Northwest Health Foundation (NWHF), and Social Venture Partners, the CCC leads the Community Education Worker (CEW) Program. CEWs are trained community health workers who participate in additional training so that they can support parents from communities affected by educational inequities to prepare their children to succeed in kindergarten and beyond. CEWs build community capacity to advocate for needed changes at the school, district and state levels.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of participants in training classes.	2,028	2,200	2,292	2,000
Outcome	Percent of participants in training courses who report increased ability to promote health.	96%	95%	97%	95%
Outcome	Percent of participants reporting increased understanding of relationship between inequality & health.	94%	93%	95%	93%
Outcome	Percent of participants in CHW training courses whose empowerment increased from baseline to follow-up.	80%	65%	70%	70%

Performance Measures Descriptions

1) Number of participants in training classes represents the sum of all participants in each training class offered. The same participant may be counted more than once. 2 & 3) Percentage of participants in training courses who report increased ability to promote health and increased understanding of the relationship between inequality and health is defined as participants who rate this item one or two on a post-evaluation survey. A score of one is the highest score.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$833,217	\$335,691	\$650,880	\$319,193
Contractual Services	\$234,000	\$11,250	\$7,000	\$241,896
Materials & Supplies	\$122,944	\$45,462	\$34,585	\$29,807
Internal Services	\$117,925	\$78,997	\$155,388	\$68,105
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$1,308,086	\$471,400	\$847,853	\$659,001
Program Total:	\$1,779,486		\$1,506,854	
Program FTE	8.05	3.75	5.86	2.91

Program Revenues				
Indirect for Dept. Admin	\$28,341	\$0	\$23,631	\$0
Intergovernmental	\$0	\$375,000	\$0	\$548,001
Other / Miscellaneous	\$0	\$96,400	\$0	\$111,000
Service Charges	\$142,000	\$0	\$142,000	\$0
Total Revenue	\$170,341	\$471,400	\$165,631	\$659,001

Explanation of Revenues

Health Promotion & Community Capacity Building is funded with county general fund as well as multiple revenue contracts that reimburse the program for providing training for Community Health Workers, conducting research and evaluation, and managing projects.

Federal STRYVE grant: \$99,735

Revenue from fees and contracts: Janus Youth \$7,000, Social Venture Partners \$50,000, NW Health Foundation \$24,000, Kaiser Permanente \$30,000

OHA Health Promotion Chronic Disease Prevention Program: \$150,000

United Way Early Learning Model: \$298,266

Significant Program Changes

Last Year this program was: FY 2016: 40038A-16 Health Promotion and Community Capacity Building

The 5-year federal STRYVE grant will end in August, 2016.

New grant funds from DCHS include \$298,266.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$241,527	\$0
Contractual Services	\$0	\$0	\$140,000	\$0
Materials & Supplies	\$0	\$0	\$68,473	\$0
Total GF/non-GF	\$0	\$0	\$450,000	\$0
Program Total:	\$0		\$450,000	
Program FTE	0.00	0.00	2.83	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:** Noelle Wiggins
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program provides culturally-centered initial certification training for a maximum of 25 Community Health Workers from African immigrant and refugee communities. It also provides, via community based organizations (CBOs), compensation (stipends or salaries) for a smaller number of CHWs who have completed the training course. Finally, it provides support for supervision at CBOs.

Program Summary

African immigrants and refugees represent the fourth largest immigrant community in Multnomah County. Refugees and immigrants from Africa bring with them substantial strengths and assets, including familial, regional and national networks; high levels of formal education; and health promoting behaviors. However, many refugees and immigrants from Africa have also experienced substantial trauma as a result of war, years spent in refugee camps, dangerous journeys to the US and other factors. Once here, African immigrants and refugees face significant barriers to health and wellness, including racism, non-recognition of educational credentials, and poverty. These factors work together to create health inequities for African immigrant and refugee communities.

This program responds to these inequities by providing training and support for Community Health Workers from African immigrant and refugee communities. During FY16, leaders in the African immigrant and refugee communities formed a steering committee, developed a budget, hired a coordinator, and determined what support they needed from staff at the Community Capacitation Center (CCC). Beginning in FY16 and continuing into FY17, community leaders, CBO and CCC staff will jointly adapt the CCC's 90-hour basic certification curriculum to community strengths and needs. Members of African immigrant and refugee communities will co-facilitate all sessions in the training, which will be provided for a maximum of 25 participants. Academic credit will be available through a partnership with Portland State University.

Compensation will be provided to a smaller number of CHWs through the CBO. With compensation and adequate support and supervision, CHWs will be able to play a range of roles in their communities, including conducting one-on-one home visits, leading support and education groups, and bringing groups together to identify and address their own most pressing health issues.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of CHWs trained	n/a	n/a	n/a	25
Outcome	% of participants in training courses who report increased ability to promote health	n/a	n/a	n/a	95%
Output	Number of community members served by a CHW	n/a	n/a	n/a	450

Performance Measures Descriptions

Percentage of participants in training courses who report increased ability to promote health is defined as participants who rate this item one or two on a post-evaluation survey. A score of one is the highest score. Community members served is equal to the total number of unduplicated encounters between CHWs and community members in either group or 1-on-1 settings.

Legal / Contractual Obligation

New regulations require that Community Health Workers participate in an approved training curriculum in order to be included in a state registry. CHWs' inclusion in the state registry qualifies their employers for Medicaid reimbursement for CHW services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
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

N/A

Significant Program Changes

Last Year this program was: FY 2016: 40038C-16 Training Community Health Workers for Immigrant and Refugee

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, 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:** Provides staff and organization development opportunities that support high performance, nurse development, Facilitative Leadership, change management, and succession planning. Other support includes managing and maintaining department training content, administrative guidelines dissemination, and promoting statutory compliance and related technical training for meeting regulatory and accreditation standards.
- 2) **Public Health Competence:** Assess, identify and provide training resources to employees to strengthen performance in the delivery of the 10 Essential Services of Public Health with attention paid to continuous learning, quality improvement and cultural competence, also achieved via the Cultural Competency Policy Framework.
- 3) **Human Resources:** Ensures Human Resources' systems are implemented and consistently followed to guide and direct all Human Resources' activities of the Health Department by providing internal consultation with legal counsel, and to managers and employees on a wide range of issues regarding human resources, employee and labor relations, performance management, position classification, recruitment to attract highly qualified diverse applicants, records maintenance and compliance with County Personnel Rules, department guidelines and labor contracts, and to reduce liability and costs of unlawful employment practices.

Performance Measures below: All new measures for FY16. In FY15, goals were met for annual objectives developed to support the Cultural Competence and Diversity Framework, worked with divisions to review and update Succession Plans, and met the goal for dissemination of communications and dashboards related to HR functions and policies.

Performance Measures					
Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of cultures operational in the Cultural Competence mapping pool knowledge bank	-	8	8	8
Outcome	% of Health Department staffed trained in Cultural Competence Policy Framework	-	10%	10%	10%
Outcome	% increase in completed Local 88 Performance Planning and Review (PPR) documents	0	10%	10%	10%
Output	# of recruitment training events for Health managers and employees	-	8	8	8

Performance Measures Descriptions

Continued...Our work will be supported by the Health Workforce Development and Training Plan, the Health Cultural Competence Policy Framework, and Strategic Plans from Health Human Resources, the Health Department, and the County.

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	2016	2016	2017	2017
Personnel	\$2,498,570	\$0	\$2,530,670	\$0
Contractual Services	\$229,200	\$0	\$234,211	\$0
Materials & Supplies	\$62,785	\$0	\$75,952	\$0
Internal Services	\$295,767	\$0	\$359,339	\$0
Total GF/non-GF	\$3,086,322	\$0	\$3,200,172	\$0
Program Total:	\$3,086,322		\$3,200,172	
Program FTE	22.65	0.00	20.65	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 40039-16 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of invoices processed	7,798	16,500	10,700	11,000
Outcome	Avg # of days from receipt to recording revenue in County's accounting system.	10 days	8 days	11 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. The FY15 invoices processed is low comparatively because it is for Health only prior to the inclusion of Mental Health and Addiction Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,142,286	\$0	\$2,477,556	\$0
Contractual Services	\$40,500	\$0	\$40,000	\$0
Materials & Supplies	\$26,544	\$0	\$20,013	\$0
Internal Services	\$223,452	\$0	\$0	\$310,742
Total GF/non-GF	\$2,432,782	\$0	\$2,537,569	\$310,742
Program Total:	\$2,432,782		\$2,848,311	
Program FTE	22.40	0.00	25.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$310,742
Total Revenue	\$0	\$0	\$0	\$310,742

Explanation of Revenues

\$ 310,742 Healthshare of Oregon (Medicaid)

Significant Program Changes

Last Year this program was: FY 2016: 40040A-16 Budget & Finance

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,324,435	\$0	\$1,355,099	\$0
Contractual Services	\$8,460	\$0	\$7,360	\$0
Materials & Supplies	\$123,851	\$0	\$127,368	\$0
Internal Services	\$132,951	\$0	\$175,665	\$0
Total GF/non-GF	\$1,589,697	\$0	\$1,665,492	\$0
Program Total:	\$1,589,697		\$1,665,492	
Program FTE	14.00	0.00	14.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 40041-16 Medical Accounts Receivable

Department: Health Department **Program Contact:** Darren Chilton
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40040
Program Characteristics:

Executive Summary

Health Department Contracts and Procurement advises, prepares and processes all contracts, intergovernmental and professional service agreements for the department. They also provide purchasing support for the procurement of a wide array of products, goods and services.

Program Summary

Health Department Contracts and Procurement processes more than 500 contracts, intergovernmental and professional service agreements for the department. They also provide purchasing support for the procurement of a wide array of products, goods and services, totaling more than \$ 30 million per year. They safeguard the department from risk; ensure compliance with federal and state public procurement laws and regulations; seek out cost effective high quality goods and services for the Health Department clinics, programs and activities.

This program also manages the vaccine depot where vaccine is received, stored and distributed, in the safest manner possible, using cold-chain management strategies which follow State and Federal guidelines. In addition, responsibilities include vaccine storage, handling and distribution among 13 school-based health clinics, 12 primary care and specialty clinics and three correctional facilities. The vaccine stored at this location includes childhood and adult vaccines, influenza and tubersol. The depot processes on average, 80 orders per month. This is the primary point of contact for routine vaccine services management and in the event of an emergency public health response that requires vaccine prophylaxis.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of contracts or amendments processed	1,000	1,000	900	900
Outcome	Percent of contracts executed by start of contract	90%	90%	70%	90%

Performance Measures Descriptions

The transfer of Mental Health and Addiction Services impacted our ability to execute contracts on time. A number of key staff retirements as well as transferring work from one Department to another caused some atypical delays.

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	2016	2016	2017	2017
Personnel	\$1,296,247	\$0	\$1,443,737	\$0
Materials & Supplies	\$13,286	\$0	\$8,533	\$0
Internal Services	\$141,187	\$0	\$0	\$197,663
Total GF/non-GF	\$1,450,720	\$0	\$1,452,270	\$197,663
Program Total:	\$1,450,720		\$1,649,933	
Program FTE	12.00	0.00	13.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$197,663
Total Revenue	\$0	\$0	\$0	\$197,663

Explanation of Revenues

\$ 197,663 HealthShare of Oregon (Medicaid)

Significant Program Changes

Last Year this program was: FY 2016: 40042A-16 Contracts & Procurement

Department: Health Department **Program Contact:** Wendy Lear
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40040-40044
Program Characteristics:

Executive Summary

Health Department Operations provides leadership and operational services in support of the Department's mission, including strategic planning, policy and technology governance, communications, facilities and general operations support.

Program Summary

Strategic Operations oversees the department's technology and policy governance functions, offers communications and marketing support to department programs and coordinates the department's space and facilities needs. This team is also responsible for developing the Health Department's strategic plan and delivering more detailed strategic planning assistance to divisions as needed.

Strategic Operations serves as a link between the Health Department and internal services provided by Department of County Assets and the County Communications Office. Specifically, Strategic Operations is the liaison with Facilities and Property Management to inform major renovation and construction projects, including the Health Department Headquarters. The Facility and Safety Manager who acts as Safety Coordinator is responsible for managing compliance with federal, state and county safety regulations in collaboration with the County's Risk Management Division. Strategic Operations also facilitates the prioritization of the Department's technology investments and works in partnership with County IT to ensure that the Health Department meets its IT Strategic Plan, updates and maintains IT infrastructure, and responds to emerging technology needs.

The Strategic Operations team reports to the Finance and Operations Director.

Additionally, Business Services activities including Budget and Finance, Contracts and Procurement, Medical Accounts Receivable, Mental Health Finance and associated programs and services report to the Operations Deputy.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of technology projects approved and completed through Pipeline Management prioritization process.	n/a	27	20	20
Outcome					
Output	Avg # of health related news stories generated per mnth		20	25	30
Output	# of communications projects completed		15	50	60

Performance Measures Descriptions

The purchased compared to estimated performance for communication projects completed, varies because the performance measure was new this year and the estimate was only accounting for a portion of the teams work.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,945,650	\$0	\$2,218,505	\$0
Contractual Services	\$10,100	\$0	\$11,600	\$0
Materials & Supplies	\$45,919	\$0	\$47,238	\$0
Internal Services	\$390,157	\$0	\$170,016	\$114,892
Total GF/non-GF	\$2,391,826	\$0	\$2,447,359	\$114,892
Program Total:	\$2,391,826		\$2,562,251	
Program FTE	16.60	0.00	17.60	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$114,892
Other / Miscellaneous	\$9,281,818	\$0	\$9,827,702	\$0
Total Revenue	\$9,281,818	\$0	\$9,827,702	\$114,892

Explanation of Revenues

\$ 114, 892 Healthshare of Oregon (Medicaid)

Significant Program Changes

Last Year this program was: FY 2016: 40043-16 Health Department Operations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$451,996	\$0	\$647,023	\$0
Materials & Supplies	\$2,002,616	\$0	\$2,185,992	\$0
Internal Services	\$9,823	\$0	\$62,533	\$0
Total GF/non-GF	\$2,464,435	\$0	\$2,895,548	\$0
Program Total:	\$2,464,435		\$2,895,548	
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 2016: 40044A-16 Health Clinical Data and Reporting

Department: Health Department **Program Contact:** Rujuta Gaonkar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Health Equity Initiative (HEI) helps the County achieve its commitment to improving and protecting the health of all Multnomah County residents by addressing the ways that societal conditions and programmatic efforts affect health. Goals of the Health Equity Initiative include addressing root causes of health inequities through policy, systems, and environmental change strategies; prioritizing community-driven interventions by establishing organizational governance and infrastructure for equity; and addressing priority health issues in partnership with cross-cultural community organizations.

Program Summary

In Multnomah County, people of color, immigrants and refugees experience lower life expectancy, higher rates of disease, higher rates of poverty, lower education and economic attainment, less access to power and decision-making, and over-representation in the criminal justice and mental health systems. The Health Equity Initiative (HEI) addresses racial and ethnic health inequities by promoting authentic community partnerships, providing equity and empowerment consultation and technical assistance, building organizational capacity and infrastructure, and assuring culturally-competent service delivery.

Authentic Community Partnerships: Develop and maintain authentic community partnerships with cross-cultural and culturally specific organizations working within the Native American, Pacific Islander, African-American, African and Latino communities to identify and implement community-driven recommendations to address longstanding health inequities in Multnomah County, align Public Health Division (PHD) strategies and activities with community needs and priorities and shift public health practice and Health Department organizational culture toward the elimination of health disparities. For example, HEI has been able to address the lack of basic health coverage in the Pacific Islander community, due to a federal policy that barred them from Medicaid eligibility, by partnering to support key legislation in this year's legislative season. MCHD provided written testimony in support of the bill, which successfully passed the House Health Care Committee with a unanimous vote. **Equity & Empowerment Consultation & Technical Assistance:** Provide technical assistance and consultation to improve policies, programs, and practices through an intentional application of equity, empowerment, and cultural competency. **Organizational Capacity Building & Infrastructure:** Develop the infrastructure (e.g. data, policies, workforce development opportunities) needed to implement community-driven recommendations that lead to an elimination of racial and ethnic health inequities. Part of this function includes research and evaluation support to ensure accountability to PHD health equity priorities and measure the impact of PHD policies, programs and practices designed to promote equity, empowerment, and cultural-responsiveness. **Assuring Culturally-Competent Service Delivery:** HEI helps promote this long-documented community priority by assuring that programs meet Culturally- and Linguistically-Appropriate Standards (CLAS), which have been adopted by the Department of Health and Human Services and align with accreditation standards set by the Joint Commission and National Committee for Quality Assurance.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of programs applying equity lens to decision-making processes.	NA	NA	30%	75%
Outcome	Percent of programs assessed for compliance with Title VI of the Civil Rights Act of 1964.	NA	NA	20%	75%
Outcome	Percent of programs assessed for compliance with CLAS standards.	NA	NA	20%	75%

Performance Measures Descriptions

1) New measure. Unit: Health Department. New tool is trauma-informed and empowerment- and equity-focused. 2) New measure. Unit: Public Health Division. Corresponds to 2016-2018 Public Health Division Strategic Plan goal. 3) New measure. Unit: Health Department. CLAS stands for Culturally- and Linguistically-Appropriate Standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$873,272	\$0	\$907,324	\$0
Contractual Services	\$225,000	\$0	\$216,000	\$0
Materials & Supplies	\$41,846	\$0	\$37,212	\$0
Internal Services	\$38,716	\$0	\$84,398	\$0
Total GF/non-GF	\$1,178,834	\$0	\$1,244,934	\$0
Program Total:	\$1,178,834		\$1,244,934	
Program FTE	7.60	0.00	7.70	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 40045-16 Health Equity Initiative (Racial Justice Focus)

Due to Public Health Division reorganization, 1.1 FTE was moved into this program.

Department: Health Department **Program Contact:** Samantha Kaan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community Epidemiology Services (CES) provides the fundamental capacity that allows the Public Health Division to make data-driven decisions, program improvements, and policy recommendations. CES helps public health leaders, policy makers, clinicians, and community members know how disease is occurring within communities. CES identifies the drivers of health and causes of disease, and demonstrates whether and how well health interventions are working.

Program Summary

Community Epidemiology Services (CES) fulfills a unique and required governmental public health role by collecting and analyzing programmatic, epidemiologic, and environmental data in order to prevent disease and promote and protect health among all Multnomah County populations. The CES unit leads Public Health Division (PHD) programs in coordinated public health data and epidemiologic analysis and analyzes population and health system data to assist programs in optimizing quality and accountability to the communities they serve. The program provides analytic products and reports to support program development, strategic planning, resource allocation, decision-making, and community priorities (including community-based participatory research). CES also works closely with the Communicable Disease Services program to provide outbreak response through epidemiologic support, statistical modeling, and standardized investigative guidelines.

CES identifies appropriate analytical approaches, helps assure the use of high quality data for analysis, and provides technical, scientific oversight and leadership for all research and epidemiologic work in the PHD. This program provides support in quantitative methods, guidance in the areas of traditional epidemiological analysis, social epidemiology, and equity-focused and trauma-informed methods in research and evaluation, data management, and designing metrics related to health care transformation and Public Health Modernization. This unit disseminates analytic findings, including public health data reports, policy briefs, web-based reports, and presentations to County leadership, programs and community partners. In addition, CES provides public health practice recommendations to PHD leadership based on needs identified from local data, evidence-based and promising practices identified through literature review.

Program Design & Evaluation Services, a unit shared between CES and the Oregon Health Authority, conducts applied public health research projects and provides program design and evaluation support to County and State programs to improve community health, shape public policy, and reduce health inequities. Examples of data monitoring and reporting in CES/PDES include the development, maintenance, and dissemination of the Multnomah County Maternal Child and Family Health Databook, Report Card on Racial and Ethnic Disparities, and the Vital Signs, which presents data on emerging policy issues (e.g., retail marijuana legalization).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of data-related community collaborations that involve all partners and combine data with action.	12	NA	12	12
Outcome	Number of reports monitoring health status through surveillance, assessment, & community engagement.	21	NA	23	25

Performance Measures Descriptions

1) New measure. Example includes 2015 report, "Health Disparities among Pacific Islanders in Multnomah County: A supplement to the 2014 Report Card on Racial and Ethnic Disparities." 2) New measure.

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	2016	2016	2017	2017
Personnel	\$1,025,663	\$1,148,877	\$713,269	\$1,059,283
Contractual Services	\$25,000	\$539,000	\$0	\$605,486
Materials & Supplies	\$91,895	\$89,368	\$60,240	\$99,332
Internal Services	\$167,280	\$175,637	\$45,792	\$122,924
Total GF/non-GF	\$1,309,838	\$1,952,882	\$819,301	\$1,887,025
Program Total:	\$3,262,720		\$2,706,326	
Program FTE	8.25	9.60	5.23	8.21

Program Revenues				
Indirect for Dept. Admin	\$123,363	\$0	\$95,844	\$0
Intergovernmental	\$0	\$1,671,570	\$0	\$1,887,025
Other / Miscellaneous	\$0	\$417,022	\$0	\$0
Total Revenue	\$123,363	\$2,088,592	\$95,844	\$1,887,025

Explanation of Revenues

State Local Public Health Authority IGA: \$619,301
 Natl Institutes of Health: \$479,074
 State Of Alaska: \$459,049
 State Office of Multicultural Health: \$147,085
 Oregon Marijuana Legalization Impact: \$41,500
 Seattle King County: \$19,316
 Oregon Dept. of Corrections: \$85,300
 Lead Harzard Reduction Program Eval: \$36,400

Significant Program Changes

Last Year this program was: FY 2016: 40048-16 Community Epidemiology

This program incorporates functions from former program #40035 (Health Assessment, Planning and Evaluation). Public health informatics function has moved to program 40001, Public Health Administration and Quality Management.

New federal funding from the National Institutes of Health for assessing impact of local regulatory policies associated with recreational marijuana legalization include \$479,074 per year.

Department: Health Department **Program Contact:** Nancy Griffith
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 needs for 100+ youth meet 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 hrs/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. Coordination with other Oregon counties occurs so transferring health care needs to other jurisdictions is achieved effectively. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of client visits conducted by a CH nurse per yr	3,500	3,500	3,500	3,500
Outcome	% of detained youth receiving mental health medications monthly	50%	50%	50%	50%

Performance Measures Descriptions

Legal / Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Access to care, an evaluation by a health professional, and the right to receive care that is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care and increases liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$569,134	\$71,639	\$778,333	\$0
Contractual Services	\$2,800	\$0	\$0	\$0
Materials & Supplies	\$27,365	\$2,893	\$31,234	\$0
Internal Services	\$81,529	\$6,917	\$106,021	\$0
Total GF/non-GF	\$680,828	\$81,449	\$915,588	\$0
Program Total:	\$762,277		\$915,588	
Program FTE	3.90	0.00	5.90	0.00

Program Revenues				
Indirect for Dept. Admin	\$4,897	\$0	\$0	\$0
Service Charges	\$0	\$81,449	\$125,000	\$0
Total Revenue	\$4,897	\$81,449	\$125,000	\$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 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 2016: 40049-16 Corrections Health Juvenile Detention

This year the Department of Community Justice transferred 2.0 FTE Mental Health Consultants in JDH to Corrections Health. These positions had been with DCJ for several years and they felt that both clinically and administratively they fit better with Corrections Health. These two staff join a mental health team that was able to give them daily support for clinical issues and provides more timely supervision. They also join the other CH staff at JDH to be part of a larger clinical team.

Department: Health Department **Program Contact:** Nancy Griffith
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 40-60 US Marshall (USM) detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program 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 equal to other correctional facilities across the country.

This offer represents Corrections Health MCDC basic administration, support, booking and mental health care delivery programs for the right care to be provided in the right setting. MCDC averages 100 newly booked individuals each day. Nurses (24 hrs/7 days/wk) evaluate each detainee to identify critical health issues and make plans for scheduled care for stabilization. Screening includes health history, chronic disease, including mental health care, substance abuse, communicable disease evaluation and current prescriptions. Through these evaluations, treatments, medications, provider appointments, mental health referrals and housing decisions are made. Suicide and self harm symptom identification and TB screening are vitally important at booking for safety while incarcerated. The Mental Health Team is composed of PMHNPs, mental health consultants and mental health nurses for evaluation, monitoring and treatment for the many mentally ill clients booked into jail. Over 60% of all medications prescribed are for mental health conditions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average # of health screenings completed in a month	500	540	540	560
Outcome	% of + screenings resulting in a referral to the mental health team per year	50%	55%	55%	60%

Performance Measures Descriptions

Outcome Measure 1 was changed from a daily accounting of health screenings to a monthly accounting because the daily number fluctuates significantly depending upon the day of the week and the shift during the day.
Outcome Measure 2 captures initial interview information and how many clients are referred for mental health care.

Legal / Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$3,116,058	\$0	\$3,050,913	\$172,142
Contractual Services	\$284,924	\$0	\$200,000	\$0
Materials & Supplies	\$127,523	\$0	\$152,031	\$0
Internal Services	\$86,403	\$0	\$107,773	\$0
Total GF/non-GF	\$3,614,908	\$0	\$3,510,717	\$172,142
Program Total:	\$3,614,908		\$3,682,859	
Program FTE	24.10	0.00	21.70	1.70

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$172,142
Service Charges	\$0	\$0	\$50,000	\$0
Total Revenue	\$0	\$0	\$50,000	\$172,142

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 for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge.

State Mental Health Grant: MH Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40050A-16 Corrections Health Multnomah County Detention Center (MCDC)

Department: Health Department **Program Contact:** Nancy Griffith

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 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program 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 equal 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. Also, a nurses station, chart room and a medication/supplies room. Services such as skilled nursing, dialysis, IV therapy, PT/OT, post surgical and terminal care are provided in the jail instead of a high cost hospital. Mental health is managed by a team of mental health nurses, consultants and providers. The 4th floor is staffed 24/7 with nursing personnel to provide needed care and emergency medical response. This health care is delivered effectively through providing the right care in the right setting.

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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Avg # inmate medical requests for care evaluated by nurse monthly	1000	1000	980	1000
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death.	-	160	180	170

Performance Measures Descriptions

Performance measures reflect care delivered for 5 floors in MCDC as we do not separate suicide watches or medical request evaluations per floor. Outcome Measured CHANGED: Previous year actual for suicide represents "Constant Suicide Watch" only. In FY14 began tracking both "ACTIVE" and "CONSTANT" suicide watches, which results in a high number (and better quality of care.) FY16 narrative reflects the increase in Mental Health Consultant staff who are assessing clients on suicide watch. Now active and constant watches are preformed in the jail.

Legal / Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,589,196	\$0	\$1,956,243	\$0
Contractual Services	\$219,011	\$0	\$200,000	\$0
Materials & Supplies	\$194,594	\$0	\$253,540	\$0
Internal Services	\$112,565	\$0	\$144,281	\$0
Total GF/non-GF	\$2,115,366	\$0	\$2,554,064	\$0
Program Total:	\$2,115,366		\$2,554,064	
Program FTE	14.60	0.00	16.00	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 a nominal fee for evaluations, clinic visits and medications. Many treatments, screenings, diagnostics tests and communicable diseases are at no charge.

Significant Program Changes

Last Year this program was: FY 2016: 40050B-16 Corrections Health MCDC Clinical Services and 4th Floor Housing

Department: Health Department **Program Contact:** Nancy Griffith
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 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program 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 equal to other correctional facilities across the country.

This offer represents the health services to all four housing floors at MCDC. Approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. A variety of treatments, such as managing alcohol and drug withdrawal, evaluating chronic diseases, preventing the spread of communicable diseases, medication management and emergency response are provided efficiently by 24/7 staff. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average # of inmate medical requests for care evaluated by nurse monthly	1,000	1,000	980	1,000
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death	-	160	180	170

Performance Measures Descriptions

Performance measures reflect care delivered for 5 floors in MCDC, as we do not separate suicide watches or medical evaluation requests per floor. Outcome Measured CHANGED: Previous year actual for suicide represents "Constant Suicide Watch" only. In FY14, we began tracking both "ACTIVE" and "CONSTANT" suicide watches, which results in a high number (and better quality of care.)

Legal / Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is ordered is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,306,981	\$0	\$2,542,299	\$0
Contractual Services	\$362,541	\$0	\$200,000	\$0
Materials & Supplies	\$215,249	\$0	\$202,164	\$0
Internal Services	\$145,321	\$0	\$134,221	\$0
Total GF/non-GF	\$3,030,092	\$0	\$3,078,684	\$0
Program Total:	\$3,030,092		\$3,078,684	
Program FTE	20.50	0.00	20.20	0.00

Program Revenues				
Service Charges	\$50,000	\$0	\$0	\$0
Total Revenue	\$50,000	\$0	\$0	\$0

Explanation of Revenues

Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare etc. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge.

The program estimates to collect \$50,000 in medical fees that are included in the county general fund.

Significant Program Changes

Last Year this program was: FY 2016: 40050C-16 Corrections Health MCDC Housing Floors 5, 6, 7 & 8

Department: Health Department **Program Contact:** Nancy Griffith
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 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program 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 in order to prevent emergencies or pain and suffering which is the constitutional measure of quality care.

Trained, skilled professional staff provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. This offer represents MCIJ base and clinical services which is administrative, support, diagnostic and clinical services. Three general provider rooms, one dental operatory, one mental health and one triage/treatment room provide 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. X-ray and lab services support diagnosing health problems. This area also supports the nursing station, medication room, central records room and administrative offices for various personnel so health care can be delivered. By providing 24/7 skilled health care on site for this vulnerable, under served population, we minimize the high cost of outside medical care. MCIJ is also the center (HUB) for the state inmate transport system. An average of 20-100 inmates stay overnight and receive health care.

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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Avg # of inmate medical requests for care evaluated by the nursing staff per month.	950	950	930	1000
Outcome	Avg # of Provider visits per month	150	210	210	230

Performance Measures Descriptions

Performance measures reflect the entire facility.

Legal / Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,127,932	\$0	\$2,222,601	\$0
Contractual Services	\$220,820	\$0	\$200,000	\$0
Materials & Supplies	\$144,361	\$0	\$297,494	\$0
Internal Services	\$204,104	\$0	\$217,286	\$0
Total GF/non-GF	\$2,697,217	\$0	\$2,937,381	\$0
Program Total:	\$2,697,217		\$2,937,381	
Program FTE	15.70	0.00	15.70	0.00

Program Revenues				
Service Charges	\$0	\$0	\$45,000	\$0
Total Revenue	\$0	\$0	\$45,000	\$0

Explanation of Revenues

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 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 for nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable disease testing are at no charge.

Significant Program Changes

Last Year this program was: FY 2016: 40051A-16 Corrections Health Inverness Jail (MCIJ) Clinical Services

Department: Health Department **Program Contact:** Nancy Griffith
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 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program 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.

This offer represents a variety of health, mental health, and dental services to 430 men and women in Dorms 4-11 at MCIJ (Dorms 1,2,3 are closed). Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. Inside and outside inmate workers are monitored by Corrections Health for the ability to work, injuries and medication management when out of the facility. Chronic disease monitoring is key to preventing hospitalizations for clients with diabetes, hypertension, seizures, heart disease and infections. Special orthopedic and OB/GYN clinics support in jail care. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable diseases to keep everyone safe. This health care is delivered effectively through providing the right care in the right 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Avg # of inmate medical requests for care evaluated by the Nurse monthly.	950	950	930	1000
Outcome	Avg # of inmate TB tests per month.	70	65	65	65

Performance Measures Descriptions

Performance measures reflect the entire facility.

Legal / Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is ordered, is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,329,425	\$0	\$1,408,296	\$0
Contractual Services	\$170,421	\$0	\$120,000	\$0
Materials & Supplies	\$144,060	\$0	\$163,501	\$0
Internal Services	\$119,920	\$0	\$124,709	\$0
Total GF/non-GF	\$1,763,826	\$0	\$1,816,506	\$0
Program Total:	\$1,763,826		\$1,816,506	
Program FTE	11.50	0.00	11.10	0.00

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

Explanation of Revenues

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare. These rules and laws are under review and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts for a nominal fee for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge.

Significant Program Changes

Last Year this program was: FY 2016: 40051B-16 Corrections Health MCIJ General Housing Dorms 4 - 11

Department: Health Department **Program Contact:** Nancy Griffith
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 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program 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 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 support in house care. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable disease to keep everyone safe. This health care is delivered effectively through providing the right care in the right setting.

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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Avg # of inmate medical requests for care evaluated by the Triage Nurse monthly	950	950	930	1000
Outcome	Avg # of TB tests per month.	70	65	65	65

Performance Measures Descriptions

Performance measures reflect the entire facility.

Legal / Contractual Obligation

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health care professional and a right to receive that care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,030,352	\$0	\$1,029,437	\$0
Contractual Services	\$138,283	\$0	\$100,000	\$0
Materials & Supplies	\$101,032	\$0	\$111,003	\$0
Internal Services	\$98,749	\$0	\$103,090	\$0
Total GF/non-GF	\$1,368,416	\$0	\$1,343,530	\$0
Program Total:	\$1,368,416		\$1,343,530	
Program FTE	9.00	0.00	8.70	0.00

Program Revenues				
Service Charges	\$50,000	\$0	\$0	\$0
Total Revenue	\$50,000	\$0	\$0	\$0

Explanation of Revenues

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 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 for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable disease testing are at no charge.

The program estimates to collect \$50,000 in medical fees that are included in the county general fund.

Significant Program Changes

Last Year this program was: FY 2016: 40051C-16 Corrections Health MCIJ Dorms 12 - 18 and Infirmary

Department: Health Department **Program Contact:** Kathryn Richer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The County Medical Examiner's Office (ME) investigates and determines the cause and manner of deaths which occur under specific circumstances in Multnomah County. Approximately 2,200 of the County's 6,500 yearly deaths fall into this category. ME Office activities are highly visible to the public when a questionable death occurs in the community. ME staff are directly involved with the families, loved ones of deceased individuals, and the emergency response community, (police, fire, mortuary services, accident investigators) on a daily basis. The Office operates 24/7/365.

Program Summary

Under ORS Chapter 146, the County is required to have a Medical Examiner (ME) Office investigate deaths that occur under specific circumstances. These include deaths a) that are apparently homicidal, suicidal or occurring under suspicious circumstances, b) resulting from unlawful use of controlled substances or toxic agents, c) following an accident or injury, d) occurring under incarceration or police custody, and e) during or arising from employment. They also include deaths that are sudden, unexpected or that are unattended by a physician.

As most deaths investigated by the ME are sudden and unexpected, the ME's Office is in a unique position to identify unusual and emerging causes of death and injury, and to contribute to preventive public health interventions. Examples include clusters of death due to an unknown illness, prescription medication, overdose, or illicit drug use.

ORS 146 establishes a hybrid state/county approach to ME services. Counties and the state share authority and responsibility for staffing, supervision, operations, and technical direction. Multnomah County staff carry out field death investigations, authorize removal of deceased persons from the place of death, notify next-of-kin, and protect decedents' property until a personal representative takes charge. They also work in collaboration with state physician Medical Examiners who perform autopsies and certify the cause and manner of death. The Multnomah County ME's Office is physically co-located with the Clackamas County and Oregon ME Offices in an Oregon State Police facility in Clackamas County.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of deaths requiring investigation	2,173	2,380	2,200	2,300
Outcome	Deputy Medical Examiner arrives on-scene within one hour for 90% of calls	83%	81%	84%	85%

Performance Measures Descriptions

Output: Number of deaths in Multnomah County that require investigations. Because census data and occurrence deaths are tracked at the calendar year level, these data are based on calendar years.

Outcome: A Deputy Medical Examiner arrives on-scene in 90% of calls requiring on-scene investigation within one hour of first notification in order to support public safety, law enforcement, and affected members of the public.

The outcome measure was effective FY13. We estimated a 70% response time: we reached 83%.

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	2016	2016	2017	2017
Personnel	\$1,069,585	\$0	\$1,127,811	\$0
Contractual Services	\$13,050	\$0	\$12,880	\$0
Materials & Supplies	\$65,346	\$0	\$72,903	\$0
Internal Services	\$97,923	\$0	\$92,956	\$0
Total GF/non-GF	\$1,245,904	\$0	\$1,306,550	\$0
Program Total:	\$1,245,904		\$1,306,550	
Program FTE	10.20	0.00	10.20	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 40052A-16 Medical Examiner

In FY16, we reinstated a Chief Deputy Medical Examiner at 1.0 FTE (which had been in place from the early 1970s until 2005). The intent and positive results of this are: 1) the provision of on-site leadership and supervision for the 9 permanent and 9 on-call personnel that had been absent for 10 years; 2) increased number of personnel available to respond to death notifications and associated activities in a timely manner; 3) assessment and improvement of program operations and efficiencies; 4) reduced County liability due to improved personnel safety.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40055, 40056, 40058
Program Characteristics:

Executive Summary

Multnomah County Health Department is the only organization in the County to provide and support the Nurse Family Partnership Program (NFP). NFP is an evidence-based community healthcare program supported by 25 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 competent care for their children and families. This program serves over 400 families per year.

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, one team located in Northeast Portland, and one team located in 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. 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. This program responds to racial and ethnic disparities outlined in the 2014 Report Card on Racial and Ethnic Disparities, and addresses underlying causes of population health by focusing on a life course health perspective. Long-term benefits to the county include healthy children ready to learn; a healthier work force; decreased costs related to child welfare involvement, school failure, juvenile crime, and chronic disease; and gains in equity for the county's communities of color and low-income communities.

In FY15, Nurse Family Partnership and Healthy Birth Initiative (HBI) began the process of better connecting the two programs so that African American first time mothers are enrolled in NFP and receive 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of families served	485	450	450	450
Outcome	Percent of mothers enrolled in NFP services who are breastfeeding at 6 months	62%	60%	70%	65%
Quality	Client retention in prenatal phase of NFP program	64%	71%	71%	71%
Quality	Client satisfaction	NA	98%	NA	98%

Performance Measures Descriptions

Output "Number of families served": Data source is EPIC, combining MCHD NFP teams for ECS Northeast and East. Additional families served by HBI nurses trained in the NFP model are reflected in the HBI program offer.

Outcome "% of mothers enrolled in NFP services who are breastfeeding at 6 months": Data source ETO (NFP reporting port

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. OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,908,070	\$812,909	\$1,402,075	\$1,337,769
Contractual Services	\$33,038	\$431,012	\$461,010	\$180,000
Materials & Supplies	\$34,641	\$42,659	\$65,012	\$10,784
Internal Services	\$133,068	\$271,706	\$282,207	\$161,086
Total GF/non-GF	\$2,108,817	\$1,558,286	\$2,210,304	\$1,689,639
Program Total:	\$3,667,103		\$3,899,943	
Program FTE	17.80	5.40	9.96	10.44

Program Revenues				
Indirect for Dept. Admin	\$93,685	\$0	\$125,940	\$0
Intergovernmental	\$0	\$92,120	\$0	\$282,120
Other / Miscellaneous	\$14,190	\$0	\$0	\$0
Service Charges	\$0	\$1,466,166	\$0	\$1,407,519
Total Revenue	\$107,875	\$1,558,286	\$125,940	\$1,689,639

Explanation of Revenues

NFP is funded in part by Medicaid fees from Maternity Case Management (MCM) home visits conducted from pregnancy through two months postpartum and Targeted Case Management (TCM)* for infants and children up to age 5 years. *In the future, MCM and TCM will roll over into the Coordinated Care Organization (CCO) global budget. The contracts with the CCOs are planned to assure the same ability for counties to match funding with the federal government and keep our current TCM programs whole.

Local Public Health Authority IGA: \$272,120
 Target Case Management Babies First fees: \$1,001,952
 Medicaid Maternity Case Management fees: \$405,567
 Early Home Visiting grant: \$10,000

Significant Program Changes

Last Year this program was: FY 2016: 40054-16 Nurse Family Partnership

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40056, 40058A, 40037
Program Characteristics:

Executive Summary

The Children with Special Health Care Needs Home Visiting Program includes CaCoon and Healthy Homes Asthma Home Visiting programs. Using nurse and community health worker home visiting models, these programs support vulnerable families with children who have health conditions by providing comprehensive health assessments in the home, conducting care coordination, building a family's capacity to work with health and social services systems, reducing environmental toxins, and more.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and life stability. Multnomah County CaCoon and Healthy Homes Asthma Home Visiting programs serve families with children that have a chronic health condition, disability, or are identified as high-risk in hospital or community settings.

CaCoon care coordination services are offered by community health nurses who are specially trained to care for children with special health needs. Since family members have a central role in the care of their child, all services are planned around the desires and concerns of the family. Nurses provide technical support for families enrolled in non-CaCoon home visiting programs in the event a child develops a special health care need. Community health nurses and community health workers provide consulting support to families enrolled in the Mt Hood Head Start program, Oregon Child Development Coalition (OCDC), Multnomah Early Childhood Program (MECP), and through a contract for nurse consulting at Albina Head Start.

The Healthy Homes Asthma Home Visiting Program addresses health inequities by improving the health and livability of the home environment and addressing health and housing related health concerns. A bilingual, multi-disciplinary team provides in-home asthma nursing and environmental case management to improve health outcomes, quality of life, and housing conditions; and reduce environmental triggers. Healthy Homes staff provide home-based environmental and nursing assessment/interventions for high-risk children with asthma, consult with medical providers and pharmacists, partner with landlords and tenants to improve housing conditions, coordinate asthma care with school and day-care, identify and provide supplies to reduce or eliminate asthma triggers, and advocate for safe, healthy, stable and affordable housing.

Children that received CaCoon nurse home visits demonstrated significantly higher rates of immunizations, annual well-child visits, and annual dental care visits all resulting in potential Medicaid costs savings. Healthy Homes has shown improvements in asthma control, reduced emergency department visits, reduction of asthma triggers in the home and improved quality of life.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of families served by CaCoon team	353	300	159	150
Outcome	Number of families receiving an environmental home inspection.	65	162	102	120
Quality	Number of families completing mandatory assessments.	96%	95%	96%	96%

Performance Measures Descriptions

1) Number of families served includes CaCoon-specific families and high-risk families that do not have a CaCoon diagnosis. Numbers of families served directly through CaCoon dropped as community health nursing staff were moved to new roles in nurse consulting with Head Start and MECP serving families with children with special healthcare needs. 3) Includes 6 mandatory assessments as directed by State program for CaCoon-enrolled families seen more than three times.

Legal / Contractual Obligation

OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. 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	2016	2016	2017	2017
Personnel	\$872,511	\$873,976	\$585,172	\$1,525,342
Contractual Services	\$119,387	\$383,768	\$212,203	\$161,595
Materials & Supplies	\$31,142	\$19,849	\$76,484	\$86,556
Internal Services	\$95,167	\$370,442	\$326,339	\$222,119
Total GF/non-GF	\$1,118,207	\$1,648,035	\$1,200,198	\$1,995,612
Program Total:	\$2,766,242		\$3,195,810	
Program FTE	6.94	7.76	5.49	13.61

Program Revenues				
Indirect for Dept. Admin	\$99,080	\$0	\$141,253	\$0
Intergovernmental	\$0	\$410,315	\$0	\$1,104,812
Other / Miscellaneous	\$4,256	\$10,000	\$0	\$0
Service Charges	\$0	\$1,227,720	\$0	\$890,800
Total Revenue	\$103,336	\$1,648,035	\$141,253	\$1,995,612

Explanation of Revenues

This program offer is funded by the following:

Medicaid Targeted Case Management (TCM) revenue for CaCoon and Healthy Homes Asthma Home Visiting programs: \$890,800

Federal CaCoon grant: \$120,000

Nursing Case Management Services for MESD: \$211,315

Care Oregon Maternal Medical Home contract: \$739,497

Nursing Case Management Services for Early Head Start and Oregon Child Development Coalition: \$34,000

At some point next year, TCM is expected to roll into the Coordinated Care Organization (CCO) global budget. Contracts with the CCOs are planned to assure the same ability for counties to match funding with the federal government and keep current TCM programs whole.

Significant Program Changes

Last Year this program was: FY 2016: 40055A-16 CaCoon

Healthy Homes Asthma Home Visiting program is being moved from Environmental Health Education, Outreach, and Housing (FY16 program offer 40037) to this program offer. This means the addition of Targeted Case Management services and 4.6 FTE to this offer.

Numbers of families served directly through CaCoon dropped as nursing staff moved to new roles in nurse consulting with Head Start and Multnomah Early Childhood Program-serving families with children with special healthcare needs, and into the developing Maternal Medical Home in partnership with MCHD Primary Care Clinics.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40055, 40058A
Program Characteristics:

Executive Summary

Healthy Families of Multnomah County (HFMC) is an evidence-based early childhood home visiting program that is part of the state-wide Healthy Families of Oregon program serving at-risk families. Overall goals include reducing child abuse and neglect, improving school readiness, and promoting healthy growth and development of young children up to age three. HFMC will screen approximately 2,750 families for eligibility for home visiting services through our Welcome Baby screening program, and serve approximately 575 families through community contracts for Healthy Families services.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and stability. Healthy Families of Multnomah County (HFMC) serves families from the birth of a new child until the child turns three. Families who screen positive for parenting stress indicators are offered voluntary home visits shown to improve outcomes: reduced child abuse and neglect, improved school readiness, and improved access to information and supports for healthy growth and development. The HFMC program performs two related purposes: a community screening program, “Welcome Baby” which identifies families with potential need and interest in home visiting services; and a home visiting program, which uses the Healthy Families America model of home visiting, a credentialed best practice model delivered by highly trained staff through community-based agencies. These HFMC teams have a population or culturally-specific focus, including African American, immigrant/refugee, and teen parents. MCHD will screen an estimated 2,750 families and will serve and estimated 576 at-risk families through HFMC community contracts.

HFMC is also connected with Early Learning Multnomah (ELM), a collaboration of over 50 early learning programs that seek to coordinate services across the county to ensure all children in the county are kindergarten-ready. ELM has identified two intersecting groups of children at the greatest risk for not entering school ready to learn: those living at or near the poverty level, and children of color (including English language learners). HFMC adopted these ELM priority populations as its new priority screening population, and without increasing screening numbers, has focus its screening efforts on reaching families identified as at risk of health, educational and child welfare inequities.

HFMC responds to racial and ethnic inequities outlined in the 2014 Report Card on Racial and Ethnic Disparities, addresses underlying causes of population health by focusing on a life course health perspective, and builds capacity among community partners. Long-term benefits to the county include healthy children ready to learn; a healthier workforce; decreased costs related to child welfare involvement, school failure, juvenile crime, and chronic disease; and gains in equity for the county's communities of color and low-income communities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of families served	601	600	600	575
Outcome	% of participating parents who report reading to/with a child at least 3X/week	94%	94%	93%	94%
Quality	% of families remaining in intensive services for 12 months or longer	66%	66%	61%	64%

Performance Measures Descriptions

The ELD provides annual reports providing HFMC with performance monitoring data. We expect a gap in data reporting in 2015-16 due to a transition in data systems at the state. In the future, performance measures for the HFMC program will be drawn from a State of Oregon database “THEO”, that is not fully built yet. We expect to add several more sensitive performance measures in FY17, once THEO data reporting is functional.

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	2016	2016	2017	2017
Personnel	\$514,665	\$338,472	\$429,884	\$640,225
Contractual Services	\$659,686	\$1,055,838	\$435,164	\$1,547,632
Materials & Supplies	\$8,717	\$26,441	\$14,905	\$23,071
Internal Services	\$0	\$196,836	\$61,532	\$164,533
Total GF/non-GF	\$1,183,068	\$1,617,587	\$941,485	\$2,375,461
Program Total:	\$2,800,655		\$3,316,946	
Program FTE	4.91	3.99	5.55	7.00

Program Revenues				
Indirect for Dept. Admin	\$97,251	\$0	\$48,363	\$0
Intergovernmental	\$0	\$1,617,587	\$0	\$2,375,461
Total Revenue	\$97,251	\$1,617,587	\$48,363	\$2,375,461

Explanation of Revenues

Healthy Families of Multnomah County is funded by the State Healthy Families grant which requires a County paid match of 50%.

Significant Program Changes

Last Year this program was: FY 2016: 40056-16 Healthy Families

In FY17, the Healthy Families program will increase screening with a new community-based strategy to the established "Welcome Baby" parent screening program. This will further target screening where it is most needed and facilitate broader access to early childhood programs.

MCHD no longer receives contract funding for additional Healthy Families slots from Federal funding. These funds go directly to our contractors and leverages an additional 102 slots for Healthy Families.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Future Generations Collaborative (FGC) is a coalition among American Indian and Alaska Native community members, Native-serving organizations, and government agencies to increase healthy pregnancies and healthy births and strengthen families in American Indian and Alaska Native communities.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and stability. In Multnomah County, one in five births to American Indian and Alaska Native women results in a poor birth outcome. The historical trauma experienced by Native people has set the stage for poor birth outcomes and associated long-term health outcomes, and has hindered partnerships between Native communities and government agencies. The Future Generations Collaborative (FGC) is a culturally-specific effort to reduce serious health inequities experienced by Native communities, especially birth outcomes related to Fetal Alcohol Spectrum Disorders (FASDs). Eliminating the root causes of FASDs ensures that all Native families are supported to heal, grow and thrive; and that a healthy pregnancy and healthy start to life is possible for every Native person.

The FGC has adopted a trauma-informed collaborative process that helps heal people, organizations, and systems. Using the model, the FGC builds trusting relationships between and among people and organizations. Public health and county governments commitment to this community-led partnership and healing process makes FGC unique. Since its start in 2011, the FGC has achieved several successes including securing transformation funding from Health Share of Oregon (the funding period for this grant ended in FY15). The FGC is using funds from the Northwest Health Foundation (NWHF) to support a community-based policy coordinator. Additionally, the FGC has increased stakeholder commitments and in-kind support. The work of the FGC is made possible by County general fund, a 3-year \$200,000 grant from NWHF, and generous in-kind support from organizational partners. Strategies include providing continued opportunities for community healing; mobilizing, educating, and informing community through peer-to-peer support and training; increasing use of the relational world view and trauma-informed approaches within health and social service systems; and enhancing participation of Native-identified community health workers and community members in policy and systems changes.

The work of the FGC responds to racial and ethnic disparities outlined in the 2014 Report Card on Racial and Ethnic Disparities, and the Multnomah County Health Department Public Health Division 2015, Community Health Assessment. The FGC addresses underlying causes of population health by focusing on the social determinants of health and a life course health perspective, and building capacity in the Native community and among Native-serving organizations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of capacity building trainings addressing root causes of FASD.	6	3	4	3
Outcome	Percent of native community members attending trainings that increase awareness of FASD.	98%	100%	98%	100%
Quality	Number of Elders/Natural Helpers and community health workers engaged in policy advocacy.	NA	NA	NA	10
Quality	Percent of organizational partners reporting that MC operates with a trauma-informed approach in the FGC.	90%	90%	90%	90%

Performance Measures Descriptions

3) New outcome measure to replace FY16 outcome measure.

Legal / Contractual Obligation

The Health Department serves as the backbone agency for the FGC. In this role we have developed contracts with two Native-serving community-based organizations to complete the planned work of the NWHF grant. Those contracts are Native American Youth and Family Center [contract number 44-1937] and the Native Wellness Institute [44-1092]. We expect these contracts to continue until the grant period ends (January 2018).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$143,920	\$0	\$153,141	\$0
Contractual Services	\$266,000	\$67,726	\$221,334	\$133,435
Materials & Supplies	\$5,819	\$10,056	\$2,022	\$0
Internal Services	\$20,595	\$7,218	\$15,562	\$0
Total GF/non-GF	\$436,334	\$85,000	\$392,059	\$133,435
Program Total:	\$521,334		\$525,494	
Program FTE	1.50	0.00	1.50	0.00

Program Revenues				
Indirect for Dept. Admin	\$5,110	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$20,000
Other / Miscellaneous	\$0	\$85,000	\$0	\$113,435
Total Revenue	\$5,110	\$85,000	\$0	\$133,435

Explanation of Revenues

Future Generations Collaborative (FGC) is funded by county general fund and a Northwest Health Foundation grant.

Local Public Health Authority Title V: \$20,000

Northwest Health Foundation Future Generations Collaborative grant: \$113,435

Significant Program Changes

Last Year this program was: FY 2016: 40057-16 Future Generations Collaborative

The FGC is adding funds for two key areas of work – evaluation capacity and community healing events. This funding will increase the FGC’s ability to develop decolonized evaluation processes as prioritized by Collaborative members and ensure that there is sufficient funding to engage a broad spectrum of the AI/AN community in healing events that are integral to the FGC’s mission to address root causes of inequities. Revenue changes include carry-over in the amount of \$66,666. NWHF grant brings total to \$113,435. \$20,000 in Title V funds has been added to support FGC activities.

Department: Health Department **Program Contact:** Rachael Banks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40055, 40056
Program Characteristics:

Executive Summary

The Healthy Birth Initiatives Program (HBI) improves birth outcomes and the health of approximately 125 families, mothers and fathers in the African American community, helping children get a healthy start in life. For 15 years, the Healthy Birth Initiatives Program (HBI) has improved birth outcomes in the African American community using a culturally-specific model that addresses the underlying causes of this problem. 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 inequities in the county, and therefore MCHD recognizes the work of HBI as part of our 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. With additional funding in FY15, HBI increased the number of families served and expanded the components of service coordination and collective impact. Care coordination is promoted between internal Health Department programs, external health and social service providers, and larger systems. HBI also enrolls uninsured members of the African American community in health insurance. HBI works with its Community Action Network (CAN) to achieve collective impact on topics such as breastfeeding, family planning, and male/father involvement. One of the partnerships of HBI is the Black Parent Initiative. The Black Parent Initiative provides a parenting curriculum and parent empowerment to HBI families.

Long-term benefits to the county of investing in this 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of families served.	142	125	155	190
Outcome	Percent of mothers initiating breastfeeding after delivery.	92%	95%	95%	95%
Quality	Percent of participants who remain in program until child is two years-old.	78%	80%	80%	85%
Quality	Percent of participants who express satisfaction with cultural specificity of program.	90%	87%	90%	92%

Performance Measures Descriptions

Legal / Contractual Obligation

OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$640,706	\$687,102	\$189,138	\$1,040,108
Contractual Services	\$162,383	\$153,563	\$207,000	\$6,021
Materials & Supplies	\$57,242	\$56,733	\$80,093	\$13,775
Internal Services	\$136,889	\$215,290	\$188,692	\$112,784
Total GF/non-GF	\$997,220	\$1,112,688	\$664,923	\$1,172,688
Program Total:	\$2,109,908		\$1,837,611	
Program FTE	5.65	7.15	2.24	9.71

Program Revenues				
Indirect for Dept. Admin	\$66,896	\$0	\$88,177	\$0
Intergovernmental	\$0	\$750,000	\$0	\$810,000
Service Charges	\$0	\$362,688	\$0	\$362,688
Total Revenue	\$66,896	\$1,112,688	\$88,177	\$1,172,688

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: \$750,000

State Maternal & Child Health grant: \$60,000

Targeted Case Management Fees: \$362,688

Significant Program Changes

Last Year this program was: FY 2016: 40058-16 Healthy Birth Initiative

The Healthy Birth Initiatives' Director has moved to program 40060, Community Health and Chronic Disease Prevention.

Department: Health Department **Program Contact:** Nancy Griffith
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40050-40051
Program Characteristics:

Executive Summary

Corrections Health Mental Health Pilot adds three shifts of mental health personnel to provide 24/7 suicide watch coverage. This will improve the quality of care for the mentally ill inmates in jail, reduce Multnomah County Sheriff's Office (MCSO) costs and create efficiency for the court system.

Program Summary

This program offer will allow Corrections Health to have a mental health consultant available for 24/7 suicide watch coverage. The addition of these staff this past year helped reduce the number of clients on suicide watch from an average of 11.3 daily from January to September to 4.8 daily between October and December. This has significantly reduced the amount of staff needed by the Sheriff's office to watch clients on suicide watch. Additionally, it has allowed for clients to receive more timely mental health care. This has allowed us to identify clients who need mental health treatment earlier in their stay in jail. Being able to provide timely care in our short term setting is essential to assist clients in being able to maintain some level of stability while incarcerated while working towards more active transition plans upon release from jail. Additionally, clients have been able to access mental health staff more than one time per day. This has allowed clients to be reduced from constant suicide watch to active suicide watch much sooner than before these staff were hired.

Performance Measures:

We do not want to discourage staff from placing inmates on suicide watch, but the mental health staffing should allow us to evaluate inmates and appropriately release those who don't need to remain on active suicide watch. Currently we have on average 12 people per day who remained on active suicide watch for longer than 24 hours. With the 4.2 FTE, MHC staff who were added to the FY15 budget, the average daily clients who are on suicide watch, both active and constant, has been reduced from January-September of 11.3 to September to December of 4.8. We continue to believe the average will be closer to the 5 clients daily instead of the almost 12 clients that were on during the first 9 months of 2014. For our outcome measure #2 the next year offer of 6, reflects this reduction in overall clients being on suicide watch.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Avg number of mental health evaluations for suicide watch per month.	n/a	160	180	160
Outcome	Reduction in number of inmates who remain on active suicide watch per day.	n/a	6	12	6

Performance Measures Descriptions

First performance measure is changed to evaluations per month rather than evaluations per shift.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$406,471	\$0	\$491,757	\$0
Materials & Supplies	\$5,160	\$0	\$503	\$0
Total GF/non-GF	\$411,631	\$0	\$492,260	\$0
Program Total:	\$411,631		\$492,260	
Program FTE	4.20	0.00	4.40	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

These positions have been put in the CH budget as permanent employees.

Department: Health Department **Program Contact:** Rachael Banks
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40053, 40047, 40045, 40001, 40006
Program Characteristics:

Executive Summary

Research shows that our zip code is a more powerful determinant of health than our genetic code, and strongly affects rates of chronic disease. Chronic diseases account for 7 of 10 deaths each year. Community Health and Chronic Disease Prevention (CH-CDP) works to reduce documented health inequities and prevent chronic diseases by promoting place-based, culturally-specific, and population-level approaches to create healthier communities in which Multnomah County residents can live, work, play, worship, and study.

Program Summary

Community Health and Chronic Disease Prevention (CH-CDP) works to reduce documented health inequities through policies and practices that prioritize the self-identified needs of diverse community partners. Strategies include policy, system, and environmental improvements to address inequities; and community-informed planning and decision-making.

Policy, system, and environmental improvements to address inequities: Racial and Ethnic Approaches to Community Health (REACH) is a culturally-specific program funded by the Centers for Disease Control and Prevention (CDC). REACH focuses on tobacco and nutrition policies and environmental changes in a variety of settings to improve health across the lifespan, from pre-conception to older adulthood. This includes nutrition policies in childcare centers and faith-based settings, working with the City of Gresham to incorporate food access and equity criteria into transportation policies, and system changes in healthcare settings so that pregnant patients are being screened for tobacco exposure.

CH-CDP's focus on housing inequities represents another example of policy, system, and environmental improvements to address inequities by working to decrease negative public health outcomes resulting from housing quality, affordability and stability. Other efforts include informing the design of healthy, safe neighborhoods; creating strong local food systems; and implementing innovative place-based initiatives such as the Healthy Retail Initiative and the Healthy Worksites Initiative. Taken together these strategies ensure a comprehensive chronic disease framework that prevents chronic disease for those who don't have it and improves longevity and the quality of life for those who do.

Community-informed planning and decision-making: CH-CDP is contracting with a coalition of community partners to create a Community Health Improvement Plan (CHIP), an action-oriented plan outlining priority community health issues, such as chronic disease, and how these issues will be addressed. This partnership is an example of authentic engagement of, partnership with, and accountability to those communities most affected by inequities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of new partnerships developed to prevent and reduce rates of chronic disease.	NA	NA	16	15
Outcome	Number of policies & practices established to prevent and reduce rates of chronic disease.	14	16	16	16
Outcome	Percent of African Americans in MC with increased access to healthy food, tobacco-free places, & more.	NA	15%	16%	16%

Performance Measures Descriptions

1) New measure. Includes policy, systems, and environment work with new partners in sectors including education, business, non-profit, and more. 2) Measure previously tracked in program 40047. Includes policies to promote healthy eating and active living and create healthier neighborhoods and workplaces. This measure does not include tobacco-related policies; those are tracked in program 40006, Tobacco Prevention and Control. 3) Measure previously tracked in program 40053. Also includes access to chronic disease self-management options and opportunities to be active.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$360,665	\$666,331	\$817,198	\$511,925
Contractual Services	\$4,500	\$495,490	\$94,500	\$519,785
Materials & Supplies	\$27,432	\$63,349	\$35,506	\$71,605
Internal Services	\$149,583	\$144,793	\$61,602	\$132,685
Total GF/non-GF	\$542,180	\$1,369,963	\$1,008,806	\$1,236,000
Program Total:	\$1,912,143		\$2,244,806	
Program FTE	2.80	7.25	6.60	5.25

Program Revenues				
Indirect for Dept. Admin	\$82,363	\$0	\$48,428	\$0
Intergovernmental	\$0	\$1,369,963	\$0	\$1,236,000
Total Revenue	\$82,363	\$1,369,963	\$48,428	\$1,236,000

Explanation of Revenues

This offer includes federal funding from the Centers for Disease Control and Prevention for the Racial and Ethnic Approaches to Community Health (REACH) grant in the amount of \$1,236,000.

Significant Program Changes

Last Year this program was:

This new program consolidates functions formerly associated with 40047, Public Health Community Initiatives (now defunct) and 40053, Racial and Ethnic Approaches to Community Health (a grant-funded culturally-specific program operating within this larger unit).

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 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	2016	2016	2017	2017
Personnel	\$363,440	\$655,717	\$371,470	\$575,201
Contractual Services	\$188,925	\$17,744	\$0	\$409,638
Materials & Supplies	\$28,243	\$63,853	\$756	\$66,392
Internal Services	\$59,652	\$63,111	\$0	\$148,099
Total GF/non-GF	\$640,260	\$800,425	\$372,226	\$1,199,330
Program Total:	\$1,440,685		\$1,571,556	
Program FTE	1.70	4.80	2.09	3.71

Program Revenues				
Indirect for Dept. Admin	\$24,430	\$0	\$32,601	\$0
Intergovernmental	\$0	\$656,604	\$0	\$1,055,509
Other / Miscellaneous	\$349,883	\$143,821	\$0	\$143,821
Total Revenue	\$374,313	\$800,425	\$32,601	\$1,199,330

Explanation of Revenues

\$ 660,522 - Health Share of Oregon (Medicaid): Based on FY16 Medicaid Rates

\$ 143,821 - Care Oregon Incentive

\$ 394,987 - State Mental Health Grant MHS 37 Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40065-16 Mental Health & Addiction Services Administration

Department: Health Department **Program Contact:** David Hidalgo
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
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 an Office of Consumer Engagement within MHASD.

Program Summary

Currently, MHASD and community contractors employ a total of 76 paid peer staff and volunteers. The MHASD Office of Consumer Engagement will advise division leadership and function as liaisons to community providers and system partners. This team will also help MHASD utilize current resources to improve engagement and coordination of care for our most vulnerable residents in Multnomah County living with mental illness and addiction. Peer staff will develop workforce strategies and community training to increase awareness and the number of peers being competitively employed in our county. We believe that employing an Office of Consumer Engagement in MHASD will increase engagement of consumers in our community, improve our outreach to diverse communities around mental health and substance use, and improve outcomes that lead to recovery for those we serve.

This peer team will work with MHASD, contracted providers and system partners to increase awareness about the value of including peers in all aspects of our community system of care. Additionally, the team will assist MHASD to improve strategies for outreach, engagement and coordination of recovery services to a population of consumers frequently engaged with multiple systems in our community.

OCE will work with and the division, department, and community to lead, support, and advise on peer efforts across our county. The development of other projects and improved community engagement will include: creation of a county Peer Advisory Network, peer led community trainings, recommendations supporting system improvements, assistance with the mental health public awareness campaign and improved engagement around mental health and substance use with our local communities of color.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of peer lead trainings and supervision sessions	0	0	0	4
Outcome	Number of peers employed across provider agencies	0	0	0	106
Output	Number of MHASD and provider program and leadership meetings attended.	0	0	0	18

Performance Measures Descriptions

This is a new program offer.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$134,500	\$0
Contractual Services	\$0	\$0	\$6,000	\$0
Materials & Supplies	\$0	\$0	\$8,000	\$0
Internal Services	\$0	\$0	\$1,500	\$0
Total GF/non-GF	\$0	\$0	\$150,000	\$0
Program Total:	\$0		\$150,000	
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:

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$683,500	\$240,000	\$683,500	\$0
Internal Services	\$0	\$22,272	\$0	\$0
Total GF/non-GF	\$683,500	\$262,272	\$683,500	\$0
Program Total:	\$945,772		\$683,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$15,768	\$0	\$0	\$0
Intergovernmental	\$0	\$262,272	\$0	\$0
Total Revenue	\$15,768	\$262,272	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2016: 40066-16 Mental Health (CATC / Jail Diversion)

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	2016	2016	2017	2017
Personnel	\$565,985	\$135,062	\$173,487	\$507,372
Materials & Supplies	\$5,987	\$1,552	\$0	\$4,576
Internal Services	\$102,577	\$33,382	\$0	\$188,563
Total GF/non-GF	\$674,549	\$169,996	\$173,487	\$700,511
Program Total:	\$844,545		\$873,998	
Program FTE	6.75	1.75	2.16	6.14

Program Revenues				
Indirect for Dept. Admin	\$5,429	\$0	\$38,634	\$0
Intergovernmental	\$0	\$169,996	\$0	\$700,511
Other / Miscellaneous	\$596,707	\$0	\$0	\$0
Total Revenue	\$602,136	\$169,996	\$38,634	\$700,511

Explanation of Revenues

\$465,089 - Health Share of Oregon (Medicaid): Based on FY16 Medicaid Rates

\$235,422 - State Mental Health Grant: MHS Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40067-16 Medical Records for MHASD

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. 2) 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	2016	2016	2017	2017
Personnel	\$1,035,213	\$2,451,625	\$820,677	\$3,077,247
Contractual Services	\$809,220	\$1,069,515	\$196,555	\$969,341
Materials & Supplies	\$10,700	\$105,381	\$1,414	\$191,993
Internal Services	\$45,903	\$511,162	\$99,040	\$403,910
Total GF/non-GF	\$1,901,036	\$4,137,683	\$1,117,686	\$4,642,491
Program Total:	\$6,038,719		\$5,760,177	
Program FTE	9.38	23.32	7.30	27.60

Program Revenues				
Indirect for Dept. Admin	\$157,904	\$0	\$202,517	\$0
Intergovernmental	\$0	\$4,137,683	\$0	\$4,642,491
Other / Miscellaneous	\$1,162,520	\$0	\$0	\$0
Total Revenue	\$1,320,424	\$4,137,683	\$202,517	\$4,642,491

Explanation of Revenues

- \$ 3,302,154 - Health Share of Oregon (Medicaid): Based on FY16 Medicaid Rates
- \$ 33,543 - Washington County Older Adult Grant
- \$ 33,543 - Clackamas County Older Adult Grant
- \$ 485,728 - State Mental Health Grant: MH Older/Disabled Adult based on 2015-2017 IGA with State of Oregon
- \$ 787,523 - State Mental Health Grant: MH Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40068-16 Mental Health Quality Management & Protective 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 and Addiction Services Division operates a 24-hour, 365-day-a-year behavioral health emergency crisis response system. FY15 services included a 24/7 crisis hotline, a 24/7 mobile crisis outreach and a seven day a week 15.5-hour walk-in clinic. Total number of people served in FY15 was 83,493.

Program Summary

The behavioral health crisis system in Multnomah County is comprised of several interconnected services: Multnomah County Call Center – operated by Multnomah County 24/7, 365 days/year. The Call Center coordinates emergency mental health services for all county residents regardless of insurance status. Interpretation services are available as needed. It also provides the following: deploys mobile crisis resources, provides crisis counseling, provides treatment information and referral, linkage to behavioral health services, community education on suicide prevention, after hours hospitalization authorization for Multnomah Mental Health members, and authorizations for indigent medications, crisis housing and transportation. Total number of calls managed in FY14 was 74,864.

Utilization Review - This function provides authorization oversight of Multnomah Mental Health funds and indigent treatment funds for those experiencing mental health emergencies and crisis. The total number of after hours contacts was approximately 8,500.

Project Respond – Mobile outreach service that is contracted with a community based organization and is available 24/7, 365 days/year. Project Respond is deployed by the Call Center or Portland Police to provide face-to-face crisis evaluation and triage services to those in crisis regardless of insurance status. In FY15, total number of clients served was 3,179. Hospital Outreach Liaisons- in the Project Respond program assist in diverting individuals in Emergency Departments from Acute care services to appropriate treatment services in the community. Outreach liaisons had 317 face to face contacts in FY15.

Urgent Walk-In Clinic (UWIC) – Clinic based service contracted with a community-based organization, available from 7:30 a.m. to 10:30 p.m., Monday - Friday, that provides crisis evaluation, triage, and stabilization on a walk-in basis. The UWIC is the only service available to indigent clients in crisis in Multnomah County with immediate access to a psychiatrist or psychiatric mental health nurse practitioner for medication evaluation and treatment. Clients seen at the clinic are primarily indigent. Total number of clients served in FY15 was 4,489.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total Crisis System Contacts ¹	83,493	79,844	84,000	84,000
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED ²	96.5%	96.8%	96.1%	96.1%

Performance Measures Descriptions

¹ Total crisis system contacts: Crisis Line: 74,864 (calls), Project Respond: 3,179, CATC: 192, ITT: 644, UWIC: 4,489, ED Liaisons: 317

² Percentage of Urgent Walk In contacts that do not need a referral to an Emergency Department for acute services.

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	2016	2016	2017	2017
Personnel	\$25,090	\$2,144,794	\$998,684	\$1,165,930
Contractual Services	\$4,467,648	\$3,668,106	\$811,678	\$3,909,405
Materials & Supplies	\$0	\$40,876	\$0	\$18,054
Internal Services	\$29,318	\$609,803	\$0	\$430,156
Total GF/non-GF	\$4,522,056	\$6,463,579	\$1,810,362	\$5,523,545
Program Total:	\$10,985,635		\$7,333,907	
Program FTE	0.20	20.34	9.93	10.32

Program Revenues				
Indirect for Dept. Admin	\$284,025	\$0	\$73,307	\$0
Intergovernmental	\$0	\$5,943,739	\$0	\$5,508,329
Beginning Working Capital	\$0	\$491,760	\$0	\$0
Service Charges	\$0	\$28,080	\$0	\$15,216
Total Revenue	\$284,025	\$6,463,579	\$73,307	\$5,523,545

Explanation of Revenues

\$ 3,810,069 - Health Share of Oregon (Medicaid)

\$ 1,698,261 - State Mental Health Grant: MH Special Projects based on 2015-2017 IGA with State of Oregon

\$ 15,216 - Fee for Service Insurance Reimbursement Family Care

Significant Program Changes

Last Year this program was: FY 2016: 40069A-16 Behavioral Health Crisis Services

In FY17, a new community based crisis resource, the Unity Center for Behavioral Health, will be opening. To ensure the best investment of resources, we will adjust and right size current crisis programs to minimize duplicate entry points or services while still ensuring the crisis continuum can best respond to the behavioral health needs of our community.

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	2016	2016	2017	2017
Contractual Services	\$1,226,825	\$1,948,795	\$655,125	\$2,620,495
Internal Services	\$0	\$143,248	\$0	\$0
Total GF/non-GF	\$1,226,825	\$2,092,043	\$655,125	\$2,620,495
Program Total:	\$3,318,868		\$3,275,620	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$101,416	\$0	\$0	\$0
Intergovernmental	\$0	\$2,092,043	\$0	\$2,620,495
Total Revenue	\$101,416	\$2,092,043	\$0	\$2,620,495

Explanation of Revenues

\$2,620,495 - Health Share of Oregon (Medicaid): Based on FY16 Medicaid Rates

Significant Program Changes

Last Year this program was: FY 2016: 40070-16 Mental Health Crisis Assessment & Treatment Center (CATC)

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 more intensive mental health needs of adults in Oregon Health Plan are met by local inpatient psychiatric hospitals. Adult subacute services are addressed in program offer 40070-16 CATC. The more intensive mental health needs of children and families enrolled in Oregon Health Plan are met through the following service types: psychiatric inpatient hospitalization services, psychiatric residential treatment services for children, and secure alternatives to psychiatric hospitalization for children.

Program Summary

Three distinct levels of higher intensity care are available in the mental health service continuum for adults, children and families: Psychiatric inpatient hospitalization is the most intensive and restrictive level of treatment for both adults and children suffering from mental illness. The Mental Health and Addiction Services Division (MHASD) Utilization Management Team (UR) coordinates with hospital and community providers. UR authorizes inpatient psychiatric hospitalization only when community-based care is inadequate to prevent a mental health crisis or manage severe symptoms, based on medical necessity and clinical criteria. The average hospital stay for adults is 7 days and the average length of stay for child is 9 days.

Subacute is a secure alternative to psychiatric hospitalization used to stabilize mental health symptoms for children who would otherwise require inpatient hospitalization. Service is provided at a secure community-based facility that is staffed 24 hours a day with medical and clinical personnel. Treatment includes clinical programming, family therapy, medication management and discharge planning. The MHASD Utilization Management Team authorizes the service. Psychiatric Residential Services is the least intensive of these three service types. Psychiatric residential services treat children who, because of acute mental illness, are unable to manage their own behavior and who often present a threat to themselves and their parents. Highly trained staff provide 24-hour-a-day service, including psychiatric treatment and medication management. The Utilization Management Team manages the authorization of these services and works with providers to discharge children into the community when appropriate.

The program elements combined provide a continuum of services for approximately 132 children, an 1083 adults each year who need secure placement outside the home for mental health care.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total unduplicated children receiving inpatient, subacute & residential care ¹	132	133	122	122
Outcome	Average length of stay in psychiatric residential treatment ²	74	78	70	70

Performance Measures Descriptions

¹Total unduplicated children receiving inpatient, subacute, and residential psychiatric care.

² Average psychiatric residential treatment length of stay in number of days

Legal / Contractual Obligation

Mental Health Organization contract with the State of Oregon. Risk Accepting Entity contract with Health Share of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$2,430,000	\$0	\$2,856,605
Internal Services	\$0	\$225,504	\$0	\$0
Total GF/non-GF	\$0	\$2,655,504	\$0	\$2,856,605
Program Total:	\$2,655,504		\$2,856,605	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$159,651	\$0	\$0	\$0
Intergovernmental	\$0	\$2,655,504	\$0	\$2,856,605
Total Revenue	\$159,651	\$2,655,504	\$0	\$2,856,605

Explanation of Revenues

\$2,856,605 - Health Share of Oregon (Medicaid): Based on FY16 Rates

Significant Program Changes

Last Year this program was: FY 2016: 40071-16 Inpatient, Subacute & Residential MH Services for Children

Department: Health Department **Program Contact:** Jean Dentinger
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. In FY15, ICP investigated 3,692 total holds; commitment staff monitored 387 patients and 123 trial visits.

Program Summary

Commitment Services is comprised of several distinct yet interconnected services:

Involuntary Commitment Program: An emergency psychiatric hold (E-Hold) keeps an individual in a hospital while ICP staff investigates the individual's mental health status. Through an investigation, staff determines if the person has a mental illness and is dangerous to self or others, or is unable to meet their basic needs. ICP staff files for a pre-commitment hearing with the circuit court. When staff recommend a hearing, ORS 426.110-120 requires that a court examiner make an independent recommendation to the judge.

Emergency Hold: When an individual is appropriately placed on an E-Hold and cannot pay for the hospital stay, ORS 426 requires that the county pay for these services. The county is required to provide commitment monitoring services.

Commitment Monitors: Staff in this unit assess committed individuals to determine whether they continue to meet commitment criteria, work with hospital staff to develop treatment & 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 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of E-Holds investigated for County residents ¹	3,692	4,251	3,702	3,702
Outcome	% of total E-Holds that did not go to Court hearing ²	92.9%	90.2%	93.4%	93.4%
Outcome	% of total E-Holds taken to court hearing that resulted in commitment ²	89.4%	90.8%	90.9%	90.9%
Output	# of commitments monitored annually ³	387	401	376	380

Performance Measures Descriptions

¹ This measure has been changed to include 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 res. 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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,010,784	\$1,963,392	\$1,143,679	\$1,984,418
Contractual Services	\$205,000	\$1,267,628	\$151,000	\$581,503
Materials & Supplies	\$23,042	\$42,227	\$37,900	\$3,058
Internal Services	\$135,850	\$248,993	\$0	\$417,439
Total GF/non-GF	\$1,374,676	\$3,522,240	\$1,332,579	\$2,986,418
Program Total:	\$4,896,916		\$4,318,997	
Program FTE	9.00	16.50	9.00	16.50

Program Revenues				
Intergovernmental	\$0	\$3,022,240	\$0	\$2,986,418
Beginning Working Capital	\$0	\$500,000	\$0	\$0
Total Revenue	\$0	\$3,522,240	\$0	\$2,986,418

Explanation of Revenues

\$2,986,418 - State Mental Health Grant MHS 37 Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40072-16 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 would continue to support the peer-run supported employment center through continued funding of positions and operating costs. The Supported Employment center offers employment, wellness and administrative support to adults with a mental illness who want to become employed. Continued funding through this offer would ensure that staff can continue to meet the training standards required for Certification. Certification requires that the peer-run entity meet a defined standard of service delivery. Education is tightly linked with income and wealth, and less education is linked with poor health. Peer-run supported employment provides encouragement and assistance for individuals with a mental illness in securing continuing education, and advocating for reasonable accommodations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of active members	151	200	170	170
Outcome	Percent of members in paid employment positions	42.0%	16.0%	40.0%	40.0%
Output	Average daily attendance (ADA)	22	15	25	25

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	2016	2016	2017	2017
Contractual Services	\$80,000	\$0	\$80,000	\$0
Total GF/non-GF	\$80,000	\$0	\$80,000	\$0
Program Total:	\$80,000		\$80,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2016: 40073-16 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 & 621 beds of Transitional Housing. Residential treatment programs include: Secure Residential Treatment Facilities (SRTFs), Residential Treatment Homes (RTHs), Adult Foster Care Homes and a range of semi-independent supported housing programs. Transitional Housing serves 178 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. Populations served include those who are AMHI-eligible, those who are under the jurisdiction of the Psychiatric Security Review Board, and those who meet neither criteria, but whose mental illness prevents them from functioning safely in the community. Most clients enter the Residential system of care through the Oregon State Hospital, though some enter through the community, i.e., acute care and outpatient mental health provider referral.

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. In its role as the regulatory arm of the state, Residential Services also assists state licensors with licensure inspections and quality audits of programs.

The four Transitional Housing programs that receive funding provide 158 Single Room occupancy units and 20 dormitory shelter beds for 178 individuals. Diverse funding is utilized to maximize the ability of these programs to provide in-house supportive services that ensure individuals can maintain living independently and decrease the likelihood of being hospitalized due to inability to care for themselves.

FY 15, there were:

- 33 licensed structured care programs
- 7 supportive housing programs
- 27 licensed adult foster care programs with more in development
- A total of 621 beds

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of New Residential Services Referrals ¹	469	379	400	400
Outcome	% of Residential Services referrals placed	46%	40.4%	40%	40%

Performance Measures Descriptions

¹ This measure indicates the gap between the number of existing residential treatment beds and the number of referrals for placement.

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	2016	2016	2017	2017
Personnel	\$466,802	\$348,602	\$485,760	\$494,312
Contractual Services	\$813,898	\$12,824,904	\$333,164	\$11,183,361
Materials & Supplies	\$9,223	\$7,175	\$7,949	\$0
Internal Services	\$67,727	\$69,463	\$143,991	\$38,109
Total GF/non-GF	\$1,357,650	\$13,250,144	\$970,864	\$11,715,782
Program Total:	\$14,607,794		\$12,686,646	
Program FTE	4.50	3.50	4.50	4.64

Program Revenues				
Indirect for Dept. Admin	\$11,883	\$0	\$14,384	\$0
Intergovernmental	\$0	\$12,631,114	\$0	\$11,715,782
Beginning Working Capital	\$0	\$619,030	\$0	\$0
Total Revenue	\$11,883	\$13,250,144	\$14,384	\$11,715,782

Explanation of Revenues

\$ 170,452 - Healthshare of Oregon (Medicaid): Based on FY16 Medicaid Rates
\$ 231,700 - City of Portland, Bureau of Housing & Community Development
Revenue below is from State Mental Health Grant based on 2015-2017 IGA with State of Oregon:
\$ 3,500,000 - Non-Residential Adult Mental Health
\$ 55,562 - Non-Residential Youth & Young Adult
\$ 509,636 - Residential Mental Health Treatment Services for Youth and Young Adult
\$ 4,500,000 - Residential Treatment Services
\$ 2,076,990 - Supervision Services for Individuals Under PSRB and JPSRB
\$ 232,285 - Projects For Assistance In Transition From Homelessness (PATH) Services
\$ 77,188 - Adult Foster Care

Significant Program Changes

Last Year this program was: FY 2016: 40074A-16 Mental Health Residential Services

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	2016	2016	2017	2017
Personnel	\$0	\$966,388	\$0	\$1,075,940
Contractual Services	\$0	\$2,568,586	\$0	\$2,915,849
Materials & Supplies	\$0	\$9,465	\$0	\$5,130
Internal Services	\$0	\$208,790	\$0	\$225,231
Total GF/non-GF	\$0	\$3,753,229	\$0	\$4,222,150
Program Total:	\$3,753,229		\$4,222,150	
Program FTE	0.00	9.67	0.00	10.00

Program Revenues				
Indirect for Dept. Admin	\$69,405	\$0	\$52,328	\$0
Intergovernmental	\$0	\$3,703,229	\$0	\$2,790,559
Beginning Working Capital	\$0	\$50,000	\$0	\$1,431,591
Total Revenue	\$69,405	\$3,753,229	\$52,328	\$4,222,150

Explanation of Revenues

\$ 713,440 - Healthshare of Oregon (Medicaid): Based on FY16 Medicaid Rates

\$ 2,077,119 - State Mental Health Grant: Adult Mental Health Initiative (AMHI) based on 2015-2017 IGA with State of Oregon

\$ 1,431,591 - State Mental Health Grant: Adult Mental Health Initiative Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2016: 40075-16 Adult Mental Health Initiative (AMHI)

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	2016	2016	2017	2017
Personnel	\$0	\$718,002	\$0	\$1,573,523
Contractual Services	\$0	\$32,250,625	\$0	\$27,272,338
Materials & Supplies	\$0	\$5,815	\$0	\$1,166
Internal Services	\$0	\$3,010,414	\$0	\$306,388
Total GF/non-GF	\$0	\$35,984,856	\$0	\$29,153,415
Program Total:	\$35,984,856		\$29,153,415	
Program FTE	0.00	7.16	0.00	15.06

Program Revenues				
Indirect for Dept. Admin	\$2,089,920	\$0	\$147,903	\$0
Intergovernmental	\$0	\$35,984,856	\$0	\$29,153,415
Total Revenue	\$2,089,920	\$35,984,856	\$147,903	\$29,153,415

Explanation of Revenues

\$ 28,433,405 - Healthshare of Oregon (Medicaid): Based on FY16 Medicaid Rates

\$ 731,010 - State Mental Health Grant MHS 37 Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40076-16 Mental Health Services for Adults

An additional 4.2 FTE has been added to support Intensive Treatment Services which are being brought in house in FY17. Additional FTE increases are due to positions moving from Program Offers 40075 and 40080.

Legal / Contractual Obligation

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	2016	2016	2017	2017
Contractual Services	\$1,221,357	\$107,418	\$1,113,897	\$146,368
Total GF/non-GF	\$1,221,357	\$107,418	\$1,113,897	\$146,368
Program Total:	\$1,328,775		\$1,260,265	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$107,418	\$0	\$146,368
Total Revenue	\$0	\$107,418	\$0	\$146,368

Explanation of Revenues

\$ 146,368 - State Mental Health Grant MHS 37 Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40077-16 Mental Health Treatment & Medications for the Uninsured

Department: Health Department **Program Contact:** William Baney
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 15-25 who demonstrate initial symptoms of psychosis, with the goal of managing long-term problems and consequences. EASA offers formal psychiatric treatment services as well as vocational and educational support, and involves the young person's family in treatment. The program will provide services for approximately 160 clients.

Program Summary

The EASA team identifies young people experiencing the first episodes of psychosis and offers them a broad array of individualized treatment avenues and community-based care. Services include assessment, treatment planning, case management, medication management, psycho-educational workshops, multi-family groups, occupational assessments and interventions, evidence based supported employment services and educational supports. These services are provided by a multidisciplinary team that includes a psychiatrist, a nurse, a vocational and occupational therapist, peer support specialist and mental health consultants. The team's composition and activities are designed to meet the standards of a defined evidence-based practice model as required by the state. Research suggests that the median age for the onset of initial episodes of psychosis is under the age of 25. Research also suggests that early intervention and immediate access to treatment can directly reduce hospitalization rates and the incidence of psychosis' long-term disabling consequences.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total individuals enrolled in the EASA program receiving services	142	77	140	140
Outcome	% reduction in hospitalization rate 3 months pre and 6 months post enrollment (1)	75%	75%	75.0%	75.0%
Output	Number of unduplicated individuals referred to the EASA program	194	141	170	170

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 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	2016	2016	2017	2017
Personnel	\$0	\$947,840	\$0	\$1,146,238
Contractual Services	\$0	\$328,260	\$0	\$330,200
Materials & Supplies	\$0	\$14,446	\$0	\$16,896
Internal Services	\$0	\$132,310	\$0	\$169,280
Total GF/non-GF	\$0	\$1,422,856	\$0	\$1,662,614
Program Total:	\$1,422,856		\$1,662,614	
Program FTE	0.00	9.45	0.00	10.32

Program Revenues				
Indirect for Dept. Admin	\$6,883	\$0	\$11,400	\$0
Intergovernmental	\$0	\$1,422,856	\$0	\$1,578,614
Service Charges	\$0	\$0	\$0	\$84,000
Total Revenue	\$6,883	\$1,422,856	\$11,400	\$1,662,614

Explanation of Revenues

\$ 154,884 - Health Share of Oregon (Medicaid): Based on FY16 Medicaid Rates

\$ 84,000 - Fee For Service Insurance Receipts

\$ 1,423,730 - State Mental Health Grant MHS 37 Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40078-16 Early Assessment & Support Alliance

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$67,000	\$0	\$67,000	\$0
Total GF/non-GF	\$67,000	\$0	\$67,000	\$0
Program Total:	\$67,000		\$67,000	
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 2016: 40079-16 Mental Health Services for Victims and Survivors of Domestic Violence

Department: Health Department **Program Contact:** William Baney
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 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. These services support children and youth in the least restrictive setting. The continuum of services for at risk children includes: Early Childhood and Head Start Mental Health Services and Child Abuse Mental Health Services at CARES NW provided by Multnomah County Direct Clinical Services and HSO 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 and group therapy, skill building and medication management. Care is coordinated with allied agencies such as Child Welfare, MESD and Schools, Head Start programs, Developmental Disabilities, Dept of Community Justice Juvenile Justice, Wraparound, School Based Mental Health and Physical Healthcare to ensure the best outcomes for children and youth.

Culturally responsive services promote the development of healthy attachments and positive parenting practices so that needs are addressed before they become acute. The goal of every program in this array is to promote educational success and keep vulnerable children in home with their families, permanent foster care or with other long-term caregivers. Early Childhood and Head Start Programs' provide prevention and early intervention for 5,564 children, and address child and family needs before they become more acute. The Child Abuse Mental Health program (CARES NW), reduces the trauma of 1,042 vulnerable children and their families, which in turn, reduces their risk of developing long-term health and mental health problems. Outpatient Services deliver a family-centered model 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. This service array is in keeping with the goals of both the Early Childhood and School Aged Policy Frameworks and the Early Learning Multnomah school readiness goals starting February 1, 2014, as they relate to; integration, strengthening families and promoting educational success for children at risk for or with mental illness.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total children receiving outpatient services ¹	4,252	4,154	4,671	4,671
Outcome	% of children demonstrating improvement in their global distress score ²	81%	76%	82.5%	82.5%
Output	Total children (0-6) receiving prevention services	5,485	new	5,564	5,600

Performance Measures Descriptions

¹ This measure is the number of unduplicated children and youth ages 0 - 20, with at least one reported mental health treatment encounter in any outpatient service. Multnomah Mental Health, Verity, and Multnomah Treatment Fund (MTF) claims data.

² The ACORN is a short and frequent survey where clients rate their symptoms. The global distress score is the average score of all items on the survey. and with repeat measurement. provides an accurate measure of change over time.

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	2016	2016	2017	2017
Personnel	\$1,421,780	\$1,411,361	\$1,573,856	\$705,444
Contractual Services	\$101,970	\$11,245,047	\$111,432	\$11,286,577
Materials & Supplies	\$0	\$10,888	\$420	\$24,774
Internal Services	\$169,543	\$1,271,936	\$73,283	\$612,069
Total GF/non-GF	\$1,693,293	\$13,939,232	\$1,758,991	\$12,628,864
Program Total:	\$15,632,525		\$14,387,855	
Program FTE	12.27	12.55	13.20	5.97

Program Revenues				
Indirect for Dept. Admin	\$795,957	\$0	\$15,769	\$0
Intergovernmental	\$111,432	\$13,939,232	\$0	\$12,507,620
Service Charges	\$0	\$0	\$111,432	\$121,244
Total Revenue	\$907,389	\$13,939,232	\$127,201	\$12,628,864

Explanation of Revenues

- \$ 11,471,022 - Healthshare of Oregon (Medicaid): Based on FY16 Medicaid Rates
- \$ 111,432 - Federally Qualified Health Centers Medicaid Wraparound Funds
- \$ 248,725 - Head Start Contracts
- \$ 121,244 - Fee For Services Insurance Receipt
- \$ 787,873 - State Mental Health Grant MHS 37 Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40080-16 Community Based MH Services for Children & Families

Department: Health Department **Program Contact:** William Baney
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah Wraparound and Care Coordination follows 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 of medical necessity for children in need of the most intensive mental health services including SCIP/SAIP, Psychiatric Residential Treatment Services, Psychiatric Day Treatment Services, Home Based Services, and Wraparound Care Coordination.

Program Summary

Multnomah Wraparound is funded by Oregon Health Plan 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 225 children, youth, and families are engaging multi-system coordination at any given time.

Multnomah Wraparound and Care Coordination addresses system issues by identifying trends and establishing success indicators. It builds partnerships to facilitate planning, decision making and oversight. It supports family and youth involvement as primary decision makers in the development, implementation and modification of the system of care for children and families. Multnomah Wraparound and Care Coordination utilizes flex funding and community resources to meet the needs of families, monitors quality assurance, conducts utilization management, and evaluates service effectiveness.

Multnomah Wraparound and Care Coordination ensures policies and procedures are culturally competent and services provided are compatible with the families' cultural beliefs, practices, literacy skills and language. Multnomah Wraparound and Care Coordination is leading the effort to develop a System of Care cross sector governance structure, inclusive of youth and families

HSO Multnomah and LMHA intake unit provides 372 screenings on children per year for intensive services and care coordination. Multnomah Wraparound facilitates Child and Family Teams to develop a single plan of care with blended resources. The plan of care is family-guided, culturally competent, multidisciplinary and includes natural supports to help children stay with family, in the community, in school and out of trouble. Multnomah Wraparound, as the risk accepting entity for HSO 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of unique children served through Wraparound	159	172	172	172
Outcome	% of children who are meeting their goals on Wraparound service plan ¹	84%	84%	84%	84%
Outcome	% of children completing the Youth Care Coordination Progress review each quarter	81%	76%	81%	81%
Output	Number of unique children screened for Youth Care Coordination eligibility	258	219	270	270

Performance Measures Descriptions

¹ % of children rated as stable or making progress on their goals in the quarterly Children's Progress Review System.

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	2016	2016	2017	2017
Personnel	\$0	\$2,137,530	\$0	\$2,500,310
Contractual Services	\$0	\$592,525	\$0	\$183,566
Materials & Supplies	\$0	\$845	\$0	\$15,967
Internal Services	\$0	\$462,468	\$0	\$620,484
Total GF/non-GF	\$0	\$3,193,368	\$0	\$3,320,327
Program Total:	\$3,193,368		\$3,320,327	
Program FTE	0.00	19.47	0.00	22.92

Program Revenues				
Indirect for Dept. Admin	\$191,988	\$0	\$235,919	\$0
Intergovernmental	\$0	\$3,193,368	\$0	\$3,320,327
Total Revenue	\$191,988	\$3,193,368	\$235,919	\$3,320,327

Explanation of Revenues

\$ 3,202, 907 - Healthshare of Oregon (Medicaid): Based on FY16 Medicaid Rates
 \$ 117,421 - Centennial School District

Significant Program Changes

Last Year this program was: FY 2016: 40081-16 Multnomah Wraparound

Department: Health Department **Program Contact:** William Baney
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 1500 children and teens with serious mental health disorders in 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 education planning to retain students in school and reduce risk of higher levels of care.

Program Summary

Mental health treatment is provided in schools to decrease barriers such as stigma, cost and transportation for 1500 underserved families. This program reaches youth who have not accessed services in a mental health clinic and over 43% of those served were children of color. Approximately 75% of the children served were 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 to the needs of all identified. The ongoing need for culturally specific/responsive mental health treatment and outreach continues to be a priority, to ensure capacity and supports are available to assist with improving attendance for students served, leading to school completion and raising indicators for economic well being and improved health.

School based mental health consultants provide screening; crisis intervention; mental health assessment; individual, group and family treatment; and clinical case management. School based mental health consultants provide consultation to education staff to optimize educational planning for children with mental health challenges. Mental health consultants are co-located in School-Based Health Clinics when possible 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 1989. Through this program children and teens with mental health disorders or at risk of harming themselves or others are identified and receive intervention. 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, divert children from higher cost and more restrictive services and improve lifelong socio-economic and wellness outcomes. This program meets a child's basic need for mental health and is congruent with the goals of the Cradle to Career Framework.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total unduplicated children receiving mental health services	1,531	1,500	1,700	1,700
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement. (NEW)	62%	81.5%*	55%	60%

Performance Measures Descriptions

*Changed Performance Measure 2 Outcome to a client/student reported perception of change versus the previous measure of a clinician observation of improvement. 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.

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	2016	2016	2017	2017
Personnel	\$1,069,045	\$1,378,338	\$1,036,565	\$1,558,914
Materials & Supplies	\$12,547	\$14,927	\$8,857	\$1,129
Internal Services	\$73,030	\$153,151	\$311,284	\$96,293
Total GF/non-GF	\$1,154,622	\$1,546,416	\$1,356,706	\$1,656,336
Program Total:	\$2,701,038		\$3,013,042	
Program FTE	9.25	13.46	9.04	13.14

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$26,848	\$0
Intergovernmental	\$137,266	\$1,546,416	\$0	\$1,456,337
Service Charges	\$0	\$0	\$137,265	\$199,999
Total Revenue	\$137,266	\$1,546,416	\$164,113	\$1,656,336

Explanation of Revenues

\$ 137,265 - Federally Qualified Health Center Medicaid Wraparound payments

\$ 237,547 - Local Public Health Agency IGA with State of Oregon for School Based Clinics

\$ 22,498 - Parkrose School District

\$ 74,996 - Centennial School District

\$ 199,999 - Fee for Service Insurance Receipts

\$ 177,000 - Portland Public Schools

\$ 944,296 - State Mental Health Grant: MHS Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40082A-16 School Based Mental Health Services

and FY 2016: 40082B-16 Expansion of 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 is a groundbreaking public education program that helps the public identify, understand, and respond to signs of mental illnesses and substance use disorders. Mental Health First Aid increases mental health literacy in the community, providing a preventive and empowering tool to the community. It provides the public with the education necessary to intervene before an individual potentially reaches mental health crisis. The program offer funds a minimum of two trainings per month with up to 30 participants per training. 653 people were trained in FY15.

Program Summary

Mental Health First Aid is a national program managed, operated and disseminated by the National Council for Behavioral Healthcare, the Maryland Department of Health and Mental Hygiene, and the Missouri Department of Mental Health. The national program trains and certifies instructors to deliver the 8-hour Mental Health First Aid course. There are also Youth Mental Health First Aid and Law Enforcement Mental Health First Aid certifications. The interactive 8-hour course presents an overview of mental illness and substance use disorders, introduces participants to risk factors and warning signs of mental health problems, builds understanding of their impact, and reviews common treatments. Participants of the 8-hour course become certified as Mental Health First Aid-ers and learn a 5-step action plan encompassing the skills, resources and knowledge to help an individual in crisis connect with appropriate professional, peer, social and self-help care. The Mental Health First Aid course has benefited a variety of audiences and key professions, including: primary care professionals, employers and business leaders, faith communities, school personnel and educators, state police and corrections officers, nursing home staff, mental health authorities, state policymakers, volunteers, young people, families and the general public.

In addition to Mental Health First Aid, the Prevention Coordinator has been offering Applied Suicide Intervention Skills Training (ASIST). 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. Developed in 1983, and regularly updated to reflect improvements in knowledge and practice, ASIST is the world's leading suicide intervention workshop. During the two-day interactive session, participants learn to intervene and help prevent risk of suicide. In FY16, we estimate that 180 community members will have been trained in ASIST.

In FY16, we estimate that 587 Multnomah County employees and community members will have been trained in Mental Health First Aid and Youth Mental Health First Aid. In FY17, Mental Health First Aid will continue to be offered to all county employees as well as identified community groups and members who express a need for increased awareness and training in preventing mental health crisis in the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of individuals trained in Mental Health First Aid and ASIST ¹	653	720	767	775
Outcome	% of individuals who report greater understanding of mental illness.	87%	90%	88%	88%

Performance Measures Descriptions

¹ Estimate for current year total # trained in MH First Aid 587, Estimate for current year # trained in ASIST 180. The Suicide Prevention Coordinator position funded in FY16, has provided the necessary program administration to increase promotion of mental health awareness and increased community involvement.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$88,306	\$0	\$93,400	\$0
Contractual Services	\$85,945	\$0	\$40,000	\$0
Materials & Supplies	\$20,062	\$0	\$21,295	\$0
Internal Services	\$14,148	\$0	\$16,371	\$0
Total GF/non-GF	\$208,461	\$0	\$171,066	\$0
Program Total:	\$208,461		\$171,066	
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 2016: 40083-16 Mental Health First Aid

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 incorporate their culture, tradition and language. Some communities of color are also over-represented in the criminal justice system. Through this program offer 723 indigent individuals received services in FY15.

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.

A growing population of African, Pacific Islander and Middle East refugees were identified in stakeholder discussions and culturally specific behavioral health provider meetings. Programs and benefits for refugees are time limited and do not offer comprehensive mental health treatment. Culturally specific providers reported that the majority of uninsured refugee referrals (72%) came from Multnomah County Health Department clinics. Funding targeted for comprehensive mental health treatment and support services specific to refugee populations will decrease the need for crisis services, hospitalization and/or unnecessary involvement in the criminal justice system.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total culturally diverse individuals receiving services ¹	723	820	735	735
Outcome	Culturally specific persons served per 1,000 culturally diverse in population ²	3.2	3.4	3.2	3.2

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 2014.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$1,567,513	\$0	\$1,567,513	\$0
Total GF/non-GF	\$1,567,513	\$0	\$1,567,513	\$0
Program Total:	\$1,567,513		\$1,567,513	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$180,000	\$0	\$0	\$0
Total Revenue	\$180,000	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2016: 40084-16 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 continuum consists of addictions outpatient and residential treatment for under and uninsured adult residents; medication management; and recovery support services. Projects include a program for homeless individuals with complex behavioral health problems including severe addiction; and care coordination to assist high utilizers of detox and hospitals in accessing appropriate treatment options. The continuum serves approximately 2,250 clients a year. Research shows that every dollar invested in addiction treatment yields a cost offset of up to \$11.05 in other publicly supported services.

Program Summary

The Oregon Health Authority estimates 300,000 Oregonians have a substance use disorder, with roughly 18% of those accessing addiction treatment and more than 40% of those who try to get help experiencing barriers related to cost or insurance issues. Addiction is recognized as a chronic disease often requiring lifelong attention due to relapse rates similar to other chronic diseases including diabetes. While the overall goal of treatment is to help clients maintain sobriety, it also reduces criminal activity, infectious disease transmission, and child abuse and neglect even when people continue to struggle with their disease.

Treatment helps clients shift from denial about their addiction to acceptance and hope. Our adult continuum supports treatment engagement, recovery and a return to a healthy lifestyle. Services address the negative consequences of alcohol and other drug abuse; target specific issues that are barriers to recovery; and teach pro-social alternatives to addictive behaviors through clinical therapy, skill building, and peer delivered services. Providers also address self sufficiency needs through help with parenting skills, stress and anger management, housing issues, independent living skills, referrals for physical and mental health issues, employment services, and recreation and healthy use of leisure time.

Clinical services are delivered throughout Multnomah County by a network of state licensed providers. These providers are culturally competent and many have bilingual staff. Outpatient treatment allows a client to work, go to school, attend job training, socialize, and otherwise carry on a normal life. The continuum treats about 2,250 clients annually. Residential treatment provides intensive services with clients living in the treatment center during their course of treatment, usually for two to six months. Clients needing this level of care often have multiple failures in outpatient treatment, due to the severity of illness, as well as risk factors like unemployment and housing problems. Residential treatment serves about 500 clients annually. Recovery support services facilitate ongoing clean and sober social support activities for clients and their families, and provide an avenue for recovering people to give back to the community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number served in treatment (all levels of care)	1,547	3,395	1,856	1,856
Outcome	Percentage of clients who successfully complete outpatient treatment ¹	45%	45%	45%	45%

Performance Measures Descriptions

Performance measures reflect a move to more intensive services for a fewer number of individuals with higher-level needs, and an increase in recovery support services separate from treatment. New County reporting methods and State MOTS data led to adjusting estimates.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

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 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 revenues are provided to counties on a dedicated formula basis and are restricted to alcohol and drug services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$200,963	\$645,677	\$207,597	\$1,075,816
Contractual Services	\$3,386,881	\$16,174,348	\$2,536,792	\$11,294,700
Materials & Supplies	\$7,640	\$14,348	\$0	\$13,077
Internal Services	\$39,917	\$782,108	\$0	\$223,773
Total GF/non-GF	\$3,635,401	\$17,616,481	\$2,744,389	\$12,607,366
Program Total:	\$21,251,882		\$15,351,755	
Program FTE	1.50	6.33	1.50	10.35

Program Revenues				
Indirect for Dept. Admin	\$492,290	\$0	\$57,245	\$0
Intergovernmental	\$0	\$17,616,481	\$0	\$12,607,366
Total Revenue	\$492,290	\$17,616,481	\$57,245	\$12,607,366

Explanation of Revenues

\$ 5,741,435 - Healthshare of Oregon (Medicaid): Based on FY16 Medicaid Rates
 \$ 578,890 - Local 2145 Beer and Wine Tax
 \$ 720,557 - Community Mental Health Block Grant
 \$ 125,000 - Safe Neighborhoods Advocacy Partnership US Department of Health & Human Services
 \$ 485,000 - Addictions Benefit Coordinate Pilot Program
 Revenue below is from the State Mental Health grant based on 2015-2017 IGA with State of Oregon
 \$ 1,300,000 - State Mental Health Grant: Adult Substance Use Disorder Residential Treatment
 \$ 431,649 - State Mental Health Grant: Supported Capacity for Dependent Children
 \$ 1,356,002 - State Mental Health Grant: Community Behavioral and Substance Use Disorder Services
 \$ 1,868,833 - State Mental Health Grant: Substance Use Disorder Residential Capacity

Significant Program Changes

Last Year this program was: FY 2016: 40085-16 Adult Addictions Treatment Continuum

Medicaid expansion through the Affordable Care Act has allowed us to continue to reallocate a portion of funding previously used for treatment to now fund community recovery support services that are not covered by Medicaid but which improve and enhance treatment and recovery outcomes, as well as new care coordination for high utilizers of detox and hospital services. Traditional performance measures reflect a move towards more intensive services for a fewer number of individuals with higher-level needs.

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 2014-2015 data the county's community-based providers treated approximately 327 individuals and family members. Countywide data shows that problem gamblers and family members can access treatment in less than five days from initial contact 99% of the time and 74% report no gambling 12 months following treatment.

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. Gambling treatment and prevention services incorporate prevention, harm reduction and multiple levels of treatment by placing emphasis on quality of life issues for the person who gambles, family members, and communities. In 2014-2015, 285 gamblers enrolled in treatment. As noted, family participation is important, and 42 family members enrolled in treatment as well.

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, learning gambling prevention techniques, and maintaining recovery.

Multnomah County provider network has expanded and includes Lewis & Clark, Volunteers of America InAct, Cascadia Behavioral Healthcare, OHSU IPP, Empowerment Clinic and Voices of Problem Gambling Recovery (VPGR). Culturally specific Asian, African American and Latino services are available in this network of providers.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of gamblers and family members accessing treatment annually ¹	327	330	350	360
Outcome	Gambler successful treatment completion rate ²	49%	40%	50%	50%

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	2016	2016	2017	2017
Personnel	\$0	\$19,190	\$0	\$17,905
Contractual Services	\$0	\$696,000	\$0	\$770,000
Materials & Supplies	\$0	\$11	\$0	\$1,595
Internal Services	\$0	\$2,405	\$0	\$0
Total GF/non-GF	\$0	\$717,606	\$0	\$789,500
Program Total:	\$717,606		\$789,500	
Program FTE	0.00	0.17	0.00	0.15

Program Revenues				
Intergovernmental	\$0	\$717,606	\$0	\$789,500
Total Revenue	\$0	\$717,606	\$0	\$789,500

Explanation of Revenues

\$ 19,500 - State Mental Health Grant: Local Administration - Addictions Services based on 2015-2017 IGA with State of Oregon

\$ 70,000 - State Mental Health Grant: Problem Gambling Prevention Services based on 2015-2017 IGA with State of Oregon

\$ 700,000 - State Mental Health Grant: Problem Gambling Treatment Services based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40086-16 Addiction Services Gambling Treatment & Prevention

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 abuse prevention program provides prevention services for children and families at high risk for substance abuse. These services for residents of public housing sites include structured after-school activities (homework assistance, tutoring, home visits), individualized support for youth, and a family engagement program. Last year, the public housing program provided over 5,500 prevention service contacts. The County is also in the second year of a federally-funded coalition initiative to prevent substance abuse and underage drinking among youth 18 and under.

Program Summary

The structured after-school program for public housing residents is a long-standing collaboration with Home Forward, providing afternoon and evening services offering on-site homework help, socializing and skill-building activities to youth and families who live in public housing. The structured services at Home Forward housing sites also include tutoring, mentoring and family-support home visits, primarily serving children and youth between 5 - 14 years old. These activities promote school success, family bonding, improved parenting skills and youth life skills. By directly addressing community risk and protective factors, prevention reduces multiple problem behaviors and improves outcomes for children and families. In 2014, Multnomah County received a Drug Free Communities (DFC) grant from the Office of National Drug Control Policy to address underage drinking and underage marijuana use through community-based prevention strategies, including: 1) educating youth, parents, schools and communities on the negative effects of substance use; 2) reducing underage access to alcohol and marijuana; 3) ensuring fair and appropriate consequences for youth caught with alcohol or marijuana, including early interventions; and 4) reducing promotion of alcohol and marijuana to youth.

The DFC initiative has expanded the reach of the County effort called Safe Neighborhood Advocacy Partnership (SNAP), a coalition of diverse stakeholders in its fifth year of working to reduce high risk drinking among young adults ages 18-25 in downtown Portland. High risk drinking is defined as binge drinking, heavy drinking and underage drinking (for those 18-20 for whom drinking is illegal). The coalition has adopted a new name, Big Village, to reflect its expansion demographically and geographically — from young adults partying in downtown Portland to underage alcohol and marijuana use by youth under the age of 18 in the Portland Police Bureau's Central Precinct geographic area — with plans to expand even further. Big Village has two task forces: the Youth Empowerment Committee (YE Committee) and the Safe Nightlife Committee (SNL Committee). The YE Committee has created two educational fliers for parents and teachers, providing information on recreational marijuana laws, risks associated with underage marijuana use, and how to speak with youth. The SNL Committee has hosted the Portland Bar Academy for two years, an event designed to educate bar owners and employees on over-service prevention best practices.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Youth served at public housing sites ¹	387	275	300	275
Outcome	Core group youth w/ improved behavior ²	88%	75%	75%	75%
Outcome	Core group youth w/ improved academic achievement	91%	75%	75%	75%

Performance Measures Descriptions

- ¹ This measure includes all participants in the entire collaborative after-school program serving youth in public housing.
² Intensive core group services will be provided to 30 families with youth exhibiting behavioral and academic risk factors. Outcomes of improved behavior (e.g., less disruptive, better attendance, fewer suspensions) and improved academic achievement are good predictors of reduced future substance abuse.

Legal / Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention resources and state general funds through the State Oregon Health Authority (OHA) contract. Additionally, the Big Village coalition program is funded by the Federal Office of National Drug Control Policy (ONDCP) Drug Free Communities Support Program Grant (DFC). Program plans are developed and submitted in accordance with State and Federal grant requirements. Because Multnomah County accepts the OHA and DFC grants, we are obligated to spend funds in accordance with regulations regarding State Service Elements A&D 70 (Prevention Services) as well as the Federal ONDCP DFC grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$107,368	\$0	\$110,599
Contractual Services	\$0	\$0	\$0	\$206,399
Materials & Supplies	\$0	\$1,482	\$0	\$4,970
Internal Services	\$0	\$16,347	\$0	\$2,783
Total GF/non-GF	\$0	\$125,197	\$0	\$324,751
Program Total:	\$125,197		\$324,751	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$125,197	\$0	\$324,751
Total Revenue	\$0	\$125,197	\$0	\$324,751

Explanation of Revenues

\$ 324,751 - Community Mental Health Block Grant

Significant Program Changes

Last Year this program was: FY 2016: 40087-16 Addiction Services Alcohol & Drug Prevention

Department: Health Department **Program Contact:** Jean Dentinger
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 consumers with a serious mental illness. Qualified mental health professionals staff the Community Court, Mental Health Court and Forensic Diversion Program. All three programs provide assertive, short term support, with the goal of connecting to appropriate community treatment options. A primary goal of all the programs is to divert mentally ill persons from lengthy jail stays and promote stability in the community. Clients served in FY15 Community Court: 1,074, Forensic Diversion: 305, Mental Health Court: 80.

Program Summary

The three coordinated diversion programs target persons in the criminal justice system with serious mental illness who are at risk of lengthy stays in jail or hospitals unless provided additional treatment, support, and resources.

The Community Court Program addresses quality of life crimes with a focus on restorative justice. Clients are able to participate in a variety of social services as an alternative to jail or community service.

Mental Health Court provides time-limited intensive monitoring services to persons involved in the criminal justice system while connecting them to community treatment, housing, and financial and medical entitlements. Staff provide ongoing monitoring and support for persons enrolled in Mental Health Court. Staff initiated services to 37 new participants in FY15.

The Forensic Diversion Program focuses on diversion from the criminal justice system for persons charged with felony and misdemeanors and ordered to undergo evaluation/restoration at the Oregon State Hospital (OSH). Staff provide mental status evaluations, as well as linkage to basic needs in the community; time-limited coordination/linkage to treatment services, housing, financial and medical entitlements, and social services. In addition, Forensic Diversion provides community restoration as an alternative to being placed in the OSH. This option is less restrictive and provides the client with continued stability and services while maintaining safely in their community.

The three diversion programs address the needs of residents with a mental illness who can be safely diverted from jail and/or the State Hospital, provide support for successful completion of court directives and provides linkage to community services that provide stability. Initial case management and coordination protects the legal and civil rights of these individuals, ensures appropriateness of resources and decreases the unnecessary expense of time in jail or the State Hospital.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of participants in Community Court	1,074	1,375	1,054	1,100
Outcome	% of participants in good standing or have successfully completed services	61%	60%	58%	60%
Output	# of participants engaged with Forensic Diversion	305	600	344	450
Outcome	% of participants successfully engaged with Forensic Diversion	73%	68%	74%	70%

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	2016	2016	2017	2017
Personnel	\$209,612	\$1,044,761	\$215,991	\$1,033,990
Contractual Services	\$0	\$300,027	\$291,999	\$208,022
Materials & Supplies	\$1,184	\$13,100	\$0	\$3,119
Internal Services	\$62,999	\$87,902	\$0	\$192,570
Total GF/non-GF	\$273,795	\$1,445,790	\$507,990	\$1,437,701
Program Total:	\$1,719,585		\$1,945,691	
Program FTE	2.00	9.20	2.00	9.20

Program Revenues				
Indirect for Dept. Admin	\$7,498	\$0	\$7,212	\$0
Intergovernmental	\$0	\$1,445,790	\$0	\$1,437,701
Total Revenue	\$7,498	\$1,445,790	\$7,212	\$1,437,701

Explanation of Revenues

\$ 358,194 - Multnomah Behavioral Health Treatment Court (MBHTC) federal grant from SAMHSA

\$ 1,079,507 - State Mental Health Grant: MHS Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40088-16 Coordinated Diversion for Persons with Mental Illness

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Detoxification and Supportive Housing are two vital steps to working towards long-term recovery and stability. Detoxification, a medically managed inpatient service that served 2,375 in FY15, is the primary entrance point into addiction services for many low income people who face a severe addiction. Supportive Housing targets individuals who are homeless addicts who have completed any needed detoxification and are continuing treatment. In benefiting from both clinical and housing supports, clients are more likely to move from active addiction through treatment and into recovery.

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. Detoxification is provided in a culturally competent manner -- with new specialized services for African American individuals -- in an integrated medical clinic with primary care and dual-diagnosis capability. 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.

Homeless clients transitioning to outpatient treatment may be referred to Supportive Housing services. Supportive Housing (\$29 per unit per day) is an evidence-based, lower-cost resource when compared to either inpatient hospitalization (up to \$2,724 per day) or residential treatment (\$124 per day), and we can provide less restrictive/expensive outpatient treatment while the individual is in Supportive Housing. Findings from a 2006 study of homeless adults in Portland, showed a 36% reduction in public costs when supportive housing was provided. The 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of admissions annually to detoxification ¹	2,375	2,400	2,375	2,400
Outcome	Percentage of supportive housing unit utilization ²	94%	90%	94%	90%
Output	Number of supportive housing units	133	168	168	168

Performance Measures Descriptions

¹ An admission is a person completing the admission process. There can be multiple admissions.

² Average length of stay in supportive housing is 14-15 weeks. Our outcome measures the annual utilization rate. Performance Measure 3 now reflects an increase in total number of supportive housing units.

Legal / Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements. Also, Local 2145 Beer & 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	2016	2016	2017	2017
Contractual Services	\$917,424	\$0	\$1,747,560	\$1,296,616
Total GF/non-GF	\$917,424	\$0	\$1,747,560	\$1,296,616
Program Total:	\$917,424		\$3,044,176	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,296,616
Total Revenue	\$0	\$0	\$0	\$1,296,616

Explanation of Revenues

\$ 1,187,152 - State Mental Health Grant: A&D Community Mental Health Block Grant based on IGA with State of Oregon
\$ 109,464 - 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 2016: 40089-16 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 adolescent youth in outpatient and residential addictions treatment and in early recovery, and includes culturally-specific outpatient services which target high-risk minority youth. This program also provides alcohol/drug-free supportive housing resources for families headed by adult parent(s) who are in early addiction recovery. In FY16, a minimum of 90 families will receive housing supports in recovery-focused housing communities, with the same projected for FY17.

Program Summary

Youth alcohol and drug treatment focuses on the developmental issues of youth up to age 18, to intervene in the immediate and long-term consequences of substance abuse. Our youth treatment continuum reflects collaboration with schools and juvenile justice, providing engagement services, outpatient and residential treatment services for uninsured, and recovery supports. Youth healthcare coverage -- with benefits, including addictions treatment -- is at a very high rate. Contracting with providers for services funded through a global/flexible budget allows the County to continue to provide core treatment for those few uninsured youth, as well as enrich an expanded continuum of services supporting treatment enrollment and completion.

Most core treatment services are paid by public (Medicaid) or private insurance, and thus our offer focuses on engagement and recovery wraparound supports which Medicaid does not cover, to expand treatment access and strengthen recovery outcomes. We retain the ability to fund treatment for those uninsured youth through age 18 whose families' income is less than 200% of Federal Poverty Level. While outpatient services are most common, some youth need a higher level of care, and youth residential treatment addresses the needs of some of the most vulnerable and at-risk county adolescents, a subset of whom have significant mental health issues.

The Family Alcohol and Drug-Free Network (FAN) is a collaboration of community providers supporting families in 89 units of Central City Concern long-term transitional housing for families who are rebuilding their lives following the negative impacts of their addictions. These housing communities provide a clean, safe and sober living environment in which parents can raise their children while new recovery principles are reinforced. This offer funds an array of services aligned for FAN families including rent assistance, family mentoring, and housing case management. Goals focus on supporting the sobriety and recovery of the parent(s); family retention or reunification in cases of child welfare involvement; building family stability, economic self-sufficiency, healthy community involvement; and eventual success in permanent housing.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of households that received rent assistance	113	75	90	75
Outcome	Exiting families that move into long-term permanent housing	64%	52%	52%	52%
Output	Number of families that received housing coordination services	119	105	115	105

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.

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. 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	2016	2016	2017	2017
Contractual Services	\$337,133	\$702,614	\$205,000	\$795,779
Total GF/non-GF	\$337,133	\$702,614	\$205,000	\$795,779
Program Total:	\$1,039,747		\$1,000,779	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$702,614	\$0	\$795,779
Total Revenue	\$0	\$702,614	\$0	\$795,779

Explanation of Revenues

\$ 24,700 - Local 2145 Beer & Wine Tax

\$ 275,100 - State Mental Health Grant: A&D Special Projects based on 2015-2017 IGA with State of Oregon

\$ 495,979 - State Mental Health Grant: A&D Community Behavioral and Substance Use Disorder Services based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40090-16 Family & Youth Addictions Treatment Continuum

Legal / Contractual Obligation

Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$1,067,134	\$0	\$855,446
Total GF/non-GF	\$0	\$1,067,134	\$0	\$855,446
Program Total:	\$1,067,134		\$855,446	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,067,134	\$0	\$855,446
Total Revenue	\$0	\$1,067,134	\$0	\$855,446

Explanation of Revenues

\$ 855,446 - State Mental Health Grant MHS 37 Special Projects based on 2015-2017 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2016: 40091-16 Family Involvement Team

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$500,000	\$0
Total GF/non-GF	\$0	\$0	\$500,000	\$0
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department Overview

Multnomah County Library’s mission: Empowering our community to learn and create.

Multnomah County Library is a key community asset, serving people and enabling individual and community development. The Library uses three-year strategic priorities to shape services, programs and culture. As the world changes rapidly, the Library holds constant three pillars that define its role and value in this community:

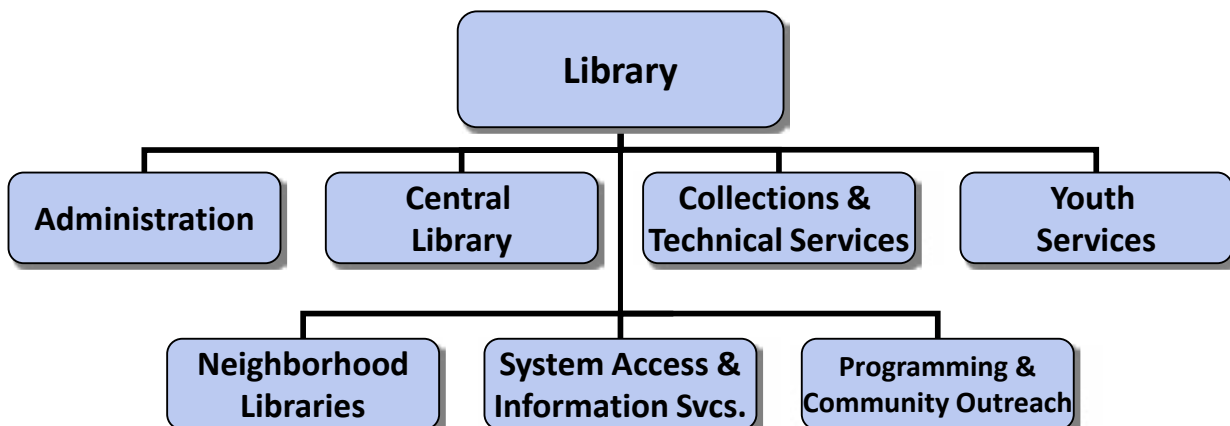
- Free access for all
- A trusted guide for learning
- The leading advocate for reading

Multnomah County Library makes forward-thinking decisions to ensure that the library remains relevant for people of all ages and backgrounds and uses resources wisely. The Library anticipates the changing needs of its community and adapts to provide the best service possible.

Our strategic priorities:

- We reflect and serve a diverse community
- We enable creation and learning
- We champion reading
- We build digital literacy
- We re-imagine library service and spaces

These pillars and priorities support Multnomah County’s mission, vision, and values. Specifically, the vision statement, “Everyone in our community shares equally in opportunity, regardless of what they look like, where they come from, what they believe in, or who they love,” directly correlates with the library’s pillar of free access for all. This pillar also ties closely with Multnomah County’s social justice value: “Promote equity in the community, include people who have not been included in the past, help those who need help.”



Budget Overview

The Library’s FY 2017 budget sustains current service levels while adding several strategic investments. No County General Fund is used, due to the independent Multnomah County Library District. Changes from FY 2016 include efforts to prepare for future capital needs, increase safety and security for employees and patrons, and improve diversity internally and equity of access for patrons.

The Library’s FY 2017 proposed expenditures of \$75.6 million represents a 2% increase over FY 2016. Notable new expenditures include:

- \$310,000 in the Library Director’s Office (80007) to fund consulting services for the capital planning process and an LDA position to manage the process.
- Program offer 80019 (System Access & Information Services) establishes a new system-wide contact center to respond to basic questions and more efficiently connect patrons to the appropriate services.
- Diversity Initiative (80021) funds a new Equity and Inclusion Manager.

The Library District will be in its fourth year, and has maintained the original tax rate of \$1.18 per \$1,000 of assessed value. Lower than expected compression in Multnomah County has resulted in revenues 1% higher than expected in FY 2017.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	518.00	527.50	527.50	532.00	4.50
Personnel Services	\$43,329,501	\$45,219,381	\$46,861,811	\$48,788,557	\$1,926,746
Contractual Services	1,380,828	1,953,556	1,729,590	1,966,910	237,320
Materials & Supplies	9,311,618	10,549,806	11,000,573	10,928,293	(72,280)
Internal Services	13,961,787	13,738,699	14,089,959	13,961,586	(128,373)
Capital Outlay	<u>34,564</u>	<u>361,598</u>	<u>451,997</u>	<u>0</u>	<u>(451,997)</u>
Total Costs	\$68,018,298	\$71,823,040	\$74,133,930	\$75,645,346	\$1,511,416

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

Successes and Challenges

As the needs of the community change, Multnomah County Library must balance and serve those needs in new ways. With stable funding in place, the library is uniquely positioned to realize an innovative vision of library service for future generations. FY 2016 was another year of successes for Multnomah County Library. The library implemented an updated set of strategic priorities with increased focus on identifying and addressing opportunity gaps in the community.

In early 2016, the library opened its first makerspace to better serve youth through fun and engaging creative learning with STEAM resources. The makerspace aligns public and private funding to provide rich and captivating experiences for young people in East Multnomah County. The effort leverages the skills and knowledge of partners, adult mentors and staff with the latest practices in self-driven creative learning to support workforce development and community vitality.

FY 2016 also saw new approaches to address community need through the creation of a mental health crisis worker position. In partnership with Cascadia Behavioral Healthcare, the library shaped a new contracted position to respond to patrons in crisis, create connections and offer resources to those patrons. This position also supports library staff in these interactions to improve outcomes.

The library continued its investments to better serve patrons through technology. FY 2016 saw the addition of two Drupal developers and a director of digital strategies. This unit increases capacity to develop and integrate new digital resources for patrons, who now use the library online more than in person.

My Librarian, which offers patrons personalized reading recommendations, made strides in FY 2016, adding emphasis on children's literature. The My Librarian service was featured as the cover story in October's issue of Library Journal and the library shared its knowledge and success with peers across North America.

Creating safe, secure and welcoming space for staff and patrons alike remains a high priority. In response, the library has created a new library safety officer classification, adopted new practices and invested in updates to facilities.

Demand for library service continues to increase in East Multnomah County. Size limitations of public service locations warrant a comprehensive and long-term strategy for how, when and why those spaces will change to better serve community needs. The library's impending capital planning process is intended to examine these issues and offer a clear set of recommendations to address them.

Diversity and Equity

Multnomah County Library is committed to the goals of equity, inclusion and sustaining a workforce that reflects the community it serves.

The library increased its outreach in recruiting to a diverse pool of potential applicants in FY 2016. These activities included in-person recruitment efforts at the National Conference of African American Librarians in St. Louis (in conjunction with the American Library Association’s Black Caucus) and at the ALA conference in San Francisco. The library conducted recruitments for a Bilingual Chinese Regional Librarian; a Youth Librarian with an African American cultural competency; Library Assistants with African American cultural competency; Bilingual Library Assistants with Spanish, Vietnamese, Chinese and Russian cultural competencies and a Bilingual Chinese Clerk with a cultural competency.

The library also partnered with Multnomah County Talent Development to develop training curriculum addressing microaggressions in dealing with patrons and colleagues.

As founding members of the Digital Inclusion Network, the library highlighted the needs of those without access to quality broadband, affordable devices and personal training. The group’s efforts will emerge in a Digital Equity Action Plan, which will take a regional view of how public and private sector agencies can be more inclusive and contribute to the success of individuals and the community in today’s digitally focused economy.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$9,961,638	\$9,961,638	66.00
Central Library	0	14,204,819	14,204,819	136.75
Collections & Technical Services	0	11,580,536	11,580,536	32.00
Youth Services	0	2,543,461	2,543,461	16.50
Neighborhood Libraries	0	26,370,066	26,370,066	252.00
System Access & Information Services	0	8,665,238	8,665,238	12.00
Programming & Community Outreach	0	2,319,588	2,319,588	16.75
Total Library	\$0	\$75,645,346	\$75,645,346	532.00

Department Administration

Department Administration provides executive leadership and strategic vision for the library system; connects the community with the many services the library offers; manages the library's finance and budget operations; ensures accurate and timely delivery of library materials; coordinates building maintenance; oversees safety and security; promotes the resource management of highly qualified staff; provides flexible staffing coverage for the system; and provides opportunities for people to contribute their time and talents to Multnomah County Library.

The Director's Office works with elected leaders, stakeholders, citizens and staff to ensure that library services meet the needs of Multnomah County residents; Business Services manages the library's finance and budget operations; Marketing + Online Engagement provides essential services to the 28,000-plus people who use the library each day; Facilities & Logistics ensures the movement of books and materials among all 22 locations and coordinates buildings and grounds maintenance; Safety & Security ensures safe, secure and welcoming facilities for patrons and staff; Human Resources/Learning Systems 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

A new program offer, Diversity Initiative (80021) is being added to this division. The Diversity Initiative funds a senior level position to lead the development and implementation of proactive diversity, equity, and inclusion initiatives.

A second new program offer, Safety & Security (80020), represents a restructuring of FY 2016 funding from two other program offers within this division: Library Director's Office (80007) and Facilities & Logistics (80018), in order to more effectively coordinate safety and security operations.

Central Library

Referred to as “Portland’s Crown Jewel,” Central Library is a cherished historic building, and is a downtown destination for local residents and tourists. Nearly 2,400 people visit Central Library every day, from all around Multnomah County and the surrounding areas. First opened in 1913 and renovated from 1994 to 1997, Central Library houses a diverse collection of over 740,000 current or historic books and materials, including The Oregonian, back to the first issue from 1850.

Statistics demonstrate heavy use of the Central Library. Staff answer 130,000 reference questions for a diverse population — from students who need homework help to entrepreneurs who need information on starting a new business. Members of the public use nearly 600,000 library Internet and wi-fi sessions for a wide variety of activities such as completing job applications, searching for housing or human services, applying for student financial aid, or conducting other research. More than 220 school classes and other groups visit the library, conduct research, hear stories, and select materials to check out. Over 27,000 new borrowers sign up for library cards. More than 1,100 programs and classes are attended by people of all ages. In FY 2017, Central Library will continue to operate seven days a week (57 open hours).

Significant Changes

The interlibrary loan (ILL) function is being transferred from Central Library (80000) to Library Books-Acquisition & Processing (80014) within the Collections & Technical Services division. The ILL function has historically been housed and performed at the Central Library, but operationally it aligns more closely with the work of the Collections & Technical Services division.

Collections & Technical Services

The Collections & Technical Services Division acquires, catalogs, processes and manages the library's collection for all locations. It is organized into four units:

- The Selections Unit works with vendors, publishers and professional review sources to select materials in all formats (print, CDs, DVDs, electronic) for purchase. This unit monitors collection use by location, age group and patron and staff requests to determine current needs.
- The Acquisitions Unit orders, claims, receives and pays for collection materials. This unit monitors use of collection funds, pays invoices and maintains fund accounting records.
- The Cataloging Unit creates database records that show what the library owns, where materials are located, and whether they are available. These records enable patrons to see availability, place holds on copies, and check out materials.
- The Materials Processing Unit prepares materials for use by applying protective labels, jackets and packaging. This unit sorts new materials for direct delivery to library locations.

In FY 2017, the division expects to add 150,000 new print and electronic titles to the library collection. It also manages approximately 2,500 periodical subscriptions, more than 120 databases and a growing number of online resources. These electronic materials can be accessed 24/7.

Significant Changes

In FY 2017, the library continues to expand the availability of electronic content in response to changes in the publishing industry and in the way patrons access content. The library launched two new e-content services: Zinio, which offers digital magazines and IndieFlix, a streaming movie platform.

Youth Services

Youth Services serves children from birth through grade 12 in three areas: Youth Services Management, Every Child, and School-Age Services

- Youth Services Management provides planning and oversight, ensuring adequately trained staff, developmentally appropriate practices and services supporting the library's priorities. It includes Teen Services and the Summer Reading program, which served over 111,000 participants in the summer of 2015.
- Every Child programs support kindergarten readiness by working with children's adult caregivers and key community partners. In FY 2015, the library hosted 6,000 storytimes to over 136,000 children and caregivers. Other programs include Every Child a Reader: weekly rotation of home book collections for children in Head Start and low-income child care; Early Words: supporting early childhood care and education providers; Reach Out and Read: a partnership with county health clinics; Multnomah County Library at Earl Boyles Community School; and New Parent Gifts: (partially funded by The Library Foundation) providing a literacy-focused package to new parents, encouraging reading with their preschoolers.
- School-Age Services works in partnership with school districts and afterschool programs to improve student success by encouraging pleasure reading, reaching over 26,000 students at the 63 schools with the lowest reading scores in the county through Books 2 U; and by providing curriculum support for educators and literacy-focused after-school programs through School Corps.

Significant Changes

Multnomah County Library is viewed as a leader in state and local birth-to-third- grade reading success campaigns. The Youth Services Director continued the development of the Early Literature Success Alliance with other key literacy non-profits and deploys staff to key collaborative and partnership meetings with other education and literacy stakeholders. Youth Services completed a two year Paul G. Allen Family Foundation grant that created new services to connect families with new readers to the library's collection and expertise. Two highlights include the new Welcome to Reading kits for beginning readers and the countywide 1st grade Golden Ticket promotion. The library will request funding from The Library Foundation to expand these successful pilot projects. Youth Services continued work on new Teen Services Strategies to focus service and measure success in connecting with the teen population. All Youth Services staff added a teen-specific PPR into their FY 2016 plan and the Teen Services Specialist will consult with all workgroups on creating and measuring their own service plan. This division also worked closely with Learning Systems and Volunteer Services to refresh the training approach and content for the Summer Reading Program's 781 volunteers, the majority of whom are youth.

Neighborhood Libraries

Spread throughout Multnomah County, 18 neighborhood libraries are hubs of community engagement and creativity. These libraries provide access to books, computers with Internet access, free programs, and meeting spaces for residents who visited these locations over 3.8 million times last year. These libraries range from historic buildings to landmark modern designs. Neighborhood libraries circulate books and other materials, offer educational and engaging programs for all ages, and provide free meeting space for community groups. Libraries give patrons access to over two million books and other materials, including rich collections in Spanish, Russian, Vietnamese, and Chinese. Families participate in storytimes offered in English, Spanish, Russian, Vietnamese, Mandarin, Cantonese, and Somali. Neighborhood libraries offer after-school activities, including STEAM programs in support of creative learning that is transferable to education and the workforce. Last year over 111,000 youth took part in the Summer Reading Program; many of them participated through their neighborhood library. Adults develop essential life skills by attending computer classes, use popular job seekers labs to fill out applications, and participate in book groups. Dedicated volunteers contributed over 46,000 hours of service this past year. All 18 Neighborhood Libraries locations have developed annual outreach plans to ensure strategic outreach in their communities, as well as annual programming plans that aim to provide a variety of engaging programs for all ages. All staff are trained, coached and evaluated on customer service principles to support a seamless patron experience.

Significant Changes

During FY 2016 Multnomah County Library's first makerspace will open at Rockwood library. A partnership effort with the Mt. Hood Cable Regulatory Commission and The Library Foundation, the makerspace provides a cooperative learning environment where underserved youth can cultivate STEAM (science, technology, engineering, arts, math) skills. The makerspace will offer instruction and programs, the assistance of adult mentors, and innovative technology tools.

System Access & Information Services

System Access & Information Services has two areas: Information Technology (IT) Services and System Access and Information Services. Together, these programs ensure patron access to library collections and information services, functional library technology and an inviting online presence.

IT Services provides leadership and development resources for the library's technology vision and digital strategy, ensuring that the library has sustainable and robust information technology that supports innovative and progressive service to the diverse community. IT Services also supports staff computing and maintains over 900 computers and mobile devices for public use, plus wired and wireless networks across all library locations. These networks allow public access to resources such as the library catalog, databases, downloadable books and media, and websites that assist patrons with job hunting, continuing education and access to government services.

System Access and Information Services develops policies and procedures to help people use library services, including an estimated 62,000 new cardholders in FY 2016. This program develops and trains staff on new policies and procedures, ensures good stewardship of library collections, and manages systemwide service.

Significant Changes

System Access & Information Services (80019) contains funding for the initial implementation of a systemwide contact center. The contact center will handle incoming phone calls that are currently being received on a variety of library information lines as well as respond to all emails coming in via "Ask a Librarian", online comments, and any other online forms – a total of about 200,000 contacts a year.

Program offer 80020-16, Information Services, was folded into two other program offers (System Access & Information Services, 80019, and Human Resources/Learning Systems/System Wide Staffing, 80011) and discontinued as a separate program offer.

Programming & Community Outreach

The Programming & Community Outreach (PCO) division leads the library's public programming, community outreach, public training, reader services and partnership initiatives. The division includes oversight of the Library Outreach Services (LOS) adult outreach section. PCO ensures that activities align with the library's priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work, and assists in research and evaluation. Specific responsibilities include scheduling, grant writing, exhibit building, volunteer coordination, staff and public training, event management, creation of website content, publicity and fiscal oversight.

PCO oversees more than 4,400 events, public programs and classes at libraries and other community gathering places each year, all designed to enrich and transform the lives of children, families and adults. LOS focuses on programs and services to older adults, new immigrants, adult learners, people with disabilities, and people who are institutionalized or homeless. Other outreach includes providing library and information services at community events and presentations to local organizations. Reader Services keeps current the vision of the readers' advisory effort and leads systemwide training, program and service initiatives, working with other divisions to engage the community and generate excitement around reading. Partnerships increase and enhance the library's visibility in the community and maintain goodwill among the library and other organizations and their users.

Significant Changes

There are no significant changes.

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 2017 General Fund	Other Funds	Total Cost	FTE
Department Administration					
80007	Library Director's Office	\$0	\$1,409,587	\$1,409,587	6.00
80008	Marketing + Online Engagement	0	1,115,012	1,115,012	7.50
80009	Business Services	0	1,179,981	1,179,981	6.00
80010	Volunteer Services/Title Wave Book Store	0	572,443	572,443	4.25
80011	Volunteer Services/Learning Systems/System Wide Staffing	0	2,604,199	2,604,199	21.50
80018	Facilities & Logistics	0	2,280,651	2,280,651	14.75
80020	Safety & Security	0	663,577	663,577	5.00
80021	Diversity Initiative	0	136,188	136,188	1.00
Central Library					
80000	Central Library	0	11,348,787	11,348,787	133.00
80012	Central Director's Office	0	2,856,032	2,856,032	3.75
Collections & Technical Services					
80013	Library Book Budget	0	7,425,000	7,425,000	0.00
80014	Library Books Acquisitions and Processing	0	4,155,536	4,155,536	32.00
Youth Services					
80003	School Age Services	0	1,029,313	1,029,313	7.25
80004	Early Child Initiative	0	848,994	848,994	6.00
80015	Youth Services Management	0	665,154	665,154	3.25
Neighborhood Libraries					
80001	Regional Libraries	0	11,099,966	11,099,966	107.25
80002	Neighborhood Libraries	0	14,483,777	14,483,777	140.00
80016	Neighborhood Libraries Management	0	786,323	786,323	4.75
System Access & Information Services					
80017	IT Services	0	7,230,658	7,230,658	3.00
80019	System Access & Information Services	0	1,434,580	1,434,580	9.00
Programming & Community Outreach					
80005	Family & Adult Programming	0	1,423,905	1,423,905	8.50
80006	Adult Outreach	0	<u>895,683</u>	<u>895,683</u>	<u>8.25</u>
Total Library		\$0	\$75,645,346	\$75,645,346	532.00

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	2016	2016	2017	2017
Personnel	\$0	\$10,621,615	\$0	\$10,855,745
Contractual Services	\$0	\$9,900	\$0	\$11,800
Materials & Supplies	\$0	\$188,350	\$0	\$183,700
Internal Services	\$0	\$295,306	\$0	\$297,542
Total GF/non-GF	\$0	\$11,115,171	\$0	\$11,348,787
Program Total:	\$11,115,171		\$11,348,787	
Program FTE	0.00	133.75	0.00	133.00

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80000-16 Central Library

Reduction of 0.75 Library Clerk. Transferred interlibrary loan (ILL) function to Library Books-Acquisition & Processing (80014-17); no FTE change.

Department: Library **Program Contact:** Rita Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80002
Program Characteristics:

Executive Summary

This program offer is for the five regional libraries: Belmont, Gresham, Hillsdale, Hollywood and Midland. Regional libraries have more space and larger collections, and offer more services, than the smaller neighborhood libraries. Last year, residents visited regional libraries over 1.7 million times and benefited from diverse learning, cultural and recreational opportunities.

Program Summary

Multnomah County residents have access seven days a week, including some evenings, to over 525,000 print items including items in Spanish, Vietnamese, Chinese, Somali, and Russian. Patrons also have access to over 570,000 digital items including e-books, audiobooks, music, and movies.

Children and young people participate in storytimes, Summer Reading, and after school activities (peak hours for juvenile crime). More than 111,000 children participated in the 2015 Summer Reading program across the library system, and 66,414 people attended youth programs at regional libraries last year.

Residents develop critical life skills through job training resources, book groups, opportunities for civic engagement, and other library programs. Libraries help bridge the digital divide by providing free basic computer classes and free Internet access to those without computers. Language learning and educational programs improve employment opportunities and quality of life for those residents with low English proficiency and limited resources. To support critical life skill development and digital literacy, regional library staff schedule one-on-one sessions with over 250 patrons annually, with a 95% satisfaction rating.

The five regional libraries offer a variety of programs that provide opportunities for neighbors to interact. Dedicated volunteers from youth to seniors contributed 17,500 hours of service last fiscal year. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Non-English speakers enjoy about 525 bilingual programs and events each year, such as Dia de Los Ninos and Slavic and Lunar New Year celebrations. Regional libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. Patrons used the 287 public computers, iPads, Chromebooks, and lab laptops, along with their personal devices, for a total of 650,000 Internet and wi-fi sessions in FY 2015. More than 525 free computer classes and labs help attendees develop life and job skills. Finally, 1,255 groups used free library community space for meetings, thereby fostering meaningful citizen involvement and neighborhood interaction.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Books and items checked out or renewed (physical items only)	7,892,659	7,900,000	7,182,320	7,000,000
Outcome	Patrons who found books and items they wanted	94%	90%	92%	92%
Efficiency	Cost per item checked out or renewed	\$3.27	\$3.25	\$3.35	\$3.63

Performance Measures Descriptions

Output: Usage of physical items is decreasing as checkouts of e-books, streaming and downloadable titles increase. Digital checkouts were nearly 1.2 million in FY15 systemwide.

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation). Among the nation's busiest libraries, Multnomah County Library has one of the lowest costs per item checked out.

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	2016	2016	2017	2017
Personnel	\$0	\$8,808,324	\$0	\$9,149,453
Contractual Services	\$0	\$8,900	\$0	\$10,800
Materials & Supplies	\$0	\$167,780	\$0	\$171,068
Internal Services	\$0	\$1,684,098	\$0	\$1,768,645
Total GF/non-GF	\$0	\$10,669,102	\$0	\$11,099,966
Program Total:	\$10,669,102		\$11,099,966	
Program FTE	0.00	106.75	0.00	107.25

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80001-16 Regional Libraries

Net increase of 0.50 FTE.

Department: Library **Program Contact:** Rita Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80001
Program Characteristics:

Executive Summary

This program offer is for the 13 neighborhood libraries: Albina, Capitol Hill, Fairview-Columbia, Gregory Heights, Holgate, Kenton, North Portland, Northwest, Rockwood, Sellwood-Moreland, St. Johns, Troutdale and Woodstock libraries. Last year, residents visited neighborhood libraries over two million times and benefited from diverse learning, cultural and recreational opportunities.

Program Summary

Neighborhood libraries serve as community facilities where residents can attend classes, programs and community forums that provide opportunities for neighbors to interact. County residents have access seven days a week, including some evenings, to a collection of over 569,000 print items including items in Spanish, Vietnamese, Chinese, Somali, and Russian. Patrons also have access to over 570,000 digital items including e-books, audiobooks, movies, and music.

Children and young people participate in storytimes, the Summer Reading Program and after-school activities (peak hours for juvenile crime). Over 111,000 children participated in the 2015 Summer Reading program across the library system, and over 126,000 people attended youth programs at neighborhood libraries last year. Research indicates that youth participation in summer reading programs results in improved reading skills and enhances all other learning.

Residents develop critical life skills through job training resources, book groups, opportunities for civic engagement, and other library programs. Libraries help bridge the digital divide by providing free basic computer classes and free access to computers and high speed Internet. Language learning and educational programs improve employment opportunities and quality of life for those residents with low English proficiency and limited resources. To support critical life skill development and digital literacy, neighborhood library staff schedule one-on-one sessions with 500 patrons annually, with a 95% satisfaction rating.

Neighborhood libraries offer a variety of programs that provide opportunities for neighbors to interact. In Fiscal Year 2015, dedicated volunteers from youth to seniors contributed 29,100 hours of service, and more than 1,000 groups used free library space for community meetings. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoyed 1,400 bilingual programs and events this past year. Neighborhood libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. Neighborhood libraries' 334 public computers and devices with Internet access, along with patrons' personal devices, were used for a total of over 716,000 Internet and wi-fi sessions. More than 804 free computer classes and labs helped attendees develop life and job skills.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Books and items checked out or renewed (physical items only)	8,749,335	8,600,000	8,224,375	8,000,000
Outcome	Patrons who rated Neighborhood Libraries' public programs good or excellent	98%	95%	98%	95%
Efficiency	Cost per item checked out or renewed	\$3.27	\$3.25	\$3.35	\$3.63

Performance Measures Descriptions

Output: Usage of physical items is decreasing as checkouts of e-books, streaming and downloadable titles increase. Digital checkouts were nearly 1.2 million in FY15 systemwide.

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation). Among the nation's busiest libraries, Multnomah County Library has one of the lowest costs per item checked out.

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	2016	2016	2017	2017
Personnel	\$0	\$11,639,147	\$0	\$11,945,131
Contractual Services	\$0	\$29,650	\$0	\$14,900
Materials & Supplies	\$0	\$272,662	\$0	\$235,089
Internal Services	\$0	\$2,240,134	\$0	\$2,288,657
Capital Outlay	\$0	\$451,997	\$0	\$0
Total GF/non-GF	\$0	\$14,633,590	\$0	\$14,483,777
Program Total:	\$14,633,590		\$14,483,777	
Program FTE	0.00	139.75	0.00	140.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80002-16 Neighborhood Libraries

Net increase of 0.25 FTE.

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	2016	2016	2017	2017
Personnel	\$0	\$992,360	\$0	\$825,440
Contractual Services	\$0	\$2,000	\$0	\$0
Materials & Supplies	\$0	\$242,274	\$0	\$170,823
Internal Services	\$0	\$46,359	\$0	\$33,050
Total GF/non-GF	\$0	\$1,282,993	\$0	\$1,029,313
Program Total:	\$1,282,993		\$1,029,313	
Program FTE	0.00	9.00	0.00	7.25

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Pending amendment for revenue from The Library Foundation for Summer Reading, the annual Teen Author Visit, and Early Learning & Play Centers, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last Year this program was: FY 2016: 80003-16 School-Age Services

No significant changes.

1.75 FTE Outreach Specialists pending support from The Library Foundation.

Department: Library **Program Contact:** Renea Arnold
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

The 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

The 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 and Vietnamese, show adults how to read, talk, sing and rhyme with babies, toddlers and preschoolers so that children develop the pre-reading skills they need before they enter kindergarten.

From birth to age five, children go through a critical window for brain development that supports literacy. Reading, talking, singing, 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, speak English as a second language, 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 went to school. The Every Child Initiative reaches these parents on-site and shows them easy ways to help their children gain pre-reading skills during these most important years. Program evaluations show that parents and caregivers gain clear knowledge of their role in their children's preparedness for reading.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	The number of parents, caregivers, and adults served in Every Child Initiative outreach	13,716	14,000	14,000	14,000
Outcome	% of participants who show an increase in five reading and literacy activities	85%	90%	85%	85%
Output	Number of books circulated in Every Child Initiative	1,579,909	1,700,000	1,600,000	1,600,000

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 in the hospital when their first child is born.

Outcome: The evaluation measures an increase in five behaviors: 1. Encourage child to participate more often; 2. Point out pictures and talk about them; 3. Read the book more than once; 4. Ask or answer questions while reading; 5. Talk about new words.

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	2016	2016	2017	2017
Personnel	\$0	\$748,166	\$0	\$627,874
Contractual Services	\$0	\$14,000	\$0	\$12,000
Materials & Supplies	\$0	\$236,830	\$0	\$174,280
Internal Services	\$0	\$43,883	\$0	\$34,840
Total GF/non-GF	\$0	\$1,042,879	\$0	\$848,994
Program Total:	\$1,042,879		\$848,994	
Program FTE	0.00	7.50	0.00	6.00

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Pending amendment for revenue from The Library Foundation for Every Child A Reader program and other early literacy programs, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last Year this program was: FY 2016: 80004-16 Every Child Initiative

No significant changes.

2.00 FTE Librarian positions pending support from The Library Foundation.

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	2016	2016	2017	2017
Personnel	\$0	\$903,703	\$0	\$934,407
Contractual Services	\$0	\$248,500	\$0	\$226,500
Materials & Supplies	\$0	\$231,500	\$0	\$233,500
Internal Services	\$0	\$39,389	\$0	\$29,498
Total GF/non-GF	\$0	\$1,423,092	\$0	\$1,423,905
Program Total:	\$1,423,092		\$1,423,905	
Program FTE	0.00	8.50	0.00	8.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Pending amendment for revenue from The Library Foundation for Everybody Reads and other programs, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last Year this program was: FY 2016: 80005-16 Programming & Community Outreach

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	2016	2016	2017	2017
Personnel	\$0	\$802,957	\$0	\$833,368
Contractual Services	\$0	\$8,000	\$0	\$0
Materials & Supplies	\$0	\$31,350	\$0	\$29,500
Internal Services	\$0	\$39,305	\$0	\$32,815
Total GF/non-GF	\$0	\$881,612	\$0	\$895,683
Program Total:	\$881,612		\$895,683	
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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80006-16 Adult Outreach

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	2016	2016	2017	2017
Personnel	\$0	\$905,196	\$0	\$1,065,496
Contractual Services	\$0	\$62,500	\$0	\$257,500
Materials & Supplies	\$0	\$44,274	\$0	\$46,695
Internal Services	\$0	\$38,616	\$0	\$39,896
Total GF/non-GF	\$0	\$1,050,586	\$0	\$1,409,587
Program Total:	\$1,050,586		\$1,409,587	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Intergovernmental	\$0	\$74,098,930	\$0	\$75,610,346
Other / Miscellaneous	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$0	\$74,133,930	\$0	\$75,645,346

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Pending amendment for approximate \$1 million revenue (\$5,000 for this offer) from The Library Foundation for program and collection enhancements, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last Year this program was: FY 2016: 80007-16 Library Director's Office

No net FTE change: transferred 1.00 FTE Safety & Security Manager to Safety & Security (80020-17); added 1.00 FTE HR Analyst Sr.

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	2016	2016	2017	2017
Personnel	\$0	\$832,175	\$0	\$866,653
Contractual Services	\$0	\$113,700	\$0	\$70,000
Materials & Supplies	\$0	\$99,717	\$0	\$152,205
Internal Services	\$0	\$31,395	\$0	\$26,154
Total GF/non-GF	\$0	\$1,076,987	\$0	\$1,115,012
Program Total:	\$1,076,987		\$1,115,012	
Program FTE	0.00	7.50	0.00	7.50

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Pending amendment for revenue from The Library Foundation for enhancements to the Library's mobile app functions, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last Year this program was: FY 2016: 80008-16 Marketing + Online Engagement

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	2016	2016	2017	2017
Personnel	\$0	\$873,469	\$0	\$906,668
Contractual Services	\$0	\$24,836	\$0	\$19,380
Materials & Supplies	\$0	\$58,970	\$0	\$85,659
Internal Services	\$0	\$175,987	\$0	\$168,274
Total GF/non-GF	\$0	\$1,133,262	\$0	\$1,179,981
Program Total:	\$1,133,262		\$1,179,981	
Program FTE	0.00	5.50	0.00	6.00

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80009-16 Business Services

Added 0.50 FTE Procurement Associate.

Department: Library
Program Offer Type: Support

Program Contact: June Bass
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

Volunteer Services provides opportunities for 1,900 people who contribute their time and talents to Multnomah County Library each year. Volunteers are active across the library system, including Central Library, the 18 neighborhood libraries, the Isom Building, and the Title Wave Used Bookstore, as well as various outreach programs. The Title Wave Used Bookstore is a retail outlet that generates revenue for the library through the sale of discarded books and other materials. Opened in 1988, the Title Wave provides an effective means of recycling the library's collection back into the community.

Program Summary

Volunteer Services oversees the recruitment, screening, placement, performance management, position creation and recognition of 1,900 volunteers. Volunteers enhance library services at locations throughout the community. The scope of volunteer opportunities includes booktalking with Books 2 U, conducting citizenship classes and delivering library materials to shelters through Adult Outreach, and teaching basic computer skills and searching for reserved items at all library locations. Volunteers share their skills and are given responsibilities that engage them in their libraries and neighborhoods. About 40 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 over 67,000 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 nearly \$200,000 in revenue.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Hours contributed by volunteers	67,285	67,000	67,200	67,500
Outcome	Student volunteers who report using their volunteer service for school/community requirement	40%	45%	40%	42%

Performance Measures Descriptions

Outcome: All library volunteers under the age of 18 years old were surveyed to see if their volunteer hours were eligible for school or community service requirements. 40% of respondents reported that their volunteer hours counted toward school or community service requirements.

Legal / Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$467,866	\$0	\$501,392
Contractual Services	\$0	\$10,400	\$0	\$11,400
Materials & Supplies	\$0	\$40,228	\$0	\$42,809
Internal Services	\$0	\$17,271	\$0	\$16,842
Total GF/non-GF	\$0	\$535,765	\$0	\$572,443
Program Total:	\$535,765		\$572,443	
Program FTE	0.00	4.00	0.00	4.25

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80010-16 Volunteer Svcs/Title Wave Book Store

Added 0.25 FTE Office Assistant, Sr.

Department: Library

Program Contact: Shelly Kent

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Human Resources/Learning Systems/Systemwide Assistance Team (HR/LS/SWAT) promotes resource management of highly qualified staff through the employment life cycle, including recruiting, hiring and retaining. HR/LS consults with employees and managers; provides technical assistance, time entry and staff training/development; and plans for future workforce needs. Systemwide Staffing provides flexible staffing coverage through the use of regular and on-call staff. The Administrative Support unit provides clerical and special project support to administrative staff.

Program Summary

Human Resources/Learning Systems/SWAT (HR/LS/SWAT) 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. HR/LS/SWAT provides internal consultation to managers and employees on a wide range of HR, employee and labor relations issues, including performance management to ensure a highly functioning workforce; recruitment to attract highly qualified, diverse applicants to serve the changing needs of county residents; legal, contractual and policy compliance to reduce liability and the costs of unlawful employment actions; and accurate time entry to ensure that employees are paid correctly for hours worked.

HR/LS/SWAT works with staff and managers to assess organizational needs; provide strategic direction, succession and workforce planning; and provide learning opportunities to ensure highly qualified and competent staff who have the requisite skills to serve their customers. HR/LS partners with Central HR/Labor Relations to develop and implement integrated HR initiatives and solutions.

SWAT staffing supports the library's mission and goals by providing flexible staffing for temporary projects, workload increases and absences.

The Administrative Support unit staff answer the main phone number for the library system and assist people by explaining policies, answering questions and referring people to the appropriate library service, while also completing clerical tasks and projects for management and program staff and responding to patron comments and questions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of library staff who agree that they receive sufficient training and education to do their jobs effectively	92%	N/A	90%	90%
Outcome	% of library staff who agree that they can make a difference by working here	95%	N/A	90%	90%

Performance Measures Descriptions

New Output & Outcome Measures FY17: results from library respondents to Countywide Employee Survey. Using 2013 survey results for the FY15 Actual.

Legal / Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$2,164,618	\$0	\$2,324,110
Contractual Services	\$0	\$30,000	\$0	\$37,000
Materials & Supplies	\$0	\$151,620	\$0	\$173,060
Internal Services	\$0	\$76,000	\$0	\$70,029
Total GF/non-GF	\$0	\$2,422,238	\$0	\$2,604,199
Program Total:	\$2,422,238		\$2,604,199	
Program FTE	0.00	21.50	0.00	21.50

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80011-16 Human Resources/Learning Systems/System Wide Staffing

Transferred 2.00 FTE librarians from System Information Services (80020-16); System Information Services is folded into other program offers and discontinued as a separate 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	2016	2016	2017	2017
Personnel	\$0	\$299,153	\$0	\$422,125
Contractual Services	\$0	\$89,000	\$0	\$114,000
Materials & Supplies	\$0	\$67,348	\$0	\$210,709
Internal Services	\$0	\$2,108,467	\$0	\$2,109,198
Total GF/non-GF	\$0	\$2,563,968	\$0	\$2,856,032
Program Total:	\$2,563,968		\$2,856,032	
Program FTE	0.00	2.75	0.00	3.75

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80012-16 Central Director's Office

Added 1.00 FTE Program Coordinator.

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	2016	2016	2017	2017
Materials & Supplies	\$0	\$7,478,000	\$0	\$7,425,000
Total GF/non-GF	\$0	\$7,478,000	\$0	\$7,425,000
Program Total:	\$7,478,000		\$7,425,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Pending amendment for revenue from The Library Foundation for books and library materials and for the John Wilson Special Collection, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last Year this program was: FY 2016: 80013-16 Library Book Budget

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	2016	2016	2017	2017
Personnel	\$0	\$2,919,612	\$0	\$3,040,665
Contractual Services	\$0	\$808,904	\$0	\$815,770
Materials & Supplies	\$0	\$314,225	\$0	\$210,059
Internal Services	\$0	\$115,781	\$0	\$89,042
Total GF/non-GF	\$0	\$4,158,522	\$0	\$4,155,536
Program Total:	\$4,158,522		\$4,155,536	
Program FTE	0.00	32.00	0.00	32.00

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80014-16 Library Books-Acquisition & Processing

Transferred interlibrary loan (ILL) function from Central Library (80000-17); no FTE change.

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	2016	2016	2017	2017
Personnel	\$0	\$431,398	\$0	\$415,773
Contractual Services	\$0	\$13,000	\$0	\$20,000
Materials & Supplies	\$0	\$262,080	\$0	\$216,880
Internal Services	\$0	\$21,034	\$0	\$12,501
Total GF/non-GF	\$0	\$727,512	\$0	\$665,154
Program Total:	\$727,512		\$665,154	
Program FTE	0.00	3.25	0.00	3.25

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Pending amendment for revenue from The Library Foundation: approximately \$110,000 for Summer Reading, the annual Teen Author Visit, and Early Learning & Play Centers, which will be received as Library District revenue and disbursed through the District's intergovernmental service reimbursement.

Significant Program Changes

Last Year this program was: FY 2016: 80015-16 Youth Services Management

No significant changes.

Department: Library

Program Contact: Don Allgeier

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Neighborhood Libraries Management (NLM) sets overall direction for 18 regional and neighborhood libraries. NLM plans services; develops and evaluates programs and staff; and administers the budget for all locations. NLM also manages systemwide library services to the county's significant immigrant communities (Chinese, Russian, Spanish, Vietnamese and Somali), with 75 bilingual staff in 14 locations.

Program Summary

Neighborhood Libraries Management consists of the Neighborhood Libraries Director, Neighborhood Libraries Assistant Director, Spanish bilingual Outreach Specialists (1.75 FTE), and Senior Office Assistant. In collaboration with the Library Director, the NLM: provides general support and oversight to 18 libraries and continual communication with staff at all levels of the organization; develops collaborative relationships with community and governmental organizations to maximize the impact of library services; sets priorities and policies for libraries to best address community needs and county priorities; implements best practices for safe and efficient operations of materials handling tasks; and provides resources to individual managers, staff, and work groups to improve their performance through ongoing training, coaching, leadership development, and assessments.

NLM supports and directs the work of regional and neighborhood libraries, which patrons visited more than 3.8 million times last year. These libraries provide learning, cultural and recreational opportunities to all county residents, as well as a community space for civic engagement.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of front line staff who are bilingual or possess cultural knowledge, skills, and abilities	76	78	75	80
Outcome	Patron satisfaction with Book-a-Librarian service	95.8%	90%	100%	95%

Performance Measures Descriptions

Output: FY16 purchased represents systemwide staffing.

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	2016	2016	2017	2017
Personnel	\$0	\$589,566	\$0	\$652,201
Contractual Services	\$0	\$32,400	\$0	\$36,000
Materials & Supplies	\$0	\$72,380	\$0	\$76,476
Internal Services	\$0	\$104,269	\$0	\$21,646
Total GF/non-GF	\$0	\$798,615	\$0	\$786,323
Program Total:	\$798,615		\$786,323	
Program FTE	0.00	4.75	0.00	4.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80016-16 Neighborhood Libraries Management

No significant changes.

Department: Library **Program Contact:** Cindy Gibbon
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 sustainable and robust information technology that supports innovative and progressive service to Multnomah County's diverse community. IT Services maintains computers and mobile devices for public and staff use, plus wired and wireless network across all library locations.

Program Summary

IT Services works with partners inside and outside the library to plan, define and develop leading edge technology solutions that will align with patron and staff needs and support the library's strategic priorities.

IT Services maintains more than 900 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-house with the library's public wireless network. Many public computer users have no access to a computer or the Internet at home, so the library is their only window to the world of 21st century technology, communication and information.

IT Services also maintains 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of public computers	909	930	930	930
Outcome	% of time wired public internet computers are in use	72%	74%	70%	70%
Output	Wi-fi sessions	1,079,184	975,000	1,250,000	1,300,000

Performance Measures Descriptions

Output: Computers were added this year to the Rockwood Makerspace.

Outcome: This measure is trending downward due to wireless access in all library locations and the addition of loaner laptops.

2nd Output: 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	2016	2016	2017	2017
Personnel	\$0	\$488,290	\$0	\$622,632
Contractual Services	\$0	\$100,000	\$0	\$100,000
Materials & Supplies	\$0	\$784,019	\$0	\$782,950
Internal Services	\$0	\$5,591,481	\$0	\$5,725,076
Total GF/non-GF	\$0	\$6,963,790	\$0	\$7,230,658
Program Total:	\$6,963,790		\$7,230,658	
Program FTE	0.00	3.00	0.00	3.00

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80017-16 IT 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	2016	2016	2017	2017
Personnel	\$0	\$1,123,887	\$0	\$1,179,664
Contractual Services	\$0	\$1,000	\$0	\$2,000
Materials & Supplies	\$0	\$69,916	\$0	\$50,366
Internal Services	\$0	\$1,025,022	\$0	\$1,048,621
Total GF/non-GF	\$0	\$2,219,825	\$0	\$2,280,651
Program Total:	\$2,219,825		\$2,280,651	
Program FTE	0.00	14.75	0.00	14.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80018-16 Facilities & Logistics

Transferred budget for security officers and related materials and services to Safety & Security (80020-17).

Department: Library
Program Offer Type: Support

Program Contact: Cindy Gibbon
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

System Access & Information Services facilitates the public's use of library physical and virtual collections and information services and supports staff delivering library services. Staff develop and implement policies and procedures; manage the integrated library computer system (ILS) and the catalog discovery layer; coordinate the work of the Information Services Management Team, develop and deliver systemwide training on circulation procedures and customer service; steward the library's collections; and manage special projects.

Program Summary

This program develops library policies and procedures that ensure equitable and safe access to library services; manages the ILS and its discovery layer for patrons and staff; trains and coaches staff and monitors uniform implementation of policies and procedures systemwide; handles escalated customer service issues; oversees the collection of overdue library materials; protects patron privacy; ensures the library's compliance with applicable federal, state and local law; coordinates the work of the Information Services Management Team; provides ILS data to assist with management decision-making and manages special projects.

The program ensures that Multnomah County Library users have equitable access to library services; that the public's investment in the library's collection is protected; and that processes are efficient and effective to meet the public's demand for library resources at best value for taxpayer dollars. Policies and procedures are designed to balance the public values of access and stewardship.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total new library cards/welcome notices issued annually	74,101	60,000	62,000	62,000
Outcome	Average \$ value of customer accounts sent to collection agency	\$125	\$130	\$125	\$125
Efficiency	Cost per item checked out or renewed	\$3.27	\$3.25	\$3.35	\$3.63
Output	% of checkouts done by self-checkout	75%	76%	74%	74%

Performance Measures Descriptions

Output: Card registrations decreased as the economy improved, but the number is rising again as newcomers move here.
 Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation). Among the nation's busiest libraries, Multnomah County Library has one of the lowest costs per item checked out.
 2nd Output: % is likely to remain steady or decline until PCI compliant payment of charges is implemented at self-check stations.

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	2016	2016	2017	2017
Personnel	\$0	\$935,620	\$0	\$1,066,132
Contractual Services	\$0	\$122,900	\$0	\$107,860
Materials & Supplies	\$0	\$187,050	\$0	\$228,665
Internal Services	\$0	\$32,902	\$0	\$31,923
Total GF/non-GF	\$0	\$1,278,472	\$0	\$1,434,580
Program Total:	\$1,278,472		\$1,434,580	
Program FTE	0.00	8.00	0.00	9.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80019-16 System Access Services

Net increase of 2.00 FTE: 1.00 FTE Program Coordinator transferred from System Information Services (80020-16); System Information Services is folded into other program offers and discontinued as a separate offer. Added 1.00 FTE Library Supervisor and 1.00 FTE Office Assistant, Sr. for creation of centralized contact center; reduced 1.00 Project Manager position.

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	2016	2016	2017	2017
Personnel	\$0	\$314,689	\$0	\$431,543
Contractual Services	\$0	\$0	\$0	\$100,000
Materials & Supplies	\$0	\$0	\$0	\$18,200
Internal Services	\$0	\$363,260	\$0	\$113,834
Total GF/non-GF	\$0	\$677,949	\$0	\$663,577
Program Total:	\$677,949		\$663,577	
Program FTE	0.00	1.00	0.00	5.00

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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was: FY 2016: 80018-16 Facilities & Logistics

This offer is restructured from the existing budget by transfers from the following program offers: Transferred 1.00 FTE from Library Director's Office (80007-17); added 4.00 FTE Safety Officer positions with \$200,000 temporary budget transferred from Facilities & Logistics (80018-17) along with materials & services budget for additional security cameras; transferred contracted security officers funding from the materials & services budget for Regional Libraries (80001-17) and Neighborhood Libraries (80002-17).

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	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$122,085
Materials & Supplies	\$0	\$0	\$0	\$10,600
Internal Services	\$0	\$0	\$0	\$3,503
Total GF/non-GF	\$0	\$0	\$0	\$136,188
Program Total:	\$0		\$136,188	
Program FTE	0.00	0.00	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 (99.95%) and resources from the County's Library Fund (0.05%). It represents a pro-rated share of property taxes (96.81%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (3.19%).

Significant Program Changes

Last Year this program was:

This is a new program offer.

Department Overview

The Nondepartmental budget accounts for those programs and countywide functions that do not belong to particular departments. Programs include the Board of County Commissioners and its Chair; the Auditor's Office; the County Attorney's Office; the Communications Office; the offices of Emergency Management, Sustainability, and Diversity and Equity; independent County organizations such as the 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 his staff promote efficient, effective, accountable government. The County Attorney's Office provides legal guidance, advice, and other services. The Communications Office provides information and access to County government for the news media and the public. The County's Office of Emergency Management coordinates countywide emergency disaster preparedness, response, and mitigation activities. Several independent County agencies provide advice, oversight, analysis, and advocacy on behalf of the County and its citizens. The Citizen Involvement Committee involves citizens in County policy and decision-making processes. The Local Public Safety Coordinating Council coordinates public safety plans, policies, operations, and strategies of local government agencies in Multnomah County; and the Tax Supervising and Conservation Commission oversees budget and tax levy authority for taxing districts in the County.

In a continued effort to address the ongoing crisis of homelessness, the City of Portland and Multnomah County have agreed to establish a Joint Office of Homeless Services, a "lead agency" that would bring homeless services staff from the City and County together in one office at Multnomah County. The Joint Office will closely align with the Portland Housing Bureau and Housing Commissioner. The Office will report directly to the Multnomah County Chair. The Office will receive funding and policy direction from both the City of Portland and Multnomah County.

The lead agency will house staff who administer contracts for services, manage systems of care, oversee system reporting and evaluation, conduct homeless street counts and one-night shelter counts, and write 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.

Budget Overview

The FY 2017 budget is \$197.2 million and 112.08 FTE. The year over year increase of \$80.3 million is due to the following:

- \$44.5 million increase for the Joint Office Homeless Services (see below for additional information).
- \$25.0 million increase in the PERS Bond Fund to establish a side account.
- \$5.0 million increase in contractual payments to Metro for the Transient Lodging Tax in the Convention Center Fund.

The General Fund has increased by \$18.1 million as highlighted below.

\$5.0 million of new, backfill or expanded ongoing General Fund programs:

- Joint Office Homeless Services (10060A, 10061B, 10063B) \$4,812,500
- Emergency Management State Backfill (10012B) \$178,429

\$9.3 million of one-time-only General & Video Lottery funds for new programs:

- DSS-J Evaluation and System Upgrade (10009C) \$1,000,000
- Promoting Opportunities/CPACE (10018B) \$60,000
- Diesel Bus Retrofits (10018C) \$73,954
- SummerWorks Expanded Internships (10029B) \$786,000
- County Commissioner Office Transitions (10031) \$150,000
- Joint Office Homeless Services (10062B, 10064, 10065) \$5,087,500
- Recovery Oriented Services & Engagement (10066) \$470,000

The Joint Office Homeless Services budget has two major components:

1. Consolidation of existing services from the Department of County Human Services (\$7.2 million of General Fund and \$4.1 million of Other Funds) and the Portland Housing Bureau (\$9.0 million of City General Fund¹ and \$2.3 million of Other Funds); and
2. New funding commitments include \$7.8 million from the City of Portland² and \$9.9 million from Multnomah County to expand services.

¹ City General Fund is shown as Other Funds for the County.

² The City and County are committing \$20 million in new funding. Not all the funding will go to the Joint Office.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	94.63	100.48	100.48	112.08	11.60
Personnel Services	\$12,167,122	\$13,311,644	\$14,012,257	\$16,259,195	\$2,246,938
Contractual Services	46,017,481	50,285,656	50,285,656	124,931,938	74,646,282
Materials & Supplies	819,143	1,259,062	1,325,328	1,348,125	22,797
Internal Services	8,115,480	7,983,381	7,983,381	9,708,452	1,725,071
Debt Service	45,136,941	43,210,190	43,210,190	44,946,384	1,736,194
Capital Outlay	0	0	0	0	0
Total Costs	\$112,256,167	\$116,049,933	\$116,816,812	\$197,194,094	\$80,377,282

*Does not include cash transfers, contingencies or unappropriated balances. Program Offers DO contain cash transfers, contingencies, and unappropriated balances.

Successes

A selection of successes from Nondepartmental agencies includes:

- The Office of Diversity & Equity supported the development and adoption (in progress) of a Language Access Policy and Title VI Plan for Multnomah County and successfully filled 28 College to County Mentorship Program positions, resulting in one permanent employee hire
- The Communications Office launched the quarterly MultCo Magazine; reached an all-time high in Facebook, Twitter and Instagram followers to the county's main social media accounts; and the newly designed county home page.
- The Office of Emergency Management conducted 51 training and outreach events to over 7,000 community members and partners in the first 9 months of FY 2016. The county responded to the December 2015 flooding which included the first ever joint Multnomah County and Portland City Emergency Operations Center. Operations also included the county opening our first ever shelter for residents which also accommodated pets. The County has transitioned to a new emergency notification system which allows communication with residents and county workers faster and with greater redundancy.
- The Local Public Safety Coordinating Council was selected by the MacArthur Foundation to be a member of the Safety and Justice Challenge network. LPSCC successfully implemented the Multnomah County Justice Reinvestment Program and application to the Oregon Criminal Justice Commission for funding and partnered with the Oregon Criminal Justice Commission to host a very successful What Works Conference, aimed at shifting the criminal justice away from charge-based, and toward risk-based decision-making. Additionally, LPSCC partnered with District 3 to commission an evaluation of DSS-J to help design a data warehouse designed to be responsive to 21st criminal justice data analysis and policy-making.
- The County Auditor's Office seen 90.9% of its recommendations implemented or in progress over the last five years. In FY 2016, they released the Tax Expenditures report giving, for the first time, the Commissioners and the public a look at all of the County's foregone revenue, both under its control and not. The Office will release two audits of Animal Services, one on operations and one financial, that will give the new director a road map for improving services and accountability. Other work include improving access and identity in the County's enterprise system and another first a Pay Equity audit.
- The County Attorney's Office had several successful resolutions in legal matters. Most notably, the Mortgage Electronic Registration Systems (MERS) settlement, a favorable ruling in the Morrison Bridge litigation, and dismissal of a federal ADA claim at the motions stage.

Diversity and Equity

Nondepartmental is the “home” of the County’s Office of Diversity and Equity (ODE), a hub for countywide diversity and equity initiatives. The office provides data analysis, training and consulting; policy, practice, and procedures review; coordination of diversity and equity initiatives; equal employment opportunity (EEO) and affirmative action compliance; recruitment outreach audits; and coordination and oversight for the County’s Employee Network Groups.

The Office of Diversity and Equity in partnership with the Multnomah County’s Chair’s Office launched the Equity and Empowerment Lens which has a Racial Justice focus to address inequities in County services, policies, practices and procedures. The Equity and Equality Lens is a set of reflective actions, materials and tools designed to provide information for discussion, planning and decision making leading to more equitable policies and programs. The Office works with all county employees to begin integrating the Lens questions and educational information into their daily work.

The Office also launched the Dignity + Respect = Inclusion campaign that is grounded in the principle that simple behavioral changes help build a culture of inclusion where we can foster awareness of the root causes and the cost of social injustice.

Additionally, the Office of Diversity and Equity provides resources to the County in the form of the Equity Council, Employee Resource Groups, and the upcoming “Governing for Racial Equality” and Employee Diversity conferences.



Nondepartmental

fy2017 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 2017 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	\$1,556,938	\$0	\$1,556,938	9.00
10001	BCC District 1	619,828	0	619,828	4.00
10002A	BCC District 2	619,828	0	619,828	4.30
10003	BCC District 3	619,828	0	619,828	4.00
10004	BCC District 4	619,828	0	619,828	4.00
10005	Auditor's Office	1,590,455	0	1,590,455	8.78
10006	Tax Supervising and Conservation Commission	334,335	0	334,335	2.00
10007	Communications Office	1,222,841	0	1,222,841	9.00
10008	County Attorney's Office	0	5,198,393	5,198,393	25.80
10009A	Local Public Safety Coordinating Council	656,622	699,870	1,356,492	3.00
10009B	LPSCC - HB3194 Justice Reinvestment	0	719,529	719,529	0.00
10009C	DSS-J Evaluation and System Upgrade	1,000,000	0	1,000,000	0.00
10010A	Citizen Involvement Committee	242,989	0	242,989	2.00
10011	Office of the Board Clerk	970,223	0	970,223	2.00
10012A	Office of Emergency Management	1,308,156	242,757	1,550,913	6.50
10012B	Emergency Mgmt-Backfill State Funding	178,427	0	178,427	1.50
10016	Government Relations Office	995,827	0	995,827	5.00
10017A	Office of Diversity and Equity	999,261	0	999,261	5.50
10017B	Multnomah Youth Commission Support	108,053	10,000	118,053	1.00
10018A	Office of Sustainability	629,027	0	629,027	5.00
10018B	Promoting Opportunities for Disadvantaged, Minority, and Women Owned Business in the CSPACE Market	60,000	0	60,000	0.00
10018C	School Kids Breathing Easy: Preventing Exposure to Toxins by Fixing Dirty Diesel School Buses	73,954	0	73,954	0.00
10020	Regional Arts & Culture Council	300,000	0	300,000	0.00
10021	State Mandated Expenses	5,944,221	392,089	6,336,310	0.00
10022	Pass-Through Payments to East County Cities	8,317,112	0	8,317,112	0.00
10023	OHS Local Option Levy	0	2,604,278	2,604,278	0.00
10024	County School Fund	0	80,300	80,300	0.00
10025	Convention Center Fund	0	42,177,226	42,177,226	0.00

Nondepartmental

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
10026	Capital Debt Retirement Fund	0	18,690,593	18,690,593	0.00
10027	GO Bond Sinking Fund	0	6,023,100	6,023,100	0.00
10028	PERS Pension Bond Sinking Fund	0	117,895,916	117,895,916	0.00
10029A	SummerWorks Internship Program	0	418,072	418,072	0.70
10029B	SummerWorks Expanded Internship	0	786,000	786,000	0.00
10030	A Home for Everyone Initiative	256,158	0	256,158	2.00
10031	County Commissioner Office Transitions	150,000	0	150,000	0.00
10060A	Joint Office Administration and Operations	667,396	866,236	1,533,632	7.00
10060B	Joint Office System Support Services	608,104	1,055,320	1,663,424	0.00
10061A	Safety Off the Streets - Existing Services	2,646,713	7,574,383	10,221,096	0.00
10061B	Safety Off the Streets - Expanded Services	2,500,000	2,462,500	4,962,500	0.00
10062A	Rapid Rehousing - Existing Services	1,830,076	4,610,330	6,440,406	0.00
10062B	Rapid Rehousing - Expanded Services	4,487,500	4,275,000	8,762,500	0.00
10063A	Supportive Housing - Existing Programs	0	6,875,227	6,875,227	0.00
10063B	Supportive Housing - Expanded Programs	1,912,500	0	1,912,500	0.00
10064	Eviction Prevention - Expanded Services	160,000	0	160,000	0.00
10065	Diversion - Expanded Services	440,000	1,100,000	1,540,000	0.00
10066	Recovery Oriented Services and Engagement (ROSE)	<u>470,000</u>	<u>0</u>	<u>470,000</u>	<u>0.00</u>
Total Nondepartmental		\$45,096,200	\$224,757,119	\$269,853,319	112.08

*DOES include cash transfers, contingencies, and/or unappropriated balances.

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 2017 General Fund	Other Funds	Total Cost	FTE
95000	Fund Level Transactions	\$81,676,366	\$76,805,622	\$158,481,988	0.00
<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>					
95001	General Fund Revenues	\$469,454,157	\$0	\$469,454,157	0.00
<i>This program offer contains the budget for General Fund revenues. Expenses are budgeted in departments.</i>					

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 implements that direction as mandated by the Home Rule Charter. All departments and Nondepartmental offices report to the Chair, including the Office of Diversity and Equity, Office of Sustainability, Communications Office, Board Clerk's Office and Government Relations.

Program Summary

The Chair oversees a \$1.7 billion budget and more than 5,000 Full Time Employees. The Chair develops the Executive Budget; appoints department directors; has authority over litigation, contracts and financial instruments; manages the Board agenda; presides over regular meetings of the Board of County Commissioners; and executes policies of the Board as well as ordinances. The Chair is also the Chief Personnel Officer for the County.

Chair Kafoury, who also served as the District 1 Commissioner for five years, has long championed issues supporting the most vulnerable in our community such as preventing and ending homelessness, creating stability for families, and providing health care to under-served populations. She has also led successful plans to replace the Sellwood Bridge, replace the Central County Courthouse and address other county facility needs.

In FY 2017, Chair Kafoury will focus on the following priorities:

- 1) Align and expand programs to improve housing options and reduce homelessness as identified in A Home for Everyone, the community plan to end homelessness.
- 2) Expand culturally specific services across the county, including our SUN system, to improve health and education outcomes.
- 3) Address racial and ethnic disparities in our criminal justice system
- 4). Expand violence prevention initiatives for youth and continue public safety justice reinvestment efforts.
- 5) Continue the planning and design of the central courthouse project, Health Department headquarters, and other key infrastructure projects.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Ensure broad community input by conducting community listening sessions	N/A	6	6	5
Outcome	Respond to all constituent emails, phone calls, & meeting requests timely & resolve constituent concerns	N/A	100%	100%	100%
Output	Align program/services to respond to recommendations from Home for Everyone Committee	N/A	65%	75%	100%
Output	Complete next steps on the Central Courthouse & Health Department HQ planning, design & construction	N/A	50%	50%	75%

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,194,757	\$0	\$1,236,264	\$0
Contractual Services	\$34,125	\$0	\$25,000	\$0
Materials & Supplies	\$59,573	\$0	\$64,900	\$0
Internal Services	\$223,860	\$0	\$230,774	\$0
Total GF/non-GF	\$1,512,315	\$0	\$1,556,938	\$0
Program Total:	\$1,512,315		\$1,556,938	
Program FTE	9.00	0.00	9.00	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 2016: 10000-16 Chair's Office

No significant changes.

Department: Nondepartmental **Program Contact:** Jules Bailey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Bailey was elected in May 2014 to serve 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. His responsibilities include adopting a balanced budget, setting policy priorities and responding to the needs and concerns of his district. He works to make Multnomah County a place where everyone can thrive through creating and supporting programs that are fundamental to a healthy equitable local economy.

Program Summary

Commissioner Bailey is advocating for our most vulnerable residents working on issues such as housing and homelessness, crisis mental health services and public safety reform. He will prioritize programs that cut costs and save the county money while providing essential services to Multnomah County's children and families. He will make sure these county programs have clear measurable goals and make sure they are met.

He will participate in the FY 2017 budget process and will advocate for programs that will prevent homelessness and re-house homeless families and individuals in Multnomah County. Commissioner Bailey will lead the way to address mental health crisis services, focusing on integration with healthcare expansion and connections to wrap-around services. He will work to have bridge and infrastructure safety needs prioritized in future capital planning. As a champion for equity, Commissioner Bailey will also continue to emphasize the need to address the radical disparities and racial injustice disproportionately faced by people of color, as well as endemic gender discrimination, the lack of family friendly services, and the persistent wage gap.

Commissioner Bailey will continue to oversee and collaborate with his colleagues on major construction projects in his district, including the County Courthouse replacement project and the Sellwood Bridge construction project. Additionally, he will focus on making sure his FY 16 budget priorities, such as the Burnside Bridge Feasibility Study and the Unity Center for Behavioral Health, are proceeding as planned.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Commercial Property Assessed Clean Energy Program (CPACE) projects started	N/A	N/A	N/A	1
Outcome	Percent of identified Homeless Veterans housed	100%	100%	100%	100%
Outcome	Percent of Columbia River Levee Systems in Multnomah County with Improvement Plans Strategies in place	100%	100%	100%	100%
Outcome	Percent of Burnside Bridge Feasibility Study milestones met timely	N/A	N/A	N/A	100%

Performance Measures Descriptions

Levee System Improvement Plans are needed to protect region from loss of levee accreditation through FEMA. In its 2nd year, CPACE enables commercial building owners to invest in energy efficiency and renewable energy. FY 2016, tracking to hit goals of Homeless Veterans housed, will continue efforts in FY 2017. The Burnside Bridge Feasibility Study will begin late FY16/early FY17. FY 16 Measures Offered/Actual: 1. Creation of CPACE Program 1/1; 2. Completed & Adopted Multnomah County Comprehensive Plan 1/1 (anticipated to be complete by end of FY16).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$462,637	\$0	\$473,662	\$0
Contractual Services	\$7,000	\$0	\$16,000	\$0
Materials & Supplies	\$37,423	\$0	\$45,044	\$0
Internal Services	\$82,612	\$0	\$85,122	\$0
Total GF/non-GF	\$589,672	\$0	\$619,828	\$0
Program Total:	\$589,672		\$619,828	
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 2016: 10001-16 BCC District 1

Commissioner Bailey was elected in May 2014 to serve out the remainder of the former District 1 Commissioner's term.

Department: Nondepartmental **Program Contact:** Loretta Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Loretta Smith is the District 2 representative to the Board of County Commissioners. She sits as one of five elected officials tasked with developing policy, coordinating the development of Multnomah County's annual budget, and ensuring that policy and budget support the work of County Departments in the delivery of services to County residents, businesses, Regional Government Partners, key stakeholders in the academic community, the faith community and the system of community-based non-profits, and specifically with the United Way of Oregon.

Program Summary

Commissioner Smith works to ensure that County services are oriented to protect the most vulnerable community members accessing public health, mental health and homelessness programs; promoting public safety through policing services, County jails, Adult and Juvenile Probation and Parole services, broad community justice initiatives and services for families and high-risk youth. Providing cost-effective services in the County's infrastructure of roads, bridges, while focusing on Emergency Management and Disaster Preparedness, animal services and Library services, and managed through the lens of equity, transparency, and sustainability ensures a continuing connection to Multnomah County values, its mission, goals, objectives and outcomes.

Community engagement, transparent and open governments are core values in the duties performed via the District 2 Office and Commissioner. Commissioner Smith continues to utilize a broad-based approach that includes group and individual meetings with constituents, tours of facilities, speaking engagements, resolution and proclamation development, newsletter, website, social media connections and telephonic communication. Program and community highlights for Fiscal Year 2014-2015 include the following activity: 1) Budget development for the SummerWorks Program (\$120,000 in County General Fund dollars and \$250,000 in partnership resources with the City of Portland and Worksystems, Inc.); 2) Multnomah County funding for Disparity Reduction in Communities of Color, \$1,000,000; 3) Sponsorship of the Linda Hornbuckle "Week in Multnomah County" Proclamation, October 30, 2014 through November 6, 2014; 4) Conducted senior town halls throughout Multnomah County to educate seniors about the dangers of elder financial fraud and abuse; 5) Sponsorship of National Civil Rights Week in Multnomah County, August 21, 2014. Priorities for FY 2015-2016 will include: maintaining Multnomah County's commitment to summer youth employment through SummerWorks; focusing on Multnomah County infrastructure, bridges and roads and promoting fiscal accountability while ensuring the development of an effective Capital Improvement Program, maintaining focus on the FY 2016-2017 Promise Neighborhoods Initiative (Disparity Reduction in Communities of Color Initiative), and continue to focus on ensuring that programs serving vulnerable populations, including elders, families, and children are functioning well in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Respond to constituent inquiries, emails and information requests	120	120	125	130
Outcome	Dollar value of funding and services leveraged from community partners for SummerWorks Program	\$150,000	\$150,000	\$150,000	\$150,000
Output	Participate in Regional Disaster Planning Organization and Emergency Preparedness Activity	12	12	12	12
Output	Conduct quarterly town hall meetings in District 2	N/A	N/A	N/A	8

Performance Measures Descriptions

The Commissioner's office will continue involvement in regional planning and advisory committee activity such as the Regional Disaster Planning Organization, focusing on emergency preparedness, in support of Multnomah County planning efforts that seek to improve the transportation, quality of life and economic fortunes of County residents and local businesses, especially vulnerable populations identified as elders, adults, children, families, differently abled and communities of color.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$463,282	\$0	\$476,641	\$0
Contractual Services	\$8,652	\$0	\$13,605	\$0
Materials & Supplies	\$30,750	\$0	\$38,288	\$0
Internal Services	\$86,988	\$0	\$91,294	\$0
Total GF/non-GF	\$589,672	\$0	\$619,828	\$0
Program Total:	\$589,672		\$619,828	
Program FTE	4.00	0.00	4.30	0.00

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

Explanation of Revenues

The District 2 office is funded through County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 10002-16 BCC District 2

No significant changes anticipated within the District 2.

Department: Nondepartmental **Program Contact:** Judy Shiprack
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Commissioner Judy Shiprack is one of five elected officials who are the governing body of Multnomah County. She represents District 3, comprising most of SE Portland. Commissioner Shiprack focuses on her constituents and the needs of East Portland while embracing the county's mission, vision and values of social justice, health, public safety, integrity, stewardship, innovation and sustainability. To learn more please visit www.multco.us/ds3.

Program Summary

Elected in 2008 and re-elected in 2012, Commissioner Shiprack is term limited in December 2016. It is her priority to continue promoting evidence-driven programs and services, honor ethnic and cultural diversity, and engage in community-driven policy as well as creating clear and consistent succession documentation for the future leadership of District 3.

Multnomah County is changing. A recovering economy has meant prosperity and abundance for some. But for a growing population served by county programs, simply meeting basic needs remains difficult. Homelessness is growing, poverty and a lack of opportunity remain, especially for communities of color, and in specific neighborhoods and areas. County safety net services are critical to ensure basic needs; taking care of these needs is a priority which is why Commissioner Shiprack will emphasize support for programs addressing homelessness, elder abuse and over-reliance on jailing people with mental health issues. Her multi-year priority project, the new Central Courthouse, continues to gain momentum with design planning and, by December 2016, ground breaking. Commissioner Shiprack's office has coordinated a Pay for Success feasibility study, with assistance through the Corporation for National and Community Service. The study will examine whether a project to improve outcomes for justice-involved juveniles could be established using the innovative Pay for Success procurement and financing structure.

Commissioner Shiprack continues to Co-Chair the Local Public Safety Coordinating Council (LPSCC). LPSCC focus areas include reducing justice system racial disparities, decreasing the system's use as a default mental health institution, preventing youth and gang violence, and sharing information and data across jurisdictions. Commissioner Shiprack is liaison to Elders in Action and is working on the county's Age Friendly Action Plan, part of the World Health Organization's Global Network of Age-friendly Cities and Communities initiative. She is liaison to the Regional Arts and Culture Council (RACC), where she serves on the governing committee of the Right Brain Initiative. She also represents the county on the Advisory Council of the Gateway Center for Domestic Violence Services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Local Public Safety Coordinating Council's (LPSCC) What Works Conference	1	1	1	1
Outcome	Multnomah County Downtown Courthouse - Site Planning and Ground Breaking	10%	60%	80%	100%
Outcome	Pay for Success Feasibility Study	0	1	1	1
Input	Local Public Safety Coordinating Council (LPSCC) Meetings - Executive and Subcommittee	44	19	40	44

Performance Measures Descriptions

LPSCC's conference was on 1/14/15. The theme was, "Public Safety Culture Shift". The event brought together over 200 leaders, policy makers and stakeholders; a safe and efficient courthouse is vital for delivering justice in Multnomah County; Pay for Success Feasibility Study will examine whether a project to improve outcomes for juveniles could be established using the innovative Pay for Success procurement and financing model.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$458,374	\$0	\$497,138	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$47,071	\$0	\$37,692	\$0
Internal Services	\$79,227	\$0	\$79,998	\$0
Total GF/non-GF	\$589,672	\$0	\$619,828	\$0
Program Total:	\$589,672		\$619,828	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

General Fund Program

Significant Program Changes

Last Year this program was: FY 2016: 10003-16 BCC District 3

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$473,062	\$0	\$480,002	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$25,503	\$0	\$47,450	\$0
Internal Services	\$91,107	\$0	\$87,376	\$0
Total GF/non-GF	\$589,672	\$0	\$619,828	\$0
Program Total:	\$589,672		\$619,828	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2016: 10004-16 BCC District 4

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 auditing standards. The auditor may also conduct studies intended to 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	2016	2016	2017	2017
Personnel	\$1,159,199	\$0	\$1,224,248	\$0
Contractual Services	\$160,785	\$0	\$177,000	\$0
Materials & Supplies	\$25,110	\$0	\$27,640	\$0
Internal Services	\$156,965	\$0	\$161,567	\$0
Total GF/non-GF	\$1,502,059	\$0	\$1,590,455	\$0
Program Total:	\$1,502,059		\$1,590,455	
Program FTE	8.78	0.00	8.78	0.00

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

Explanation of Revenues

This is a General Fund program.

Significant Program Changes

Last Year this program was: FY 2016: 10005-16 Auditor's Office

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 15 have opted out)

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	2016	2016	2017	2017
Personnel	\$291,503	\$0	\$304,915	\$0
Contractual Services	\$8,000	\$0	\$5,000	\$0
Materials & Supplies	\$19,387	\$0	\$21,600	\$0
Internal Services	\$5,899	\$0	\$2,820	\$0
Total GF/non-GF	\$324,789	\$0	\$334,335	\$0
Program Total:	\$324,789		\$334,335	
Program FTE	1.90	0.00	2.00	0.00

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

Explanation of Revenues

The Commission has no direct revenue sources. Funding to support the Commission is derived from two sources: Member districts (\$243,200 for FY15-16) and the state's County Assessment Function Funding Assistance (CAFFA) Grant (\$61,125 for FY15-16). The County also provides office space for the Commission (valued at \$28,780 for FY15-16).

Member districts contribute on a pro-rated share per a statutory formula (ORS 294.632). FY15-16 contributions ranged from \$250 to \$121,600.

Significant Program Changes

Last Year this program was: FY 2016: 10006-16 Tax Supervising and Conservation Commission

There is no significant change in the Commission's budget.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,012,950	\$0	\$1,092,086	\$0
Contractual Services	\$16,000	\$0	\$500	\$0
Materials & Supplies	\$25,500	\$0	\$12,100	\$0
Internal Services	\$131,362	\$0	\$118,155	\$0
Total GF/non-GF	\$1,185,812	\$0	\$1,222,841	\$0
Program Total:	\$1,185,812		\$1,222,841	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
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Explanation of Revenues

This is a General Fund program.

Significant Program ChangesLast Year this program was: FY 2016: 10007-16 Communications Office

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	2016	2016	2017	2017
Personnel	\$0	\$4,234,544	\$0	\$4,478,406
Contractual Services	\$0	\$35,000	\$0	\$25,000
Materials & Supplies	\$0	\$164,379	\$0	\$173,770
Internal Services	\$0	\$506,106	\$0	\$521,217
Total GF/non-GF	\$0	\$4,940,029	\$0	\$5,198,393
Program Total:	\$4,940,029		\$5,198,393	
Program FTE	0.00	25.80	0.00	25.80

Program Revenues				
Other / Miscellaneous	\$0	\$4,928,029	\$0	\$5,198,393
Total Revenue	\$0	\$4,928,029	\$0	\$5,198,393

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 2016: 10008-16 County Attorney's Office

The County Attorney's Office increased by 1.00 Assistant County Attorney, Sr. FTE. The County Privacy Officer function was transferred from Central Human Resources to the County Attorney's Office to better reflect the liability and risk associated with the privacy function. This position will provide legal counsel, transactional work and assist with training.

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 District 3 Commissioner Judy Shiprack and City of Portland Mayor Charlie Hales.

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. It also oversees the operation of Decision Support System-Justice (DSS-J), the County's public safety data warehouse, which is a repository for all public safety related data.

LPSCC also directs the work of several subcommittees and smaller work groups that focus on key issues within the public safety system, such as the Youth and Gang Violence Steering Committee, coordination between the public safety and mental health systems, decreasing Racial and Ethnic Disparities, and implementing House Bill 3194/Justice Reinvestment (2013).

In its FY 2010 adopted budget, Multnomah County's Board of Commissioners formally transferred responsibility for the administration of DSS-J to the County's Local Public Safety Coordinating Council (LPSCC), which agreed to oversee the development and maintenance of DSS-J and ensure data accuracy and security through a Policy Committee.

In FY 2017, LPSCC will fund the following staff: a full-time Executive Director, who directs and coordinates inter-agency public safety policy discussions; a full-time Public Safety System Analyst, who examines cross-agency data and relevant policies to identify improvements to the public safety system, a full-time temporary Project Manager, and a full-time Executive Assistant, who provides organizational and communications support.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of LPSCC Executive Committee and Subcommittee Meetings	65	68	73	75
Outcome	Average percentage of statutorily mandated LPSCC representatives present at Executive Committee meeting	65	75	69	70
Output	Number of policy recommendations made to County Commissioners	10	10	10	10
Outcome	DSS-J assessment report completed in Winter 2015. Structural and operational recommendations considered.	NA	60	40	N/A

Performance Measures Descriptions

Performance measure 4: DSS-J contains data from non-county agencies. Due to outside agency data system upgrades and a current data system evaluation, DSS-J's focus has been on re-automating web-based and automated reports and improving connectivity with the new data systems.

Legal / Contractual Obligation

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$401,710	\$0	\$478,194
Contractual Services	\$0	\$10,000	\$0	\$15,000
Materials & Supplies	\$0	\$70,351	\$0	\$74,042
Internal Services	\$645,929	\$4,788	\$656,622	\$132,634
Total GF/non-GF	\$645,929	\$486,849	\$656,622	\$699,870
Program Total:	\$1,132,778		\$1,356,492	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$476,849	\$0	\$532,675
Other / Miscellaneous	\$0	\$10,000	\$0	\$15,000
Beginning Working Capital	\$0	\$0	\$0	\$152,195
Total Revenue	\$0	\$486,849	\$0	\$699,870

Explanation of Revenues

\$532,675 is funded by the State Department of Corrections through SB 1145.

\$152,195 of beginning working capital from SB 1145.

\$15,000 donations from partner public safety associations to support the What Works in Public Safety conference.

\$656,622 is General Fund specifically designated to pay for the DSS-J system.

Significant Program Changes

Last Year this program was: FY 2016: 10009A-16 Local Public Safety Coordinating Council

This program combines 10009A and 10009C from FY 2016.

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.

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 District 3 Commissioner Judy Shiprack and City of Portland Mayor Charlie Hales.

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 and justice reinvestment.

In its FY 2010 adopted budget, Multnomah County's Board of Commissioners formally transferred responsibility for the administration of DSS-J to the County's Local Public Safety Coordinating Council (LPSCC), which agreed to oversee the development and maintenance of DSS-J and ensure data accuracy and security through a Policy Committee. As LPSCC partner data requests and needs have become more complex over the last few years, the staffing of DSS-J has diminished. In order to become responsive to data analysis of our criminal justice system, respond capably to grant opportunities, and to provide data for timely program evaluation, the staffing needs to increase to enhance DSS-J's functionality.

This Program Offer is to continue the Internal Services portion of the LPSCC budget by \$105,512. This added a temporary Senior Development Analyst to the DSS-J team in FY16, funded by HB 3194. This position is a Limited Duration Assignment. This program offer continues this position for the a portion of the second year of the 2015-2017 biennium. This program offer also will houses the \$614,017 for victim's services, as part of HB 3194. As indicated in the rules developed by the Criminal Justice Commission, County LPSCCs are responsible for choosing and contracting with victim's services programs and to illustrate how use of the funds will positively impact victims based on a set of criteria.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of meetings facilitated through the justice reinvestment project manager.	120	56	120	120
Outcome	Independent DSS-J assessment report completed in Winter 2015. Major structural and operational recommen	N/A	60	40	N/A
Output	Number of contracts executed with community-based victims services agencies	N/A	N/A	3	3

Performance Measures Descriptions

Performance measure 2: DSS-J contains data from non-county agencies. Due to outside agency data system upgrades and a current data system evaluation, DSS-J's focus has been on re-automating web-based and automated reports and improving connectivity with the new data systems.

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	2016	2016	2017	2017
Personnel	\$0	\$56,648	\$0	\$0
Contractual Services	\$0	\$593,395	\$0	\$614,017
Internal Services	\$0	\$162,120	\$0	\$105,512
Total GF/non-GF	\$0	\$812,163	\$0	\$719,529
Program Total:	\$812,163		\$719,529	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$812,163	\$0	\$495,035
Beginning Working Capital	\$0	\$0	\$0	\$224,494
Total Revenue	\$0	\$812,163	\$0	\$719,529

Explanation of Revenues

House Bill 3194 established the Justice Reinvestment Grant Program. These funds will cover the Limited Duration Assignment in LPSCC's Internal Services (\$105,512, which is \$81,271 remaining from HB3194 allocation and \$24,241 of carryover). The remaining revenue (\$614,017) is the amount to be allocated to victim's services programs through a process developed by LPSCC. The contracts became effective on 1/1/16, and are based on a calendar year. Therefore, the sum includes the FY 2017 HB 3194 allocation of \$413,764 and FY 2016 carryover of HB 3194 due to the start date delay of \$200,253.

Significant Program Changes

Last Year this program was: FY 2016: 10009B-16 LPSCC - HB3194 Justice Reinvestment

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

DSS-J is a data warehouse that combines criminal justice data from across agencies, including law enforcement, jails, DA, courts, and parole/probation. This program offer is provides technical stability and additional resources for the Decision Support System - Justice (DSS-J) database, web and business technology as well as enhancements to the related policy, operational, and data governance structures

Program Summary

Decision Support System - Justice (DSS-J) provides Multnomah County with a cross-jurisdictional and cross-system view of criminal justice information. During its 17 years of operation, DSS-J has undergone major revisions, and the criminal justice community has replaced or upgraded most of the source systems that provide data to DSS-J.

Multnomah County hired MTG Management Consultants, LLC, to assess the current DSS-J environment and develop an implementation road map for upgrading and enhancing the system. The following initiatives are included in this program offer.

Initiative I – DSS-J REFRESH

Initiative I is intended to rectify issues with DSS-J's existing capabilities, specifically the lack of operational direction, the lack of data management, and the obsolete database, web, and reporting tool technologies. This work will improve the system's basic operating capabilities and position DSS-J for long-term fundamental changes. The efforts involve updating web and database software and establishing or modifying interfaces to both internal and external data sources.

Initiative II – DSS-J GOVERNANCE

Initiative II includes efforts related to enhancing policy and operational governance. The initiative will define and formalize responsibilities among the three governance groups. The three intended groups of stakeholders are a policy group, an operational group, and a data group.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Completion of Initiative I and Initiative II	N/A	N/A	N/A	70%
Outcome	Approval to move forward with Initiative III	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1-Output: This measure will track the progress by the completion of efforts within each Initiative.

PM #2--Outcome: Based on success of Initiatives I and II, will request approval to move forward with Initiative III.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Internal Services	\$0	\$0	\$1,000,000	\$0
Total GF/non-GF	\$0	\$0	\$1,000,000	\$0
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded with one-time-only County General Fund

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Gary Marschke
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A community that is civically involved is fundamental to building trust and accountability in Multnomah County governance. As the complexion of Multnomah County has changed, the process of engagement must reflect that diversity to achieve confidence in government and participation in decision-making. As an independent office, the CIC and Office of Citizen Involvement (OCI) work together to ensure that these values guide our work. This offer provides the minimal resources for the CIC, through the OCI, to pursue enhanced, focused outreach and engagement consistent with those values.

Program Summary

The CIC maintains a publicly-accessible office providing a clearinghouse for information about and entry into a bevy of county citizen opportunities. The CIC provides ongoing independent administration and assessment of participation opportunities as well as conducting a variety of educational outreach activities designed to inform and involve the community.

This offer supports those efforts through: enhanced and expanded outreach to more than a dozen currently under-represented communities; hosting of community engagement events such as County 101, Budget 101, and others with several civic leadership cohort communities; development of a CIC task force to focus inclusive access issues concerning underserved communities; enhanced and streamlined resources and reporting processes between Budget Advisory Committees, staff, and the Board of Commissioners; developing, hosting, and reporting results to the Board of two Age Friendly Forums identifying priorities among aging populations; collaboration with Chair's Office on an update of 2014 Budget Survey to reflect trends and current priorities to be presented to the Board; participation with Chair's Office and others engaging in community outreach including Listening Sessions and Budget Hearings; hosting and facilitating the 29th Annual Volunteer Awards program including the creation of an independent web page honoring recipients; guided the Health Department through formation, recruitment, and orientation of their new Budget Advisory Committee; continued popularity of our NAACO award winning Diversity Outreach Training workshops with over 110 participants for our workshop at the 2015 Northwest Public Employees Diversity Conference; development, administration, analysis and reporting on the F/Y 2017 budget survey; update and enhancement of the OCI/CIC web site and Facebook page; enhanced community messaging built around new branding of "Be heard!"; increased focus on means to increase access and inclusion including directly and indirectly recruiting representation from communities heretofore not represented; event specific cross cultural collaboration and outreach with specifically underrepresented communities; collaborating with IT and Communications to enhance social media engagement strategies; our annual retreat to ensure that CIC members are equipped with the knowledge and protocol to be successful; continued maintenance of our Spanish website; continued multicultural outreach through our Connect, Educate, Recruit, & Engage Campaign.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Database of volunteers and calendar of meetings is current and publicly available at all times	98%	100%	98%	98%
Outcome	Percentage of participants in activities who felt time was well spent	98%	90%	90%	95%
Output	Multicultural outreach & recruitment events	N/A	N/A	N/A	15
Output	New interest inquiries followed up within 3 working days	N/A	N/A	N/A	100%

Performance Measures Descriptions

A community that is civically involved is fundamental to building trust and accountability in Multnomah County governance. The performance measures for this program offer essential measurements of efforts to educate and engage the public. OCI's enhanced use of our web pages, social media accounts, online volunteer database, and relationship based recruitment in the community increases the public's knowledge of and likely participation with community involvement opportunities.

Legal / Contractual Obligation

Chapter Re: Chapter 3.75 Multnomah County Home Rule Charter; Resolution 8-86, Resolution 95-245, Multnomah County Code 2.30.640; 3.30-3.306 1. The County Charter states that the commission “shall appropriate sufficient funds for the operation of the office and the committee”.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$188,798	\$0	\$185,545	\$0
Contractual Services	\$1,500	\$0	\$1,500	\$0
Materials & Supplies	\$12,358	\$0	\$13,351	\$0
Internal Services	\$40,333	\$0	\$42,593	\$0
Total GF/non-GF	\$242,989	\$0	\$242,989	\$0
Program Total:	\$242,989		\$242,989	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

This is a General Fund program.

Significant Program Changes

Last Year this program was: FY 2016: 10010-16 Citizen Involvement Committee

The only significant change is in how the money will be used rather than how much is being spent. Access remains the most challenging obstacle to engagement especially among the under-represented communities. The CIC, through the Office of Citizen Involvement, is increasing its efforts to be engaged in pro-active work with county officers, county employees and the larger community to enhance the understanding and value of active participation in county governance. This has been and remains the core mission of CIC supported by ongoing activities such as live topical forums; online surveys; non-English website, the Connect, Educate, Recruit & Engage Campaign; a task force focused on equity and inclusion issues; enhanced community, county, and inter-jurisdictional partnerships; and the reallocation of resources toward facilitating equitable inclusion reflecting the true Multnomah County community.

Department: Nondepartmental **Program Contact:** Lynda Grow
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of the Board accounts for all functions and expenditures necessary for efficient operation of the Board of County Commissioners, who work on behalf of citizens individually and as members of the Board. The Office of the Board supports the Board as a body by providing those things necessary for the Board to function effectively and collectively and provide information on items brought before the Board and public.

Program Summary

The Office of the Board 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, the Board's actions and records; provide information on upcoming board items, post public notices, provide information and referral to the public; and, schedule meetings space and equipment.

Board Clerks are responsible for notifying internal and external customers of scheduled meetings and cancellations; processing, posting and distributing all agenda submissions and official documents that result from board action and directives of those documents and ensure ease of access for future internal and external inquiries. Board clerks provide members of the public with agendas, notices of public hearings, and access to public records. They provide custody of the records, books and documents of the Board and protect and preserve the official County records both electronically and on paper for perpetuity.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of Board related documents processed	6,717	6,000	6,000	6,000
Outcome	Files shared with Archives	3,792	4,000	4,000	4,000

Performance Measures Descriptions

Board related documents include board packets, proclamations, resolutions, orders, ordinances and other related documents.

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	2016	2016	2017	2017
Personnel	\$277,219	\$0	\$288,591	\$0
Contractual Services	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$234,374	\$0	\$289,500	\$0
Internal Services	\$394,253	\$0	\$362,132	\$0
Total GF/non-GF	\$935,846	\$0	\$970,223	\$0
Program Total:	\$935,846		\$970,223	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

This is a General Fund program.

Significant Program Changes

Last Year this program was: FY 2016: 10011-16 Office of the Board Clerk

No significant changes.

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 activity 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 also coordinates the County's Continuity of Operations Planning (COOP) for all departments, The County Mitigation Plan and County Emergency Operations Plan.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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). Exercises are expected to reveal performance deficiencies and lead to focused improvements. Actual emergency activation may substitute for an exercise and a self-reported AAR is submitted to the State. Outcome: There are 8 eligible funding areas, each with multiple planning activities, in the Emergency Performance Grant (EMPG). This annual measurement covers required 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	2016	2016	2017	2017
Personnel	\$649,007	\$411,771	\$707,618	\$173,183
Contractual Services	\$60,000	\$65,000	\$96,293	\$65,000
Materials & Supplies	\$221,544	\$16,450	\$127,100	\$0
Internal Services	\$350,571	\$0	\$377,145	\$4,574
Total GF/non-GF	\$1,281,122	\$493,221	\$1,308,156	\$242,757
Program Total:	\$1,774,343		\$1,550,913	
Program FTE	4.70	3.30	5.00	1.50

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$242,757
Total Revenue	\$0	\$0	\$0	\$242,757

Explanation of Revenues

MCEM receives \$173,183 of Emergency Management Performance Grant (EMPG) Program funds which provide a maximum of a 50% match to eligible program costs paid for by the County General Fund \$65,000 State Homeland Security Grant Program (SHSP 15-236).

Significant Program Changes

Last Year this program was: FY 2016: 10012A-16 Office of Emergency Management

This program combines 10012A and 10012B from FY 2016.

Department: Nondepartmental **Program Contact:** Christopher Voss
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Multnomah County Emergency Management (MCEM) coordinates disaster preparedness activity in Multnomah County. This includes planning, training, exercise and equipment procurement for County staff and departments as well as coordination with cities, special districts and non-governmental organizations. MCEM also coordinates the County's Continuity of Operations Planning (COOP) for all departments, The County Mitigation Plan and County Emergency Operations Plan.

Program Summary

Program activity is guided by state and federal requirements as well as best practices outlined in the Emergency Management Accreditation Program (EMAP). Although State funding to Multnomah County through the Emergency Management Grant Program (EMPG) is expected to diminish significantly, from \$350,130 last year, this budget includes General Fund backfill to ensure programs are maintained. This includes programs supporting COOP and Community Outreach. It also keeps the Office on course to begin plans in damage assessment, family reunification and continuity of government.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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). Exercises are expected to reveal performance deficiencies and lead to focused improvements. Actual emergency activation may substitute for an exercise and a self-reported AAR is submitted to the State. **Outcome:** This annual measurement covers required 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	2016	2016	2017	2017
Personnel	\$0	\$0	\$173,182	\$0
Materials & Supplies	\$0	\$0	\$5,245	\$0
Total GF/non-GF	\$0	\$0	\$178,427	\$0
Program Total:	\$0		\$178,427	
Program FTE	0.00	0.00	1.50	0.00

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

Explanation of Revenues

General Fund Backfill

Significant Program Changes

Last Year this program was: FY 2016: 10012A-16 Office of Emergency Management

This program includes \$178,427 of General Fund backfill due to a loss of State Funding.

Department: Nondepartmental **Program Contact:** Claudia 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 federal and state legislative agenda set by the Board of Commissioners and facilitates interdepartmental cooperation on intergovernmental efforts.

The Director manages budget and compliance issues, manages the federal government relations contract, 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 is responsible for tracking state and federal legislation, working with county department staff on legislative coordination, and providing analysis on key policy issues.

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.

The East County community liaison position supports community engagement, planning and revitalization efforts to coordinate existing and potential federal, regional, and local investment in East County. This strategic partnership seeks to increase alignment and coordination of resources that will benefit residents and reduce barriers to create jobs, leverage private contributions, increase economic activity, expand educational opportunities, increase community health, address environmental inequities, and reduce violent crime.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Develop and pass a comprehensive state and federal 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	N/A	10	20	20
Output	Stakeholders engaged in East County Revitalization	N/A	200	400	600

Performance Measures Descriptions

The adoption of the state and federal agendas 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. Number of engaged stakeholders is a measure of community involvement.

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	2016	2016	2017	2017
Personnel	\$732,660	\$0	\$782,012	\$0
Contractual Services	\$117,910	\$0	\$118,000	\$0
Materials & Supplies	\$26,400	\$0	\$25,950	\$0
Internal Services	\$43,221	\$0	\$69,865	\$0
Total GF/non-GF	\$920,191	\$0	\$995,827	\$0
Program Total:	\$920,191		\$995,827	
Program FTE	5.00	0.00	5.00	0.00

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

Explanation of Revenues

This is a General Fund Program.

Significant Program Changes

Last Year this program was: FY 2016: 10016A-16 Government Relations Office

The East County community liaison position is now incorporated into Government Relations for FY 2017. An additional \$10,000 of funding has been added to support the 2016 Rock the Block Community Celebration in Rockwood. More information can be found at <https://www.eventbrite.com/e/rock-the-block-2016-tickets-21503452405>.

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 making the county a better place to live and work for everyone by providing programming and tangible resources, expertise, best and promising practices, technical support, data and data analysis. ODE works to advance transformational change at the county and incubates empowering tools for the community.

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 or complement equity and social justice work throughout the County. Projects and resources include: Equity Council, Employee Resource Groups, Civil Rights, Workforce Equity, policy analysis, Equity and Empowerment Lens technical assistance and consultation, interactive actionable workforce data and analysis for Department Directors and HR Managers, and develops resources for 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 Equity and Empowerment Lens with a Racial Justice focus, technical assistance, development and guidance on policy advancing racial equity, staffing and leadership development support for the Multnomah Youth Commission, coordination of the College to County program, and coordination of Employee Resource Groups and Equity Council.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# Employee Resource Groups	10	12	10	12
Outcome	Development of unique data metrics related to racial equity	N/A	N/A	1	5
Output	# Unique Data Dashboards, data reports, compliance reports submitted	15	15	15	15
Output	Number of Equity and Empowerment Lens applications, technical assistance, training and consultation	12	12	15	12

Performance Measures Descriptions

Legal / Contractual Obligation

Title II, Title VI administration for the County

Affirmative Action, Equal Employment Opportunity

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$751,511	\$0	\$816,975	\$0
Contractual Services	\$24,000	\$0	\$25,000	\$0
Materials & Supplies	\$72,351	\$0	\$51,631	\$0
Internal Services	\$97,270	\$0	\$105,655	\$0
Total GF/non-GF	\$945,132	\$0	\$999,261	\$0
Program Total:	\$945,132		\$999,261	
Program FTE	5.00	0.00	5.50	0.00

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

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was: FY 2016: 10017A-16 Office of Diversity and Equity

Revised position description and new staff serving as Civil Rights Administrator. Converted temporary funding into a 0.50 FTE.

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 Elected Official Liaison Program, training and technical assistance for community organizations, government agencies, and businesses. The MYC advises and make recommendations on policies and programs to ensure that young people form relationships with caring adults, build skills, exercise leadership, and help their communities while obtaining the opportunities, necessary to become healthy, productive adults. MYC assists in the coordination of policies and actions creating more youth friendly communities. The Multnomah Youth Commission is working with youth and adults throughout our community to change the way violence is viewed and dealt with through the Youth Against Violence Committee and the Rob Ingram Youth Summit Against Violence. MYC educates youth and adults about "Our Bill of Rights: Children + Youth" and the importance of its implementation into all decision making arenas in the community; brings diverse youth from across the region together to share ideas and experiences regarding violence and build a youth movement for social change.

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 as an 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	#Youth Commission Meetings	22	22	22	22
Outcome	Youth-Led, issue specific summit	1	1	1	1

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$115,985	\$0	\$108,053	\$0
Materials & Supplies	\$0	\$0	\$0	\$10,000
Total GF/non-GF	\$115,985	\$0	\$108,053	\$10,000
Program Total:	\$115,985		\$118,053	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$10,000
Total Revenue	\$0	\$0	\$0	\$10,000

Explanation of Revenues

Penney Family Foundation grant estimate of \$10,000.

Significant Program Changes

Last Year this program was: FY 2016: 10017B-16 Multnomah Youth Commission Support

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 Program. 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.

Program Summary

The Office of Sustainability has worked 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 2017 include, implementation of the Climate Action Plan, implementation of the Commercial Building Property Assessed Clean Energy program, working to improve air quality, providing fresh organically grown food to food-insecure individuals and families, providing meaningful volunteer and workshop opportunities for County residents, 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 200 individual 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 building performance requirements for quality, efficient, health promoting low income housing.

The Office of Sustainability will also support East County Caring Community activities to address infrastructure barriers to livability, including tree canopy cover; parks and open space; and community-oriented destinations. The Office will work with local and Federal partners to help advance these goals. The Federal partnership will be coordinated through the EPA led Making a Visible Difference initiative.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Servings of fresh, culturally appropriate, produce donated. Servings are calculated by tracking the pounds	111,000	115,000	122,000	115,000
Outcome	% decrease in community wide greenhouse gas emissions over 1990 levels based on trend line analysis.	14%	13%	14%	15%
Output	Number of volunteer hours contributed to Office of Sustainability events or programs.	1,370	1,500	2,125	1,500

Performance Measures Descriptions

Output: Donation of healthy, culturally appropriate food from the CROPS program, as identified by our community partners.
Outcome: The Office of Sustainability implements BCC adopted Climate Action Plan that calls for County wide greenhouse gas emissions reduction of 80% over 1990 levels by the year 2050. Output: The office provides meaningful opportunities for residents to engage with the County through the Community Farm program.

Legal / Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$502,191	\$0	\$543,310	\$0
Contractual Services	\$22,000	\$0	\$5,500	\$0
Materials & Supplies	\$29,144	\$0	\$21,000	\$0
Internal Services	\$57,591	\$0	\$59,217	\$0
Total GF/non-GF	\$610,926	\$0	\$629,027	\$0
Program Total:	\$610,926		\$629,027	
Program FTE	5.00	0.00	5.00	0.00

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

Explanation of Revenues

This is a General Fund program.

Significant Program Changes**Last Year this program was:** FY 2016: 10018-16 Office of Sustainability

In FY 2017 the Office of Sustainability will focus on the implementation of CPACE, a policy mechanism that will promote energy efficiency and renewable energy in commercial buildings. This new policy tool will support the Climate Action Plan goal to reduce greenhouse gas emissions by 80% over 1990 levels by the year 2050; an ongoing area of focus for the office. The office will continue to support Caring Community sustainability efforts in East Multnomah County in partnership with Government Relations. And the office, with the addition of a program technician in FY 16, will produce an annual sustainability report detailing the County's performance on Board adopted sustainability metrics. Finally, the community farm will be relocating on the Edgefield property because of the properties sale to McMenamins; the County has the right to maintain a permanent easement for the farming program.

Legal / Contractual Obligation

Multnomah County has established an Intergovernmental Agreement that authorizes the Portland Development Commission to implement the CPACE program on the County's behalf. The funding allocated in this program offer would be transferred by IGA to PDC for training of DMW firms. DMW firms would be trained to use CPACE financing when selling their services to building owners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$60,000	\$0
Total GF/non-GF	\$0	\$0	\$60,000	\$0
Program Total:	\$0		\$60,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In September 2015, with authorization from the Board of County Commissioners, Multnomah County became the first jurisdiction in Oregon to establish a Commercial Property Assessed Clean Energy (CPACE) program. In collaboration with the Portland Development Commission, and the Energy Trust of Oregon, Multnomah County laid the foundation for a program that will help to achieve the ambitious goals committed to in the Climate Action Plan. The CPACE team is working to create family-wage local jobs through intentional inclusion of those historically left out of the energy efficiency and renewable energy fields. In the pilot, we have started a contractor training program that will exclusively support disadvantaged, minority, and women-owned (DMW) enterprises. We believe these strategies will create a strong foundation for growth of DMW firms in our local green economy.

Department: Nondepartmental **Program Contact:** John Wasiutynski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

School Children in Multnomah County ride over 1.5 million miles a year in dirty diesel buses. Children are particularly vulnerable to diesel pollution, and those that travel to school on clean buses miss fewer school days and have improved lung function. This program offer will leverage over \$600,000 in federal funding to retrofit 48 school buses in the David Douglas and Centennial School Districts, and help to reduce the pollution from dirty diesel buses by up to 95%.

Program Summary

The problem of diesel Particulate Matter (PM) exposure is particularly acute in Multnomah County. Multnomah County has the 4th highest exposure rate to diesel exhaust of all United States' counties. Exposure to diesel engine exhaust causes cancer, increases the risk of heart attack, stroke, and cardiovascular disease, exacerbates asthma and can lead to low-weight and preterm births.

All Multnomah County residents are exposed to a dangerous level of diesel pollution. In some areas, however, like near transportation corridors or rail yards, levels of diesel pollution are over 8,000 times the California health benchmark. In 2014, the Multnomah County Department of Health conducted a study of racial and ethnic health disparities and found that communities of color are exposed to levels of diesel pollution 2-3 times higher than their white counterparts. The levels of diesel pollution in Multnomah County result in significant public health impacts. A snapshot of annual impacts include: 91 Premature deaths; 70 non-fatal heart attacks; 13,273 work loss days.

Children are especially vulnerable to diesel PM because their lungs are still in the developmental phase and they breathe, on average, 50 percent more air per pound of body weight than adults. For school aged children, riding on the school bus can be a significant exposure route for diesel PM. A California Air Resources Board study found that increased exposures from commuting by school bus were estimated to increase a child's lifetime cancer risk due to diesel PM by approximately 4%. School children riding on cleaner buses also miss fewer school days and have increased lung function. Sadly, however, school Children in Multnomah County ride over 1.5 million miles a year in dirty diesel buses.

Fortunately there are solutions available. Because of federal regulations, newer school buses are fitted with pollution controls that reduce toxic emissions by 99%. But because federal rules only apply to new engines, it is left to states to address older and dirtier engines still in use. Approximately 68% of school buses in East County have older diesel engines. This program offer will leverage over \$600,000 in federal funding to retrofit 48 school buses in the David Douglas and Centennial School Districts, and help to reduce the pollution from those buses by up to 95%. There is an \$86,000 annual monetized public health return on investment.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of pre-model year 2007 school buses retrofitted.	N/A	N/A	N/A	48
Outcome	Annual monetized public health benefit calculated using the EPA diesel emission quantifier.	N/A	N/A	N/A	\$86,000
Output	Annual tons of diesel particulate matter pollution reduced.	N/A	N/A	N/A	0.8

Performance Measures Descriptions

This program will be aimed at Centennial and David Douglas School Districts. These school districts are among the most diverse in the state with high proportions of students qualifying for free and reduced lunches. Because the program is aimed at communities already burdened by environmental health factors, the calculated public health return on investment is likely a conservative estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$73,954	\$0
Total GF/non-GF	\$0	\$0	\$73,954	\$0
Program Total:	\$0		\$73,954	
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:

Although this is a new program, it would build off of the County's experience with diesel retrofits and clean diesel contracting. In 2009, the Office of Sustainability worked with the City of Portland, County Fleet Services, and DCM to retrofit existing county equipment. A study conducted by the Office of Sustainability project and the Health Department on the impact of clean diesel contracting at the East County Courthouse found that for every \$1 invested in retrofiring equipment there was \$10 in public health benefit.

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 is developing comprehensive Arts Education solutions for our community; and (6) RACC will continue to support arts programs that work within Multnomah County's system of care for vulnerable populations, particularly those for 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 \$253.5 million for the local economy and \$21 million for state and local coffers every year.

Proposed program allocations for FY 2017 County dollars include allotments to the following RACC programs: Advocacy and Development (including Work for Art), \$12,000; Grants, \$107,700; Technical Assistance, \$5,200; Arts Education (including The Right Brain Initiative), \$31,275; Management/General (including outreach to under served communities), \$14,507 and \$129,318 in additional administration, grants and projects that serve vulnerable populations (as described by (6) above).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Dollars leveraged from other sources	\$9,567,600	\$8,500,000	\$8,891,000	\$9,000,000
Outcome	Multnomah County children engaged in creative learning of standard curriculum subjects	7,125	7,500	7,900	8,000
Output	Individuals served by RACC-funded projects and programs (total combined attendance)	3.1 Million	3.3 Million	3.3 Million	3.3 Million
Outcome	Improvement in reading and math scores, compared to average annual rate of increase*	N/A	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, 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
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

This is a General Fund program.

Significant Program Changes

Last Year this program was: FY 2016: 10020A-16 Regional Arts & Culture Council

With increased funding from Multnomah County in FY16, RACC is 1. providing significantly more grants and services for artists & arts organizations in underrepresented communities including East Portland, Gresham & other parts of East County. 2. Funding from Multnomah County & Portland's arts tax, RACC awarded a record \$3.9 million to 129 nonprofit organizations and 121 artists. (3)The Right Brain Initiative is now serving 25,000 students & 1,300 teachers in 63 schools across 7 districts in Clackamas, Multnomah & Washington Counties. (4) RACC's professional development workshops served more than 290 artists last year. (5) RACC celebrated the 35th anniversary of Multnomah County's percent-for-art program in 2015 and acquired 56 new pieces for the Portable Works Collection. (6) Work for Art raised \$750,350 in the campaign that ended June 30, 2015 and is working to raise \$1 Million in this year's 2015-16 campaign.

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	2016	2016	2017	2017
Contractual Services	\$1,000,000	\$0	\$1,000,000	\$0
Materials & Supplies	\$191,000	\$0	\$175,760	\$0
Internal Services	\$4,432,826	\$392,089	\$4,768,461	\$392,089
Total GF/non-GF	\$5,623,826	\$392,089	\$5,944,221	\$392,089
Program Total:	\$6,015,915		\$6,336,310	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$995,000	\$0	\$995,000	\$0
Total Revenue	\$995,000	\$0	\$995,000	\$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 are \$392,000 per year (net) from FY 2012 through FY 2020, and will be \$1.7 million per year from 2020 through 2030.

Significant Program Changes

Last Year this program was: FY 2016: 10021-16 State Mandated Expenses

Due to changes in the Departments of County Assets space allocation model, the mothball costs for Wapato increased by nearly \$120,000.



Program #10022 - Pass-Through Payments to East County Cities 4/12/2016

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 accounts for Business Income Tax (BIT) collected on behalf of and passed through to the east county cities of Gresham, Troutdale, Fairview, and Wood Village. These payments are prescribed in an intergovernmental agreement (IGA) that shares revenue from the BIT. Under the terms of this agreement, the four cities share 25% of the first 0.6% of BIT collections. This offer also includes the County's obligation to share Community Service Fee revenues generated through the Strategic Investment Program (SIP) with the City of Gresham.

Program Summary

The BIT is imposed on the net income derived from business activity within Multnomah County. The BIT was originally set at a rate of 0.6% of net income. In 1985, the tax was increased to 0.95%. In 1987, the tax was further increased to 1.46%. In 1993 the rate was reduced to 1.45% due to the consolidation of collections with the City of Portland's Business License Fee (BLF). The County entered into a tax sharing agreement with the four east county cities, in part to acknowledge the value of business income derived from those cities. The County acts as a fiduciary agent for the four east county cities. The County entered into a SIP agreement with Microchip Technologies, Inc., in FY 2004. Under terms of that agreement, the company agrees to pay 25% of property tax abated in the form of a Community Service Fee. State statutes direct that the County share that revenue with the City in which the company receiving the SIP exemption is located.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output		N/A	N/A	N/A	N/A
Outcome		N/A	N/A	N/A	N/A

Performance Measures Descriptions

Legal / Contractual Obligation

The program is mandated under terms of the IGAs with Gresham, Troutdale, Fairview, and Wood Village. The county is obligated to transfer 25% of the revenue associated with the first 0.6% BIT increment. The SIP contract specifies that Gresham receives 47% of revenue derived from the Community Service Fee.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$7,798,013	\$0	\$8,317,112	\$0
Total GF/non-GF	\$7,798,013	\$0	\$8,317,112	\$0
Program Total:	\$7,798,013		\$8,317,112	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$202,667	\$0	\$202,667	\$0
Total Revenue	\$202,667	\$0	\$202,667	\$0

Explanation of Revenues

The BIT pass-through is 25% of the first 0.6% of BIT collections.
Community Service Fee is 25% of the taxes abated under the Strategic Investment Program.

Significant Program Changes

Last Year this program was: FY 2016: 10022-16 Pass-Through Payments to East County Cities

No significant changes.

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; and (2) Multnomah County (\$335k per year, 1999-2003) as a participant in the county library levy. Passage of special purpose levy 26-118 in November 2010 provides for levy support at the rate of \$0.05 per thousand of assessed value.

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 \$2,172,330 in FY 2015/2016, 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 levy funding went into effect in July 2011, and has served an additional 92% of patrons. Due to the levy funding, the increased public programs are reaching more Oregonians than ever and OHS has had the ability to enhance collections care and display more of Oregon’s treasures.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Multnomah County citizens admitted free of charge.	23,109	22,140	27,067	22,800
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	227	227	226	227
Quality	Care of Collections through additional curator/registrar	2	1	4	1

Performance Measures Descriptions

In 2015, WWII: A World at War, A State Transformed exhibit opened to rave reviews, which has helped increase Multnomah County residence visits by 87% since 2011.

Legal / Contractual Obligation

Measure 26-118 provides the Oregon Historical Society with a five-year property tax levy at the rate of \$0.05 per thousand dollars of assessed value. Four east county historical societies (Fairview-Rockwood-Wilkes, Gresham, Troutdale, and Crown Point Country) will together receive \$150,000 per year from the levy proceeds.

FY 2016 is the fifth year of the five-year local option levy. The program offer assumes the local option levy will be renewed into FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$2,114,643	\$0	\$2,596,778
Internal Services	\$0	\$7,500	\$0	\$7,500
Total GF/non-GF	\$0	\$2,122,143	\$0	\$2,604,278
Program Total:	\$2,122,143		\$2,604,278	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$2,107,075	\$0	\$2,584,788
Interest	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$12,068	\$0	\$16,490
Total Revenue	\$0	\$2,122,143	\$0	\$2,604,278

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 2016: 10023-16 OHS Local Option Levy

The existing five year local option level is set to end in fiscal year 2016. This program offer assumes the local option levy will be renewed beyond the current year.

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 2017.

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 FY 2016.

The law has not been reauthorized for FY 2017, and timber payments will be governed by the 1908 Act as amended.

This program offer includes a placeholder for re-authorization of the Secure Rural Schools program for FY 2017 or reversion to the Act of 1908.

The County School Fund also receives a portion of the ad valorem tax that is assessed on the value of rail cars as outlined by state statute.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 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	2016	2016	2017	2017
Contractual Services	\$0	\$77,230	\$0	\$80,300
Total GF/non-GF	\$0	\$77,230	\$0	\$80,300
Program Total:	\$77,230		\$80,300	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$20,000	\$0	\$20,000
Taxes	\$0	\$57,000	\$0	\$60,000
Interest	\$0	\$30	\$0	\$100
Beginning Working Capital	\$0	\$200	\$0	\$200
Total Revenue	\$0	\$77,230	\$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 2016: 10024-16 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 of the activities noted above.

This program supports the Oregon Convention Center which hosts programs, conferences, and events that bring visitors and business groups to Portland. The tourism and travel industry is among the leading private sector employers in Oregon. Large conventions generate significant activity for local hotels, restaurants, and retail establishments. Travel Portland has estimated that a typical out-of-town convention delegate will spend between \$750-\$850 during a three-day stay in the region. A report prepared in 2015 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 \$743 million per year.

The Visitors Facilities Intergovernmental Agreement (VDI) was amended in FY 2014 and has established a Multnomah County Fund "County Visitor Facilities and Operations Support". The funding will support operations and capital improvements related to the established purposes of the VDI. The VDI supports regional visitor facilities and visitor industry development in the Portland-Multnomah County area. The VDI agreement is between the City of Portland, Multnomah County, and Metro. The Visitors trust will allocate \$250,000 to Multnomah County in FY 2014, \$500,000 annually FY15-17, \$750,000 annually FY18-21, and \$1,000,000 annually FY 22-forward.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	\$ (In Millions) Impact of Convention Center Visitors to County Economy	538	525	560	570
Outcome	# of Employees in Travel/Tourism Industry (Est.)	5,240	5,200	5,450	5,600

Performance Measures Descriptions

The Oregon Convention Center (OCC) generates significant economic activity to metropolitan Portland and the State. Multnomah County accounts for 2/3rds of tourism related activity. Travel/tourism accounts for approximately 10% of metropolitan area employment.

Metro provides data analysis on total annual spending in millions of dollars (output) which is estimated to support the total number of people employed (outcome) in the travel/tourism industry.

Legal / Contractual Obligation

This program is mandated by IGAs that dictate how the revenues received in the Special Excise Tax Fund are allocated.

There is no discretion in allocating the revenue - all receipts are turned over per County Code and pursuant to terms specified in the IGAs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$37,146,403	\$0	\$42,177,226
Total GF/non-GF	\$0	\$37,146,403	\$0	\$42,177,226
Program Total:	\$37,146,403		\$42,177,226	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$36,826,533	\$0	\$42,158,789
Interest	\$0	\$4,500	\$0	\$5,000
Beginning Working Capital	\$0	\$315,370	\$0	\$13,437
Total Revenue	\$0	\$37,146,403	\$0	\$42,177,226

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 2016: 10025-16 Convention Center Fund

Hotel/Motel occupancy continues to see strong growth in FY 16 resulting in continued Transient Lodging Tax (TLT) revenue growth. 10-12% TLT growth is expected in FY 16 and 10% in FY17.

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 accounts for principal and interest payments on various full faith and credit obligation bonds, capital leases, and intergovernmental agreements that were entered into in order to finance various capital improvements or capital acquisitions.

Program Summary

Multnomah County is currently making payments on the following obligations:

- Series 2010A (\$9.8 million) - Full Faith & Credit
- Series 2010B (\$15 million) - Full Faith & Credit
- Oregon Investment Transportation Bank (OTIB) (\$3.2 million) - Intergovernmental Loan
- Sellwood Library 2002 (\$1.1 million) - Capital Lease
- Sheriff's Office Warehouse 2010 (\$815,000) - Capital Lease
- Series 2012 (\$128 million) - Full Faith & Credit
- Series 2014 Refunding (\$22.5 million) - Full Faith & Credit

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include, among others, purchase of the Multnomah, McCoy, and Mead buildings, health clinic equipment and improvements, deferred capital maintenance, construction of the East County Courthouse, road improvements to 223rd Street, the Sellwood Bridge replacement project and various computer applications. All binding obligations were approved by the Board of County Commissioners. The facilities and equipment purchased with these bond issues support many of the County's direct service programs. Careful management of debt obligations contributes to sound financial management practices. Debt payments are recovered from departments who benefit from specific projects via internal service reimbursements.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Moody's Rating of Aa2 or Better	1	1	1	1
Outcome	Debt Service Payments Made as Scheduled	100%	100%	100%	100%

Performance Measures Descriptions

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service. In 2013, Moody's upgraded all Multnomah County full faith and credit debt to Aa1. (1)-indicates Moody's Aa1, or Aa2 rating, (0)-represents a rating lower than Aa2.

All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$3,000	\$0	\$3,000
Debt Service	\$0	\$17,009,090	\$0	\$17,580,217
Unappropriated & Contingency	\$0	\$1,693,270	\$0	\$1,107,376
Total GF/non-GF	\$0	\$18,705,360	\$0	\$18,690,593
Program Total:	\$18,705,360		\$18,690,593	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$297,702	\$0	\$298,985
Other / Miscellaneous	\$0	\$16,691,963	\$0	\$16,694,182
Financing Sources	\$0	\$1,400,000	\$0	\$0
Interest	\$0	\$10,000	\$0	\$10,000
Beginning Working Capital	\$0	\$305,695	\$0	\$1,687,426
Total Revenue	\$0	\$18,705,360	\$0	\$18,690,593

Explanation of Revenues

Debt service payments are collected from departments through internal service reimbursements and passed through to the Capital Debt Retirement Fund.

Significant Program Changes

Last Year this program was: FY 2016: 10026-16 Capital Debt Retirement Fund

Full Faith and Credit Series 2010A debt obligation will fully mature on 6/1/2017

Legal / Contractual Obligation

Principal and interest on the voter approved General Obligation Bonds are a binding debt that the County must pay. The property tax levy used to pay the debt is outside of the property tax constitution limits imposed by State Ballot Measure #5 approved in 1990 and State Ballot Measure #50 approved in 1997. Multnomah County has never defaulted on any debt issues.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Debt Service	\$0	\$6,014,500	\$0	\$6,023,100
Unappropriated & Contingency	\$0	\$6,023,100	\$0	\$0
Total GF/non-GF	\$0	\$12,037,600	\$0	\$6,023,100
Program Total:	\$12,037,600		\$6,023,100	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$6,078,331	\$0	\$0
Interest	\$0	\$35,000	\$0	\$0
Beginning Working Capital	\$0	\$5,924,269	\$0	\$6,023,100
Total Revenue	\$0	\$12,037,600	\$0	\$6,023,100

Explanation of Revenues

Revenue to pay the debt is derived from property taxes and interest earned on the cash balances.

Significant Program Changes

Last Year this program was: FY 2016: 10027-16 GO Bond Sinking Fund

General Obligation Bond Series 2010 is scheduled to fully mature on 10/1/2016. The savings resulting from 2010 GO refunding is estimated to cover the last year of the debt service; there will be no need to levy the tax in fiscal year 2017.

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	2016	2016	2017	2017
Contractual Services	\$0	\$1,000	\$0	\$25,001,000
Debt Service	\$0	\$20,186,600	\$0	\$21,343,067
Unappropriated & Contingency	\$0	\$76,984,026	\$0	\$71,551,849
Total GF/non-GF	\$0	\$97,171,626	\$0	\$117,895,916
Program Total:	\$97,171,626		\$117,895,916	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$20,286,427	\$0	\$28,128,480
Interest	\$0	\$320,000	\$0	\$386,287
Beginning Working Capital	\$0	\$76,565,199	\$0	\$89,381,149
Total Revenue	\$0	\$97,171,626	\$0	\$117,895,916

Explanation of Revenues

Interest earnings on the fund balance and service charges are assessed to departments as a percentage of payroll. In FY 2017, departments will pay 8.25% of payroll costs toward the retirement of the Pension Obligation Bonds.

Significant Program Changes

Last Year this program was: FY 2016: 10028-16 PERS Pension Bond Sinking Fund

The County will be establishing a PERS Side Account (amount \$25 million) with Oregon-PERS in FY17. Existing bond fund reserves will be used to fund side account (reserves are used to provide stability in the department payroll surcharge). The side account will help the County address rising PERS costs by providing PERS rate relief. Rate relief is estimated to be between .7% to 2.25% of payroll.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$95,000	\$0	\$104,512
Contractual Services	\$32,000	\$250,000	\$0	\$286,500
Materials & Supplies	\$0	\$25,000	\$0	\$27,060
Total GF/non-GF	\$32,000	\$370,000	\$0	\$418,072
Program Total:	\$402,000		\$418,072	
Program FTE	0.00	0.00	0.00	0.70

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

Explanation of Revenues

This program is paid for with ongoing Video Lottery resources.

Significant Program Changes

Last Year this program was: FY 2016: 10029A-16 SummerWorks Internship Program

The temporary position was converted to a FTE when the funding became ongoing.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$250,000	\$0	\$0	\$786,000
Total GF/non-GF	\$250,000	\$0	\$0	\$786,000
Program Total:	\$250,000		\$786,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is paid for with one-time-only Video Lottery Fund resources.

Significant Program Changes

Last Year this program was: FY 2016: 10029B-16 SummerWorks Expanded Internship Program

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" is a community-wide effort to house homeless Multnomah County residents by making smart investments in the areas of housing, income, survival, emergency services, health, access to services, and systems coordination. Key partners in the effort include Multnomah County, the City of Portland, the City of Gresham, Home Forward, local nonprofits and members of the public. The Vision: No one should be homeless - everyone needs a safe, stable place to call home.

Program Summary

Over the past year, our community has come together in an unprecedented way to respond to the crisis of homelessness. In 2012, community leaders and stakeholders created a new community plan to end homelessness called "A Home for Everyone." In 2014, Multnomah County, the cities of Portland and Gresham, and the Boards of Directors of Home Forward and Meyer Memorial Trust chartered a new advisory body, the A Home for Everyone Coordinating Board, to provide shared oversight of our community's work to end homelessness. This program offer funds the Home for Everyone Initiative Director and a support position that reside within Multnomah County Chair's Office and report to the inter-jurisdictional A Home for Everyone Executive Committee.

Role of the Director:

- Coordinate the work of the Executive Committee, Coordinating Board, Committees and the inter-jurisdictional staff team to develop and implement strategies, budget proposals, and accountability mechanisms to reach the goals of AHFE.
- Advance the vision of A Home for Everyone: A United Community Plan to End Homelessness for Portland/Multnomah County <https://multco.us/file/35839/download> through community outreach, media, and participation in local and regional forums.
- Serve as liaison for the Initiative to federal and state partners
- Ensure that the faith, philanthropic, and business sectors are engaged in the work of A Home for Everyone

Role of Program Assistant:

- Provide administrative support for the Initiative Director
- Manage logistics for the AHFE Executive Committee, Coordinating Board, and Committees
- Manage communications with AHFE board and committee members
- Represent AHFE in program discussions within AHFE and in community settings.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Adopt and implement shared community standards for delivery of shelter and housing related services.	N/A	N/A	N/A	1
Outcome	Percent of adopted action plans that are meeting implementation benchmarks on time.	N/A	100%	100%	100%
Output	Adopt and implement shared data standards for City of Portland and County homeless programs.	NA	NA	NA	1

Performance Measures Descriptions

The Home for Everyone Executive Committee adopted action plans in the areas of Housing, Health, Income, Veterans, and Safety Off the Streets. Those plans have been updated to reflect the most current data on unmet housing need in our community and the strategies necessary to meet those needs. Progress on the implementation of the recommendations contained in those action plans is tracked as one measure of outcome accountability within the Initiative. High priority action items for the coming year include final adoption of shared service delivery practices and shared data standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$236,940	\$0	\$246,158	\$0
Materials & Supplies	\$18,500	\$0	\$10,000	\$0
Total GF/non-GF	\$255,440	\$0	\$256,158	\$0
Program Total:	\$255,440		\$256,158	
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Intergovernmental	\$42,796	\$0	\$0	\$0
Total Revenue	\$42,796	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 10030A-16 A Home for Everyone Initiative

Department: Nondepartmental **Program Contact:** Christian Elkin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In FY 2017, the Board of County Commissioners will undergo commissioner changes in Districts 1, 3, and 4. This program offer requests one-time-only funding for the administrative and operational costs associated with staffing changes in the offices representing these districts.

Program Summary

In FY 2017, the Board of County Commissioners will undergo commissioner changes in Districts 1, 3, and 4. With these changes come administrative and operational expenses associated with both the outgoing and incoming staff. These expenses may include vacation accrual payouts for staff who leave or set-up expenses for new Commissioners and their staff.

By County Charter, the elected Auditor annually appoints and convenes the Salary Review Commission to set salaries for the Chair and the County Commissioners, and per Resolution, recommend the salary for the Sheriff and the County supplement for the District Attorney. The Salary Review Commission is composed of qualified citizens with personnel experience. Funding is also included to address any Salary Commission recommendations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$135,000	\$0
Materials & Supplies	\$0	\$0	\$15,000	\$0
Total GF/non-GF	\$0	\$0	\$150,000	\$0
Program Total:	\$0		\$150,000	
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: Marc Jolin

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This offer supports operations for a Joint City-County Office of Homeless Services. This office will bring together city and county homeless services within a lead entity, guided by the shared values and common agenda of A Home for Everyone partners, to facilitate service delivery, manage systems of care, provide funding recommendations, and implement contracting. The Joint Office will be a backbone agency supporting a collective impact approach to preventing and ending homelessness in Multnomah County.

Program Summary

This program offer would fund operations of a Joint Office of Homeless Services (Joint Office). The Joint Office would house staff who administer contracts for services, manage systems of care, oversee system reporting and evaluation, conduct homeless street counts and one-night shelter counts, and write 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 making remarkable strides toward achieving our community's goal of ending homelessness but we can do more.

Addressing homelessness requires the right confluence of people, plans, policy, funding, and systems. While significant funding, policy direction, planning processes, and human talent have been committed to ending homelessness, the system that delivers homeless services remains divided. Currently, homeless services are provided by both the City of Portland and Multnomah County, targeted toward different populations. A divided service delivery system is more difficult to navigate by those in need of assistance, and less operationally efficient.

Bringing together city and county homeless services under the roof of a "lead entity," guided by the shared values and common agenda of the A Home for Everyone partners, to form a Joint Office, will maximize the impact from a systems perspective. The Joint Office will join homeless services staff currently at the Portland Housing Bureau and Department of County Human Services, be hosted at the County, and report directly to the County Chair. The Joint Office would receive 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$540,896	\$712,604
Materials & Supplies	\$0	\$0	\$4,200	\$29,802
Internal Services	\$0	\$0	\$122,300	\$123,830
Total GF/non-GF	\$0	\$0	\$667,396	\$866,236
Program Total:	\$0		\$1,533,632	
Program FTE	0.00	0.00	1.80	5.20

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$866,236
Total Revenue	\$0	\$0	\$0	\$866,236

Explanation of Revenues

General Fund: Transferred from County Human Services (DCHS) - \$267,396, New Ongoing Multco. General Fund - \$400,000

Other Funds:

State of Oregon Emergency Housing Assistance (EHA) - \$6,660, State of Oregon Emergency Shelter (ESG) - \$2,994
 Housing and Urban Development Grants (HUD) - \$107,234, State Homeless Assistance Program (SHAP) - \$23,992
 Housing for Persons Living with Aids (HOPWA) - \$32,788, HUD Continuum of Care Planning Grant - \$459,435
 HUD Emergency Solutions Grant - \$34,193, City General Fund transferred from the Portland Housing Bureau - \$189,470
 HUD Outside Transitions into Stability (OTIS) - \$9,470

Significant Program Changes

Last Year this program was:

These are existing services and funding that were transferred from the Department of County Human Services, the City of Portland's Housing Bureau as part of the effort to create a Joint Office.

Department:	Nondepartmental	Program Contact:	Marc Jolin
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

This program offer funds an array of support services needed to make the overall system of homeless services more effective. These services support the effectiveness of systems of care, both systemwide and specifically geared towards specific populations (individuals, families, youth, veterans and domestic violence survivors, etc). These supports include training, information and referral services, coordinated entry, landlord recruitment, and other similar services.

Program Summary

The effectiveness of homeless services, overall and at the population-specific level, depends on the support services funded through this program offer:

- (1) Access: Equitable and efficient access to available services is an essential commitment of A Home for Everyone. Access starts with information about the services available, and that information must be available in a variety of formats to reach diverse populations. Programs supported in this area include 211 and the Street Roots "Rose City Resource Guide." Equitable and efficient access also requires coordinated entry into services. This program offer funds coordinated entry systems tailored to specific populations (families, youth, etc).
- (2) Training/Education: Through A Home for Everyone, our community has adopted a set of guidelines for the delivery of services, and those guidelines anticipate certain shared practices that require system-wide and population-specific training for staff. There are also trainings and education programs offered to support people seeking services, both community-wide and within specific populations. These include, for example, the community's Rent Well program and certain client education programs.
- (3) Partnership Development: Increasing the resources available to people experiencing homelessness, beyond those funded through the Joint Office, requires the development of partnerships that leverage resources in other systems and in the private sector. This program offer funds programs that foster these partnerships for the benefit of the ending homelessness effort as a whole and for specific populations. Examples include the Housing Partnership Program and the Landlord Recruitment Team.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$608,104	\$1,055,320
Total GF/non-GF	\$0	\$0	\$608,104	\$1,055,320
Program Total:	\$0		\$1,663,424	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,055,320
Total Revenue	\$0	\$0	\$0	\$1,055,320

Explanation of Revenues

General Fund: Transferred from County Human Services (DCHS) - \$608,104

Other Funds:

Housing and Urban Development Grants (HUD) - \$195,259

Dept. of Justice Office of Violence Against Women (OVW) - \$76,951

City of Portland General Fund- \$401,300

City General Fund transferred from the Portland Housing Bureau - \$381,810

Significant Program Changes

Last Year this program was:

These are existing services and funding that were transferred from the Department of County Human Services, the City of Portland's Housing Bureau as part of the effort to create a Joint Office.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The basic safety of people experiencing homelessness requires funding for a full range of emergency night and day shelter services, including shelter for specific populations, severe weather shelter, and associated emergency services expenses. This program offer represents a consolidation of all existing City of Portland and Multnomah County general fund programs to provide shelter and associated emergency services.

Program Summary

Although not a solution to homelessness, emergency shelter, and associated emergency services, are vital to protecting the basic health and safety of individuals and families while they are experiencing homelessness. Day and night shelter are also critical locations for people to learn about and access the services they need to find permanent housing, acquire an income, and receive health-related services. Included in this program offer:

- (1) Night shelter: Overnight shelter programs for single adults, families, survivors of domestic violence, veterans, and youth are all supported by this program offer. Funds are contracted to non-profit providers to pay the operating expenses for shelter, including rent, maintenance, staffing, materials/supplies, and certain on-site services.
- (2) Day shelter: Day shelters serve a dual purpose of providing people experiencing homelessness a safe place to be out of the elements during the day and a vital point of access to the services they need to end their homelessness. Day shelters, including, for example, the Bud Clark Commons, function as resource centers, bringing together numerous partners at one location to offer an array of services, including employment, health care, and education.
- (3) 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 incident. Thus program offer includes funding that is contracted to a non-profit agency to open severe weather shelter on an as-needed basis during the course of a year.
- (4) Emergency Assistance: This program offer also funds an array of services associated with ensuring basic safety, including staffing, flexible funding for material needs, and extended information and referral services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$2,646,713	\$7,574,383
Total GF/non-GF	\$0	\$0	\$2,646,713	\$7,574,383
Program Total:	\$0		\$10,221,096	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$6,518,011
Total Revenue	\$0	\$0	\$0	\$6,518,011

Explanation of Revenues

General Fund: Transferred from County Human Services (DCHS) - \$2,646,713

Other Funds:

State of Oregon Emergency Housing Assistance (EHA) - \$310,442, State of Oregon Emergency Shelter (ESG) - \$110,777
 Housing and Urban Development Grants (HUD) - \$47,150, City of Portland IGA - \$884,000
 State Homeless Assistance Program (SHAP) - \$306,318, Multco. Video Lottery Funds - \$1,056,372
 City General Fund from the Portland Housing Bureau - \$3,668,733, HUD Emergency Solutions (ESG) - \$152,591
 City of Portland General Fund - \$1,038,000

Significant Program Changes

Last Year this program was:

These are existing services and funding that were transferred from the Department of County Human Services, the City of Portland's Housing Bureau as part of the effort to create a Joint Office.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer addresses the A Home for Everyone Executive Committee's goal of expanding "safety off the streets" options by at least 650 beds. This offer, in combination with a parallel request from the City of Portland, would provide sufficient resources to fund start-up capital and ongoing operations for expanded shelter capacity for homeless veterans, women, couples, individuals discharging from the Unity Center, chronically homeless individuals, and women and families needing secure-site shelter.

Program Summary

The A Home for Everyone Executive Committee recommended the creation of 650 additional traditional and non-traditional shelter beds in order to help provide a shelter option to all women and people with disabilities by the end of 2017. The Executive Committee specifically recommended expanding shelter options for women, including single women, women in couples, and chronically homeless people. This program offer will create access to shelter and safety off the streets options by funding:

- Expanded shelter capacity for homeless veterans who become homeless and remain homeless while seeking permanent housing;
- Basic operating support of shelter for homeless individuals discharging from the Unity Center, as well as access to support services that allow them to remain stable and transition to other appropriate longer-term housing opportunities;
- Additional secure-site shelter for single women and women with children fleeing domestic violence, which could take the form of congregate shelter, master leased motel rooms, or master leased apartments;
- Creation of additional traditional facility-based shelter beds and alternative options (e.g. in churches, re-purposed commercial spaces, master-leased hotel rooms, outdoor pop-up shelters, etc.) for women and couples;
- Support for additional alternative shelter options for chronically homeless people, men or women.

All services funded will be delivered through contractors that are culturally specific or culturally responsive, and will adhere to community guidelines for shelter, including delivering services in accordance with the principles of assertive engagement and trauma informed care.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$2,500,000	\$2,462,500
Total GF/non-GF	\$0	\$0	\$2,500,000	\$2,462,500
Program Total:	\$0		\$4,962,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$2,462,500
Total Revenue	\$0	\$0	\$0	\$2,462,500

Explanation of Revenues

\$2,500,000 New Ongoing General Fund - Multnomah County
 \$2,462,500 New General Fund - City of Portland

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Rapid Rehousing is a nationally recognized best practice to end the homelessness of individuals and families needing only limited duration assistance to reestablish themselves in permanent housing. This program offer continues investment in rapid rehousing programs and associated services, which leverage federal funding, to create housing stability for thousands of households per year. Strategies include a combination of a limited duration, highly flexible rental assistance, housing placement and retention support, and access to income acquisition assistance.

Program Summary

For the majority of people experiencing homelessness, returning to permanent housing requires a combination of a limited duration, highly flexible rental assistance, housing placement and retention support, and access to income acquisition assistance. This “rapid rehousing” strategy is a recognized national best practice and critical element of our community’s ending homelessness work.

This program offer continues our community’s investment in rapid rehousing programs that leverage significant federal, state and local resources to support the efforts of people experiencing homelessness to secure and retain permanent housing. These programs create housing stability for thousands of families and individuals per year, including children and their parents.

Rapid Rehousing programs funded through this program offer include programs targeted to communities of color through several different culturally specific providers, domestic violence survivors, youth, veterans, families, the elderly, and single adults. Some of these programs are accessed through shelters and day centers, while others are accessed through coordinated entry systems, or outreach programs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$1,830,076	\$4,610,330
Total GF/non-GF	\$0	\$0	\$1,830,076	\$4,610,330
Program Total:	\$0		\$6,440,406	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$4,252,060
Total Revenue	\$0	\$0	\$0	\$4,252,060

Explanation of Revenues

General Fund: Transferred from County Human Services (DCHS) - \$1,830,076

Other Funds:

State of Oregon Emergency Housing Assistance (EHA) - \$196,372

Housing & Urban Development Grants (HUD) - \$1,790,033

Department of Justice Office of Violence Against Women (OVW) - \$14,755, Multnomah County Video Lottery - \$358,270

City General Fund from the Portland Housing Bureau - \$1,583,600, City of Portland General Fund - \$667,300

Significant Program Changes

Last Year this program was:

These are existing services and funding that were transferred from the Department of County Human Services, the City of Portland's Housing Bureau as part of the effort to create a Joint Office.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25115B, 25139B
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer would expand housing placement strategies for priority and highly vulnerable populations experiencing homelessness, with a combination of a limited duration, rental assistance, housing placement and retention support, and access to income acquisition assistance.

Program Summary

The Executive Committee of A Home for Everyone (AHFE) adopted a set of recommendations at its January 2015 meeting which, if fully implemented, will keep our community on track to reduce the unmet need for permanent housing by 50% by the end of 2017. In addition, implementation of those recommendations will substantially reduce or eliminate the over-representation of people of color in the homeless population, dramatically reduce unsheltered homelessness among women through a combination of permanent housing and shelter, and provide critical housing and shelter resources to people with severe and persistent mental illness.

The adopted recommendations include increased "Rapid Rehousing" placements into permanent housing for AHFE priority populations - including people of color, women, and people with disabilities. In order to achieve these outcomes, the Executive Committee accepted the AHFE Coordinating Board recommendations to prioritize simultaneous and aligned investments in recognized best practices. This offer follow will expand access to these services, including:

- Short-term flexible housing placement and retention services for women and families, including single women, couples, female youth, and women fleeing domestic violence;
- Shared housing for women and youth, including women with children, single women, and women escaping domestic violence;
- Longer term rental subsidies for higher barrier households in the priority populations;
- Short-term flexible housing placement and retention services targeted to the priority populations in East County;

All services funded will be delivered by non-profit organizations that are either culturally specific or culturally responsive, and will adhere to community guidelines for rapid re-housing, including delivering services in accordance with the principles of assertive engagement and trauma informed care.

This program is scalable on a cost per household served basis and will be funded jointly with City and County General Funds based on the shared priorities identified through the AHFE community based process.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$4,487,500	\$4,275,000
Total GF/non-GF	\$0	\$0	\$4,487,500	\$4,275,000
Program Total:	\$0		\$8,762,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$4,275,000
Total Revenue	\$0	\$0	\$0	\$4,275,000

Explanation of Revenues

\$4,487,500 New One-Time-Only General Fund - Multnomah County
 \$4,275,000 New General Fund - City of Portland

Significant Program Changes

Last Year this program was:

An additional \$500,000 is budgeted in the Department of County Human Services programs:
 \$250,000 25115B Benefits Recovery
 \$250,000 25139B Multnomah County Stability Initiative

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds two types of supported housing programs: transitional and permanent. In certain circumstance, including for people in recovery, transitional housing – limited duration housing with intensive attached services – has proven an effective strategy to help people stabilize and return to permanent housing. A subset of people experiencing homelessness have a disability or disabilities so severe that to be successful in housing they need both permanently affordable rent and longer-term wrap around support service. Permanent Supportive Housing is a recognized best practice.

Program Summary

In certain circumstances, individuals require more than a short-term rent subsidy and limited support services to successfully reestablish themselves in permanent housing. This program offer supports two types of programs for these individuals – transitional housing and permanent supportive housing.

Transitional housing is an effective program model for certain subpopulations of people experiencing homelessness, in particular people in the early stages of recovery from an alcohol or drug addiction, and homeless youth. Transitional housing programs typically provide no-cost or extremely low-cost housing for up to two years and couple that housing with intensive support services tailored to the needs of the program’s target population.

Permanent supportive housing programs are our community’s most effective response to chronic homelessness. On any given night, there are more than 1000 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. Offering a combination of permanently affordable housing and appropriate ongoing support services has proven locally and nationally to be the most effective and cost effective way to end the homelessness of this population.

This program offer supports a range of permanent supportive housing programs. In some cases, funding is used to provide only the support services needed because rental assistance is provided through, for example, a grant from the U.S. Department of Housing and Urban Development. In other cases, funds support primarily the long term rental subsidy needs of program participants, and support services are leveraged through other systems, such as the health care system. Finally, there are programs where local funds provide both the rental assistance and the bulk of the support services because of the unique needs of the subpopulation served by the program and/or the absence of other sources of support.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$6,875,227
Total GF/non-GF	\$0	\$0	\$0	\$6,875,227
Program Total:	\$0		\$6,875,227	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$6,875,227
Total Revenue	\$0	\$0	\$0	\$6,875,227

Explanation of Revenues

Other Funds:

Housing and Urban Development Grants (HUD) - \$43,620, HUD Outside Transitions into Stability (OTIS) - \$308,500
 City General Fund from the Portland Housing Bureau - \$3,193,407, HUD Emergency Solutions (ESG) - \$265,000
 Housing for Persons Living with Aids (HOPWA) - \$1,059,000, City of Portland General Fund - \$2,005,700

Significant Program Changes

Last Year this program was:

These are existing services and funding that were transferred from the Department of County Human Services, the City of Portland's Housing Bureau as part of the effort to create a Joint Office.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer would expand rental assistance and housing support and retention services to a subset of people experiencing homelessness that have a disability or disabilities so severe that to be successful in housing they need both affordable rent and ongoing wraparound support services. Additionally, this program offer allocates additional resources to ensure a continued ability to meet the permanent and short-term rent assistance needs of all veterans who become homeless in Multnomah County.

Program Summary

The Executive Committee of A Home for Everyone (AHFE) adopted a set of recommendations in January 2015 which, if fully implemented, will keep our community on track to reduce the unmet need for permanent housing by 50% by the end of 2017. In addition, implementation of those recommendations will substantially reduce or eliminate the over-representation of people of color in the street and shelter homeless population, dramatically reduce unsheltered homelessness among women through a combination of permanent housing and shelter, and provide critical housing and shelter resources to people with severe and persistent mental illness. Within the AHFE priority populations are individuals whose disabilities are so severe that they require long-term deeply subsidized housing as well as access to wrap-around support services, known as permanent supportive housing (PSH). There is a particularly high need for PSH among people with a severe and persistent mental illness. In order to begin to meet this need, the Executive Committee accepted the recommendation to prioritize increasing PSH, and specifically recommended an investment sufficient to create 190 additional units of PSH. The recommendations included that at least 50 of these PSH units serve individuals using the soon to be opened Unity Center. This program will create access to PSH by funding:

- Long-term rental assistance that allows a household with zero income or only long-term disability income to afford the rent in an appropriate unit;
- Non-clinical housing placement and retention services, including assistance locating, applying for, and moving into a housing unit, and then regular ongoing support to ensure housing stability and access to clinical and mainstream support services;
- Income acquisition support including support to acquire long-term disability and/or employment, as appropriate;
- Longer-term rental subsidies to place an additional 30 veterans in permanent housing, and prevention resources to keep at least 30 veterans from returning to homelessness. This will leverage significant federal funds and allow the necessary capacity to ensure homelessness among veterans is rare, brief and one-time.

Programs will be provided through contractors that are either culturally specific or culturally responsive, will adhere to community guidelines for PSH, including delivering services in accordance with the principles of assertive engagement and trauma informed care. This program will align and coordinate with County health, treatment and disability services, as well as other mainstream services; to leverage opportunities and improve outcomes for participants.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$1,912,500	\$0
Total GF/non-GF	\$0	\$0	\$1,912,500	\$0
Program Total:	\$0		\$1,912,500	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

\$1,912,500 New Ongoing General Fund - Multnomah County

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In order to reduce homelessness we must reduce the number of people becoming homeless in our community. Done correctly, prevention is a much better strategy both for individuals or families, because they avoid the trauma of becoming homeless, and for the community, because it can be substantially less costly to prevent a person's homelessness than to end it once they have become homeless.

Program Summary

The Executive Committee of A Home for Everyone (AHFE) adopted a set of recommendations at its January 2015 meeting which, if fully implemented, will keep our community on track to reduce the unmet need for permanent housing by 50% by the end of 2017. In addition, implementation of those recommendations will substantially reduce or eliminate the over-representation of people of color in the street and shelter homeless population, dramatically reduce unsheltered homelessness among women through a combination of permanent housing and shelter, and provide critical housing and shelter resources to people with severe and persistent mental illness.

The recommendations adopted by the Executive Committee included investments in strategies that would prevent or divert 1000 people from becoming homeless in the coming fiscal year. Prevention and diversion are similar in that both assist a person or family from becoming literally homeless, meaning they are sleeping on the streets, in shelter, or in transitional housing. Prevention does this by helping someone who currently has a home from losing that home (e.g. a tenant facing eviction for non-payment of rent). Diversion assists someone who does not have permanent housing of their own to obtain permanent housing before becoming literally homeless (e.g. someone coming out of long term-treatment transitions directly to permanent housing).

This program would fund homeless preventions for the AHFE priority populations, in particular women, people of color and people with disabilities. It would do this primarily through three recommended strategies adopted by the Executive Committee, all of which have been shown to be effective at preventing homelessness:

- Flexible eviction prevention financial assistance;
- In-home support services for people with disabilities living in affordable housing whose behaviors are jeopardizing their tenancy;
- Legal representation for low-income tenants facing eviction;

All of the providers contracted to provide services through this program will be culturally specific or culturally responsive. Aspects of this program are scalable on a cost per prevention basis.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$160,000	\$0
Total GF/non-GF	\$0	\$0	\$160,000	\$0
Program Total:	\$0		\$160,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

\$160,000 New One-Time-Only General Fund - Multnomah County

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In order to reduce homelessness we must reduce the number of people becoming homeless in our community. Done correctly, diversion is a much better strategy for the individual or family, because they avoid the trauma of becoming homeless, and for the community, because it can be substantially less costly to divert a person from homelessness than to help them end it once they have become homeless.

Program Summary

The Executive Committee of A Home for Everyone (AHFE) adopted a set of recommendations at its January 2015 meeting meant to keep our community on track to reduce the unmet need for permanent housing by 50% by the end of 2017. Implementation of those recommendations should substantially reduce or eliminate the over-representation of people of color in the street and shelter homeless population, dramatically reduce unsheltered homelessness among women through a combination of permanent housing and shelter, and provide critical housing and shelter resources to people with severe and persistent mental illness.

The AHFE recommendations included investments in strategies that would prevent or divert 1,000 people from becoming homeless. Prevention and diversion are similar in that both assist a person or family from becoming literally homeless, meaning sleeping on the streets, in shelter, or transitional housing. Prevention does this by helping someone who currently has a home from losing that home (e.g. a tenant facing eviction for non-payment of rent).

Diversion assists someone who does not have permanent housing of their own to obtain permanent housing before becoming literally homeless (e.g. someone coming of long term-treatment transitions directly to permanent housing).

This program would fund diversions from homelessness for AHFE priority populations, in particular for women, people of color and people with disabilities. It would do this primarily through three recommended strategies adopted by the Executive Committee, all of which have been shown to be effective at diverting people from homelessness:

- Flexible financial assistance for agencies providing shelter or coordinating access to shelter that allows them to help families sustain a current non-permanent living situation (e.g. safely doubled up) rather than come to shelter;
- Staff and financial support to assist with placing people who are leaving healthcare and treatment programs directly into permanent housing;
- Long-distance transportation assistance to individuals and families with permanent housing options in other communities and who without the transportation assistance could not access that permanent housing and would instead access the local shelter system;

All of the providers contracted to provide services through this program will be culturally specific or culturally responsive.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$440,000	\$1,100,000
Total GF/non-GF	\$0	\$0	\$440,000	\$1,100,000
Program Total:	\$0		\$1,540,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,100,000
Total Revenue	\$0	\$0	\$0	\$1,100,000

Explanation of Revenues

\$440,000 New One-Time-Only General Fund - Multnomah County
 \$1,100,000 New General Fund - City of Portland

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Recovery Oriented Services and Engagement (ROSE) program is a set of mental health and addictions services for homeless youth. Homeless youth experience a unique set of barriers to recovery and success, and this program provides services tailored to address those barriers. Supports include addictions specialists, peer recovery advocates, pro-social recreation groups and activities, and wraparound client assistance.

Program Summary

This program offer continues funding for the Recovery Oriented Services and Engagement (ROSE). ROSE is a set of homeless-youth-focused mental health and addictions services that has been funded since FY 2014. In FY 2013, the Children's Levy ceased to fund the Metamorphosis Program, a model program providing mental health and addictions treatment engagement for homeless youth. Because of the critical need for these services, the Board of County Commissioners granted one-time-only funding for current service levels, and directed the Homeless Youth Oversight Committee (HYOC) to conduct a review process to determine the optimum service package for the population.

In October 2012, the resulting service model recommendation and report was presented to the Board. Since FY 2014, the Board has fully funded the recommended service model. Services provided include mental health and addictions support specialists, peer recovery advocates, pro-social recreation groups and activities, and wraparound client assistance all aligned to maximize engagement with, and participation in, treatment funded through the County's Mental Health and Addictions Services Division (MHASD), resulting in sobriety and on-going recovery.

The rate of mental health and addictions among homeless youth is extremely high. If and when a young person is in a position to address these issues, they often enter a treatment system that is not equipped to support the specific needs resulting from homelessness. This program attempts to accept this population into a treatment system that is more capable and equipped to address the needs that are critical to successful long-term outcomes.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served.	N/A	600	600	600
Outcome	Percentage of youth served who successfully complete their treatment program.	N/A	50%	50%	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$470,000	\$0
Total GF/non-GF	\$0	\$0	\$470,000	\$0
Program Total:	\$0		\$470,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded by one-time-only General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 25136B-16 Recovery Oriented Services and Engagement (ROSE)

This program has been transferred from the Department of County Human Services to the Joint Office for Homeless Services.

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	2016	2016	2017	2017
Cash Transfers	\$36,997,184	\$0	\$31,979,456	\$7,772,433
Unappropriated & Contingency	\$47,354,203	\$86,930,967	\$49,696,910	\$69,033,189
Total GF/non-GF	\$84,351,387	\$86,930,967	\$81,676,366	\$76,805,622
Program Total:	\$171,282,354		\$158,481,988	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,895,916	\$0	\$5,330,000
Interest	\$0	\$367,000	\$0	\$325,000
Beginning Working Capital	\$0	\$86,628,878	\$0	\$77,353,722
Total Revenue	\$0	\$91,891,794	\$0	\$83,008,722

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 95000-16 Fund Level Transactions

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Total:	\$0		\$0	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$5,401,651	\$0	\$5,613,568	\$0
Taxes	\$364,667,607	\$0	\$386,953,068	\$0
Other / Miscellaneous	\$9,843,619	\$0	\$6,263,220	\$0
Interest	\$1,066,930	\$0	\$1,215,194	\$0
Beginning Working Capital	\$80,269,749	\$0	\$69,409,107	\$0
Total Revenue	\$461,249,556	\$0	\$469,454,157	\$0

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

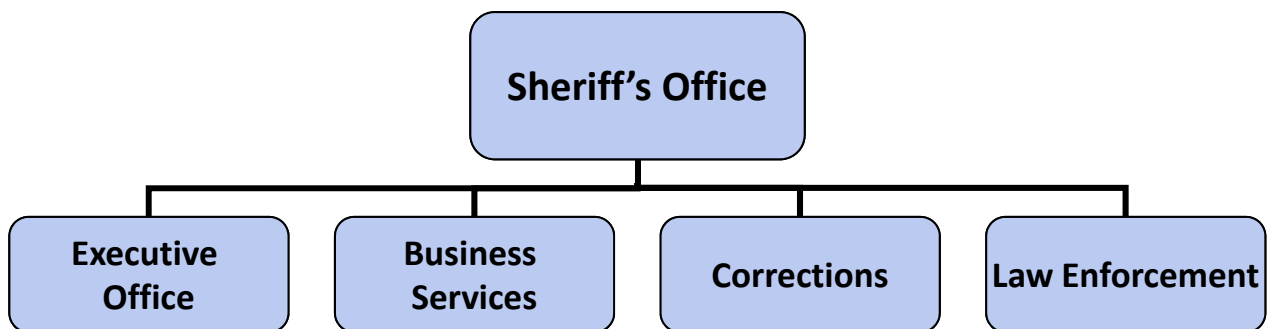
Last Year this program was: FY 2016: 95001-16 General Fund Revenues

Department Overview

The Sheriff's Office (MCSO) plays a unique comprehensive role in the continuum of Public Safety Services in Multnomah County. The Sheriff's responsibilities are extensive, providing law enforcement services, search and rescue operations, civil process, civic emergency coordination and community policing to unincorporated areas in the Columbia River Gorge, east and west county communities, forested public watersheds and waterways both remote and urban.

The Sheriff's Office is also the first responder in providing social service contacts to these areas, coordinating Health Department, Human Services and other responders as needed. When police contact in any of these areas results in arrest, Sheriff's Deputies transport arrestees to the Sheriff Office Booking Facility, located at the Multnomah County Detention Center in downtown Portland. There arrestees are searched, medically screened by Health Department staff, and evaluated by court and corrections staff for release options or potential housing. If housed in one of the Sheriff's Office jail facilities, pretrial inmates and sentenced offenders are assessed for potential placement in programs offered in the jails – programs targeting mental health, addiction treatment and services, and post-release housing and job training to name a few. Through all these activities, arrest and booking, court transport to housing, and programming to release, Sheriff's staff are directly involved in the care, custody and control of these individuals, giving the Multnomah County Sheriff and staff a uniquely comprehensive role in county Public Safety.

All of these services are important elements to a "stream of offenders" approach to public safety services and serve to fulfill the priority of safety at home, work, school, or play.



Budget Overview

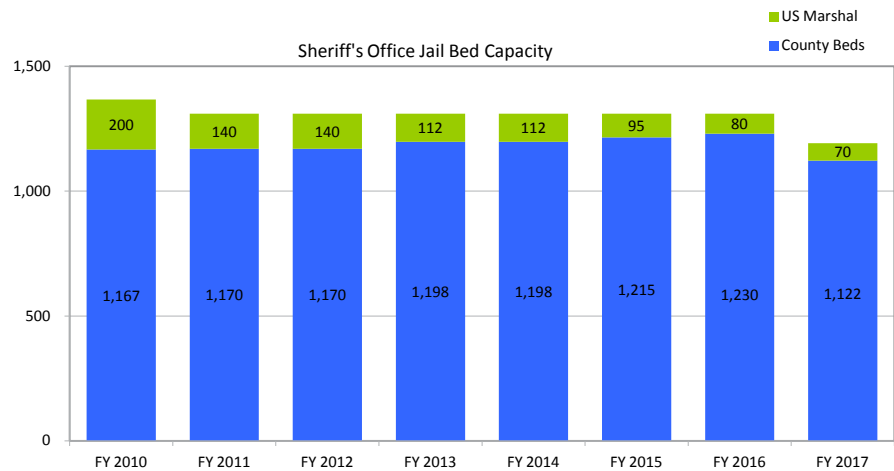
The Sheriff's Office total budget is \$137 million, a 1.7% increase from the FY 2016 Adopted budget. This change is primarily driven by an increase in the General Fund budget, which rose approximately \$2.0 million to \$120.1 million.

As in years past, personnel costs are the largest driver of costs in the Sheriff's Office budget, accounting for \$96 million (80%) of total General Fund. Cost increases in personnel are generally due to annual salary, benefit, and cost of living increases. Overall, MCSO had a net 9.15 FTE decrease from last year's Adopted budget. The decrease is in large part due to a change in budgeted jail bed capacity.

Significant changes in General Fund programs include a reduction of budgeted jail beds from 1,310 to 1,192 (total dollar reduction of \$1.4 million).

Another significant change is a new one-time-only program to scope and plan a detention electronics project at Multnomah County Detention Center (\$100,000, program offer 78221). Additionally, the FY 2017 budget includes \$3.0 million of new one-time-only funding for the Hansen building replacement (program offer 78218).

Other Funds increased slightly from last year (\$290,000 or 1.7%); a decrease in budgeted HB 3194 funding was offset by an increase in SB 1145 funding.



Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	781.32	805.95	805.95	796.80	(9.15)
Personnel Services	\$102,055,023	\$108,685,422	\$108,179,633	\$110,490,087	\$2,310,454
Contractual Services	1,069,468	\$1,010,781	1,135,887	1,190,114	54,227
Materials & Supplies	7,320,092	\$7,147,880	8,467,972	8,565,361	97,389
Internal Services	15,180,821	\$14,383,795	15,584,687	16,183,048	598,361
Capital Outlay	<u>1,178,561</u>	<u>\$928,570</u>	<u>1,320,690</u>	<u>590,095</u>	<u>(730,595)</u>
Total Costs	\$126,803,965	\$132,156,448	\$134,688,869	\$137,018,705	\$2,329,836

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

Successes and Challenges

Successes

The incorporation of the Troutdale Police Department continues to be a success for MCSO, enhancing police services to the city while reducing redundant coverages. MCSO also expanded its School Resource Officer contracts to include the Reynolds School District, adding increased security and positive police/student interaction at both Reynolds High School and Walt Morey Middle School.

MCSO relocated its mail room operation in the jails to improve inmate access to mail and legal mail as legally required, to protect our control centers in the jails from potential attack through mailed items, and to decrease the infiltration of drugs in the jail system. Also, MCSO reduced the costs of inmate phone service, allowing greater access for inmates to communicate with their families and loved ones.

The Sustainable Jail Project continues to be a national model for sustainability in large jail operations.

Challenges

The primary challenge for MCSO moving forward in 2017 will be the loss of 118 jail system beds. The reduction in available beds could push the current jail population of approximately 90% of capacity to a near maximum of 97% of capacity, possibly triggering the need for emergency population releases. Given the current classification of inmates in the jail system, and the number of inmates ineligible for release due to medical and mental instability issues, the types of charges eligible for emergency release may be far more serious than in the past.

Adding to these concerns are the negative affect a reduced jail capacity may have on prosecution and sentencing options.

The care and custody of inmates affected by mental health issues continues to be a great challenge in County jails. Corrections Health estimates nearly 40% of all inmates housed in County jails are affected by some type of mental health issue. Also, inmates moving through the system are increasingly in need of medical services for stabilization and treatment, often coming from homeless situations or lacking access to basic health care.

Another significant issue facing MCSO is the ability to recruit quality applicants for sworn positions. While MCSO made significant gains in hiring over the last few years, the number of retirements continues to be high not only for MCSO but also for neighboring agencies as well, creating a highly competitive market for the limited number of qualified applicants available locally.

Diversity and Equity

The Sheriff's Office serves Multnomah County by holding management and staff accountable to ensure access, equity, and inclusion with its services, policies, practices, and procedures. The Sheriff's Office fully embraces county policy regarding the prohibition of workplace harassment and discrimination, and conducts agency-wide training regarding these policies on an ongoing basis.

The Sheriff's Office ensures investments in the community build a more just and equitable Multnomah County. The Sheriff's Office has a culture of open collaboration and respectful, courageous conversations about institutional barriers to equity. The Sheriff's Office unites around shared values of access, equity, inclusion and equity, and its workplaces are safe and its services are culturally responsive. The Sheriff's Office workforce reflects community experience, needs and perceptions, and includes active participation in community events that value cultural diversity, equity, social justice and celebration of diverse lifestyles.

Specific steps to improve diversity this year:

- Recruitment of minority and women deputies
- Promotion of women and minorities to supervisory and executive positions
- Training of both line and support staff regarding mental health issues
- Participation in community events supporting diversity

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$4,233,881	\$0	\$4,233,881	22.00
Business Services	12,634,854	0	12,634,854	64.00
Corrections Division	74,913,258	11,821,035	86,734,293	517.58
Law Enforcement	<u>28,348,020</u>	<u>5,067,657</u>	<u>33,415,677</u>	<u>193.22</u>
Total Sheriff's Office	\$120,130,013	\$16,888,692	\$137,018,705	796.80

Executive Office

The MCSO Executive Office plays the critical role of providing oversight for the operations of the entire agency, a focus on staff well being through the agency Chaplain, a single point of contact for the Office of Sheriff through the Public Information Officer, and a commitment to standards and ethical conduct through Professional Standards.

The Executive Office acts as the first point of policy for Sheriff's Office operations and interests. The Executive Office sets the course for the agency to follow, and ensures operations are safe and on target through units within the Office. The Inspections Unit accounts for agency firearms and other critical equipment, and oversees Life Safety functions for all of MCSO. Human Resources coordinates member's health and family concerns, as well providing support for members day-to-day work needs. Human Resources also conducts extensive background investigative work on each Sheriff's Office member prior to hiring, to ensure the agency employs men and women with the highest level of integrity. The Public Information Officer relays information about agency operations to the public through public records requests, media inquiry and periodical publication. The Internal Affairs Unit assures a commitment to effective and ethical conduct, both through investigation of complaints against members and through oversight of agency high-risk practices.

Significant Changes

No significant changes.

Business Services

Business Services is responsible for financial management, information technology, research and analysis, corrections records and other support. The programs operated by Business Services support both the Corrections and Enforcement Divisions which directly contribute to public safety and citizens feeling safe at home, work, school and play.

The Business Services Division support begins with the Fiscal Unit, which provides the necessary payroll, budget and accounting services to every unit in the Sheriff's Office. Analysis and reporting for all MCSO public safety activities happens at the Planning and Research Unit, where analysts provide data and reporting affecting budget, planning, and policy decisions at MCSO and throughout the public safety community. All operations, both uniform and civilian, rely heavily on information technology support provided by the Criminal Justice Information Systems Unit (CJIS). CJIS connects MCSO to the local community and the world through Internet support, and keeps key information systems vital to investigation, booking and inmate data management up and running 24 hours a day, 7 days a week.

Significant Changes

The Training Unit (60092A) moved to the Enforcement Division.

Corrections Division

The MCSO Corrections Division's mission is to provide effective detention, rehabilitation and transitional services that together stabilize, protectively manage and positively impact arrestees, pretrial inmates and sentenced offenders, resulting in both cost-effective management of populations in jail and successful reentry into our communities upon release. Our core service is providing jail beds to the public safety system as the critical piece for providing offender accountability, and maintenance of these beds that provide a strong deterrent to criminal behavior. As the sole provider of jail beds in a county serving a largely urban population, the Corrections Division encounters a wide variety of persons who often have a multitude of issues, from mental and physical illness, to addiction or a propensity for violence. The division meets this challenge by providing medical screening of all arrestees at booking, and skilled, evidence-based objective classification of pretrial inmates and sentenced offenders leading to safe and appropriate housing choices. Many housing areas are designed to address special needs, including mental and medical health concerns and treatment, protective housing for vulnerable persons and high security custody for the most dangerous offenders. The division focuses on stabilizing pretrial inmates and sentenced offenders, fulfilling court requirements, then moving offenders to in-jail programming and work opportunities to support successful reentry into our communities by providing job skills, addiction and transitional services and reduced sentences through service on inmate Work Crews.

Significant Changes

Due to reduced General Fund allocation for FY 2017, MCSO will eliminate the following program offers:

- 60041J - MCIJ Dorm 4 (59 beds)
- 60041I - MCIJ Dorm 5 (59 beds)
- 60041H - MCIJ East Escort

Other changes include the addition of a 1.00 FTE county counsel liaison position to program offer 60030A.

Law Enforcement

The Law Enforcement Division's mission is to provide exemplary public safety services to citizens and visitors to Multnomah County. Operating under statutory mandates, each unit accomplishes specific functions that support Multnomah County's overall mission.

This division protects citizens by providing 24/7 law enforcement and human service connections to those who reside in or visit unincorporated areas and the communities of Maywood Park, Wood Village and Troutdale. Deputies respond to 911 emergency calls, investigate traffic accidents, arrest wanted subjects and engage in solving community safety problems present in schools, businesses and neighborhoods. Tourism and recreation create conditions where citizens need emergency rescue assistance on land and in waterways. This division provides education, enforcement and prevention of emergencies which occur on waterways. River patrol resources provide safe commercial and recreational access and passage to the County's 100 miles of rivers which operate within the United States' fifth largest port. Deputies enforce boating laws and provide security protection for marine communities. Dangerous drug abuse and addiction account for most crime in our community and this division helps reduce impact by providing Countywide narcotics enforcement. Division detectives help children by investigating and arresting persons who exploit children for sex, labor and use technology as a tool to lure children. Detectives help citizens by investigating and arresting persons who abuse elderly and domestic violence victims.

Significant Changes

- Police services for the City of Troutdale are now incorporated into the FY 2017 budget.
- An additional 1.34 FTE were added to Patrol Unit (60063).
- During the school year, three School Resource Officers were added for the Reynolds School District in program offer 60075.
- 1.50 FTE moved from Inmate Welfare (60045) to Procurement & Warehouse (60079) and Inmate Programs (60037).
- The Training Unit (60092A) moved to the Enforcement Division.

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 2017 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60000	Executive Office	\$1,754,352	\$0	\$1,754,352	7.00
60003A	Human Resources	1,276,427	0	1,276,427	9.00
60005	Professional Standards	1,203,102	0	1,203,102	6.00
Business Services					
60010	Business Services Admin	1,628,503	0	1,628,503	1.00
60012	Criminal Justice Information Systems	4,919,938	0	4,919,938	7.00
60013	Fiscal Unit	1,027,480	0	1,027,480	8.00
60014	Time & Attendance Unit	523,409	0	523,409	5.00
60015	Planning & Research Unit	833,746	0	833,746	6.00
60021	Corrections Support	3,701,778	0	3,701,778	37.00
Corrections Division					
60030A	Corrections Division Administration	1,397,532	0	1,397,532	5.82
60032	Transport	2,975,186	0	2,975,186	16.00
60033A	Booking & Release	8,170,670	0	8,170,670	58.24
60033B	Gresham Temporary Hold	145,881	0	145,881	0.00
60034A	Court Services - Courthouse	3,782,406	0	3,782,406	23.00
60034B	Court Services - Justice Center	1,027,028	0	1,027,028	7.00
60034C	Court Services - JJC	272,970	0	272,970	2.00
60034D	Turn Self In Program	272,824	0	272,824	2.00
60035A	Facility Security - Courts	1,238,180	811,200	2,049,380	16.60
60035B	Facility Security - Jails	2,081,968	0	2,081,968	22.50
60035C	Facility Security - Library	487,409	0	487,409	6.00
60035D	Facility Security - JJC	142,776	0	142,776	2.00
60035E	Domestic Violence Gateway One Stop	71,388	0	71,388	1.00
60036	Classification	3,224,370	0	3,224,370	20.00
60037	Inmate Programs	2,713,432	0	2,713,432	22.00
60038	CERT/CNT	164,656	0	164,656	0.00

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Corrections Division cont.					
60039	MCIJ Work Crews	1,400,980	892,803	2,293,783	12.40
60040A	MCDC Core Jail & 4th Floor	14,073,402	185,000	14,258,402	64.28
60040B	MCDC 5th Floor	4,048,099	0	4,048,099	25.48
60040C	MCDC 6th Floor	2,359,316	0	2,359,316	16.38
60040D	MCDC 7th Floor	2,969,959	0	2,969,959	23.66
60040E	MCDC 8th Floor	1,870,086	0	1,870,086	16.38
60041A	MCIJ Dorms 10, 11 & 18	8,586,137	9,604,955	18,191,092	75.20
60041B	MCIJ Dorms 12 & 13	3,228,211	0	3,228,211	20.02
60041C	MCIJ Dorms 14 & 15	2,026,654	0	2,026,654	12.74
60041D	MCIJ Dorms 16 & 17	570,429	0	570,429	3.64
60041E	MCIJ Dorms 6 & 7	1,925,717	0	1,925,717	14.56
60041F	MCIJ Dorms 8 & 9	1,167,750	0	1,167,750	9.10
60041G	MCIJ East Control Center	922,140	0	922,140	7.28
60043	Close Street	1,308,194	0	1,308,194	8.00
60044	Volunteers	109,799	0	109,799	1.00
60045	Inmate Welfare	0	68,000	68,000	0.00
60050	In-Jail Human Trafficking	177,709	0	177,709	1.00
60054	HB3194 Justice Reinvestment - Escorts	0	142,783	142,783	1.30
60055	HB3194 Justice Reinvestment - Program Administrator	0	116,294	116,294	1.00
Enforcement Division					
60060	Enforcement Division Admin	831,271	0	831,271	2.00
60061	Enforcement Division Support	2,343,632	0	2,343,632	25.00
60063	Patrol	10,201,737	116,000	10,317,737	50.37
60064	Civil Process	1,627,852	0	1,627,852	12.00
60065	River Patrol	1,930,474	884,117	2,814,591	15.00
60066	Detectives, INTERCEPT, Elder Abuse	1,748,908	0	1,748,908	10.00
60067	Special Investigations Unit	832,420	473,000	1,305,420	6.00
60068	Warrant Strike Team	888,878	0	888,878	5.00
60069	Alarm Program	0	307,500	307,500	1.50
60070	Concealed Handgun Permits	11,469	615,000	626,469	3.00
60071	TriMet Transit Police	0	636,007	636,007	4.00
60073	Human Trafficking Task Force	138,709	0	138,709	1.00

Sheriff's Office

fy2017 proposed budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Enforcement Division cont.					
60074	Metro Services	20,806	520,442	541,248	3.60
60075	School & Community Resource Officer Program	883,294	45,490	928,784	6.25
60076	Domestic Violence Enhanced Response	100,696	33,565	134,261	1.00
60078	Logistics Unit	662,002	0	662,002	4.00
60079	Procurement & Warehouse	1,145,102	0	1,145,102	8.27
60080	Property & Laundry	2,437,858	0	2,437,858	19.00
60081	Commissary	0	835,313	835,313	3.73
60084	Gang Enforcement Deputy	0	443,602	443,602	3.00
60085	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,023	0	20,023	0.00
60088	Gun Dispossession/VRO Detail	197,773	0	197,773	1.00
60091	HB3194 Justice Reinvestment - Enforcement Deputy	0	152,621	152,621	1.00
60092A	Training Unit	<u>2,325,116</u>	<u>5,000</u>	<u>2,330,116</u>	<u>7.50</u>
	Total Sheriff's Office	\$120,130,013	\$16,888,692	\$137,018,705	796.80

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,178,579	\$0	\$1,175,996	\$0
Contractual Services	\$85,223	\$0	\$85,223	\$0
Materials & Supplies	\$136,640	\$0	\$136,640	\$0
Internal Services	\$321,369	\$0	\$356,493	\$0
Total GF/non-GF	\$1,721,811	\$0	\$1,754,352	\$0
Program Total:	\$1,721,811		\$1,754,352	
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 2016: 60000-16 MCSO Executive Office

1.0 FTE moved from the Executive Office to PO 60013-17 Fiscal Unit to match actual operations.

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 the Sheriff's Office's staffing functions. The Sheriff's Office has three unions, is a 24/7 workplace, requires thorough and in depth backgrounds of all employees and maintains a high level of staff security. These conditions require HR to function in a highly specialized environment.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	440	470	670	700
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 we also continue to address inappropriate sick time usage. The number of leave requests went up substantially due to the number of people taking/requesting paid parental leave. 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	2016	2016	2017	2017
Personnel	\$1,139,290	\$0	\$1,145,827	\$0
Contractual Services	\$11,657	\$0	\$11,657	\$0
Materials & Supplies	\$23,889	\$0	\$23,889	\$0
Internal Services	\$85,195	\$0	\$95,054	\$0
Total GF/non-GF	\$1,260,031	\$0	\$1,276,427	\$0
Program Total:	\$1,260,031		\$1,276,427	
Program FTE	9.00	0.00	9.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60003-16 MCSO Human Resources

Department: Sheriff

Program Contact: Harry Smith

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Professional Standards consists of the Inspections Unit and the Internal Affairs Unit (IAU). Inspections ensures the agency's operations and staff conform to established policies, procedures, existing laws, and ethical standards through scheduled and unscheduled inspections and audits. IAU investigates allegations of employee misconduct to ensure accountability of MCSO public employees. Professional Standards is headed by an Inspector who reports directly to the elected Sheriff.

Program Summary

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit develops policies and procedures based on public safety industry best practices. The unit inspects and audits MCSO operations and correctional facilities, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety education and training. The Inspections Unit conducts performance audits of specific operations to discover and correct policy deficiencies. The Internal Affairs Unit conducts independent investigations of allegations of employee misconduct to ensure the integrity of and confidence in MCSO employees. Each complaint is initially evaluated by a Pre-Investigative Assessment. IAU investigations are conducted in accordance with established due process requirements to ensure accountability of not only employees but the IAU process itself.

MCSO is an agency whose sworn members are authorized by law to arrest and confine citizens against their will. Its sworn members are authorized under justifiable circumstances to take human life. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties lawfully, efficiently, and in the most cost-effective manner possible. Professional Standards, operating independent of the chain-of-command and reporting directly to the Sheriff, an elected official in charge of the agency, ensures that accountability.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total audits of Agency properties and assets and total inquiries	97	120	100	100
Outcome	Number of processed complaints that required a full IAU investigation	24	35	46	50
Output	Number of complaints processed via Pre-Investigative Assessment	136	150	148	150
Outcome	Number of cases initiated to investigate leave abuse	7	10	8	10

Performance Measures Descriptions

"Total internal audits" (34) include: narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits, safety inspections, and quality control audits. "Total inquiries" (63) include threat assessments, problem people, daily calls for public assistance and MCSO requests for assistance. "Number of processed complaints" are those that may result in formal discipline (from IAU databases). "Number of complaints" and "Number of cases" data from IAU databases.

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	2016	2016	2017	2017
Personnel	\$957,325	\$0	\$995,745	\$0
Contractual Services	\$22,440	\$0	\$22,440	\$0
Materials & Supplies	\$78,077	\$0	\$78,077	\$0
Internal Services	\$92,182	\$0	\$106,840	\$0
Total GF/non-GF	\$1,150,024	\$0	\$1,203,102	\$0
Program Total:	\$1,150,024		\$1,203,102	
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 2016: 60005-16 MCSO Professional Standards

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$396,183	\$0	\$414,398	\$0
Contractual Services	\$12,724	\$0	\$12,724	\$0
Materials & Supplies	\$1,284,861	\$0	\$1,181,043	\$0
Internal Services	\$18,424	\$0	\$20,338	\$0
Total GF/non-GF	\$1,712,192	\$0	\$1,628,503	\$0
Program Total:	\$1,712,192		\$1,628,503	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$840,903	\$0	\$983,484	\$0
Total Revenue	\$840,903	\$0	\$983,484	\$0

Explanation of Revenues

General Fund:
 \$983,484 - Departmental Indirect Revenue

Significant Program Changes

Last Year this program was: FY 2016: 60010-16 MCSO Business Services Admin

Decrease \$80,000 in Communications to reallocate elsewhere in the Sheriff's Office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,120,012	\$0	\$1,163,903	\$0
Contractual Services	\$35,859	\$0	\$20,859	\$0
Materials & Supplies	\$615,855	\$0	\$615,855	\$0
Internal Services	\$3,111,078	\$0	\$3,119,321	\$0
Total GF/non-GF	\$4,882,804	\$0	\$4,919,938	\$0
Program Total:	\$4,882,804		\$4,919,938	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$9,700	\$0	\$8,440	\$0
Total Revenue	\$9,700	\$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 2016: 60012-16 MCSO 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	2016	2016	2017	2017
Personnel	\$861,793	\$0	\$943,715	\$0
Materials & Supplies	\$14,455	\$0	\$14,455	\$0
Internal Services	\$65,635	\$0	\$69,310	\$0
Total GF/non-GF	\$941,883	\$0	\$1,027,480	\$0
Program Total:	\$941,883		\$1,027,480	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60013-16 MCSO Fiscal Unit

1.0 FTE moved from the Executive Office to the Fiscal Unit to match actual operations.

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	2016	2016	2017	2017
Personnel	\$443,447	\$0	\$456,012	\$0
Materials & Supplies	\$13,811	\$0	\$13,811	\$0
Internal Services	\$54,445	\$0	\$53,586	\$0
Total GF/non-GF	\$511,703	\$0	\$523,409	\$0
Program Total:	\$511,703		\$523,409	
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 2016: 60014-16 MCSO Time & Attendance Unit

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$763,787	\$0	\$783,736	\$0
Materials & Supplies	\$5,556	\$0	\$5,556	\$0
Internal Services	\$41,536	\$0	\$44,454	\$0
Total GF/non-GF	\$810,879	\$0	\$833,746	\$0
Program Total:	\$810,879		\$833,746	
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 2016: 60015-16 MCSO Planning & Research Unit

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$3,524,849	\$0	\$3,604,458	\$0
Contractual Services	\$789	\$0	\$789	\$0
Materials & Supplies	\$74,858	\$0	\$74,858	\$0
Internal Services	\$21,826	\$0	\$21,673	\$0
Total GF/non-GF	\$3,622,322	\$0	\$3,701,778	\$0
Program Total:	\$3,622,322		\$3,701,778	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,500	\$0	\$6,300	\$0
Service Charges	\$100,000	\$0	\$123,000	\$0
Total Revenue	\$104,500	\$0	\$129,300	\$0

Explanation of Revenues

General Fund:
 \$123,000 - Social Security Incentive Revenue
 \$6,300 - Report Requests

*Estimate based on FY16 mid-year revenue

Significant Program Changes

Last Year this program was: FY 2016: 60021-16 MCSO Corrections Support

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$769,971	\$0	\$962,476	\$0
Contractual Services	\$280,500	\$0	\$280,500	\$0
Materials & Supplies	\$111,388	\$0	\$111,388	\$0
Internal Services	\$37,518	\$0	\$43,168	\$0
Total GF/non-GF	\$1,199,377	\$0	\$1,397,532	\$0
Program Total:	\$1,199,377		\$1,397,532	
Program FTE	4.82	0.00	5.82	0.00

Program Revenues				
Other / Miscellaneous	\$1,250	\$0	\$1,600	\$0
Service Charges	\$700	\$0	\$300	\$0
Total Revenue	\$1,950	\$0	\$1,900	\$0

Explanation of Revenues

General Fund:
 \$300 - Marriage Fees & Room and Board
 \$1,600 - Restitution Fines

Significant Program Changes

Last Year this program was: FY 2016: 60030-16 MCSO Corrections Division Admin

Added 1.0 FTE as liaison to County Counsel.

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	2016	2016	2017	2017
Personnel	\$2,536,544	\$0	\$2,607,788	\$0
Materials & Supplies	\$33,183	\$0	\$33,183	\$0
Internal Services	\$202,411	\$0	\$328,791	\$0
Capital Outlay	\$45,424	\$0	\$5,424	\$0
Total GF/non-GF	\$2,817,562	\$0	\$2,975,186	\$0
Program Total:	\$2,817,562		\$2,975,186	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$20,000	\$0	\$40,000	\$0
Total Revenue	\$20,000	\$0	\$40,000	\$0

Explanation of Revenues

General Fund:

\$40,000 - Interstate Fugitive Shuttle and Transfer of State Wards

Significant Program Changes

Last Year this program was: FY 2016: 60032-16 MCSO Transport

Reduced Capital Equipment by \$40,000 to be reallocated elsewhere in the Sheriff's Office.

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	2016	2016	2017	2017
Personnel	\$7,717,146	\$0	\$7,893,469	\$0
Materials & Supplies	\$277,201	\$0	\$277,201	\$0
Total GF/non-GF	\$7,994,347	\$0	\$8,170,670	\$0
Program Total:	\$7,994,347		\$8,170,670	
Program FTE	58.24	0.00	58.24	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60033A-16 MCSO Booking & Release

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$143,913	\$0	\$145,881	\$0
Total GF/non-GF	\$143,913	\$0	\$145,881	\$0
Program Total:	\$143,913		\$145,881	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$80,493	\$0	\$73,250	\$0
Total Revenue	\$80,493	\$0	\$73,250	\$0

Explanation of Revenues

General Fund:
 \$73,250 - Gresham PD and Fairview PD each pay a portion of Gresham Temp Hold services

Significant Program Changes

Last Year this program was: FY 2016: 60033B-16 MCSO 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

Multnomah County Sheriff's Office Court Services Unit provides for the protection of the courts, judicial staff and the public and provides for a safe courtroom environment. Additional duties include escorting inmates' determined high risk from corrections facilities to and from court proceedings, taking persons into custody when ordered by the court, providing public service within the court building, and maintaining safe and secure Court Holding areas for inmates. Deputies while on duty are on-call for emergency response to all locations throughout the Courthouse.

Program Summary

The Court Services Unit (CSU) provides security for and interacts with the State Courts at the Multnomah County Courthouse, and is on-call to provide security to the Arraignment Court at the Justice Center. CSU is responsible for the supervision of inmates in court, which includes operation of Court Holding areas. Deputies also provide security escorts to and from vehicle transport and supplement security in the lobby and courthouse building. Depending on the behavior, charges and classification of the inmate, it may require more than one deputy be present in the courtroom. CSU supervises an average of 60-80 court matters a day. These proceedings may take 30 minutes, or up to an 8-10 hour day(s) if the matter is a jury trial. The Court Security Deputies conduct intra-system transports to and from the juvenile detention and the courthouse. These transports become more detailed in safety, as needed, for separation of juvenile defendants from adult defendants.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of individuals taken into custody	807	950	752	900
Outcome	Number of court proceedings requiring a staff member	10,513	9,500	11,628	11,500

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	2016	2016	2017	2017
Personnel	\$3,358,363	\$0	\$3,380,264	\$0
Materials & Supplies	\$106,252	\$0	\$106,252	\$0
Internal Services	\$286,941	\$0	\$295,890	\$0
Total GF/non-GF	\$3,751,556	\$0	\$3,782,406	\$0
Program Total:	\$3,751,556		\$3,782,406	
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 2016: 60034A-16 MCSO Court Services - Courthouse

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,025,738	\$0	\$1,022,533	\$0
Materials & Supplies	\$4,495	\$0	\$4,495	\$0
Total GF/non-GF	\$1,030,233	\$0	\$1,027,028	\$0
Program Total:	\$1,030,233		\$1,027,028	
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 2016: 60034B-16 MCSO Court Services - Justice Center

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$264,137	\$0	\$272,970	\$0
Total GF/non-GF	\$264,137	\$0	\$272,970	\$0
Program Total:	\$264,137		\$272,970	
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 2016: 60034C-16 MCSO Court Services - JJC

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$260,514	\$0	\$272,824	\$0
Total GF/non-GF	\$260,514	\$0	\$272,824	\$0
Program Total:	\$260,514		\$272,824	
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 2016: 60034D-16 MCSO 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	2016	2016	2017	2017
Personnel	\$1,044,938	\$746,235	\$1,077,119	\$741,386
Materials & Supplies	\$21,061	\$657	\$21,061	\$656
Internal Services	\$0	\$64,308	\$0	\$69,158
Capital Outlay	\$140,000	\$0	\$140,000	\$0
Total GF/non-GF	\$1,205,999	\$811,200	\$1,238,180	\$811,200
Program Total:	\$2,017,199		\$2,049,380	
Program FTE	10.60	6.00	10.60	6.00

Program Revenues				
Indirect for Dept. Admin	\$44,067	\$0	\$49,568	\$0
Other / Miscellaneous	\$11,847	\$811,200	\$12,238	\$811,200
Total Revenue	\$55,914	\$811,200	\$61,806	\$811,200

Explanation of Revenues

General Fund:
 \$12,238 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$38.85)

Special Ops Fund:
 \$811,200 - Court Revenues for Court Security Services. This amount is based on what was received during the first 6 months of Fiscal Year 2016.

Significant Program Changes

Last Year this program was: FY 2016: 60035A-16 MCSO Facility Security - Courts

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	2016	2016	2017	2017
Personnel	\$2,004,090	\$0	\$2,026,291	\$0
Materials & Supplies	\$34,363	\$0	\$34,363	\$0
Internal Services	\$33,138	\$0	\$21,314	\$0
Total GF/non-GF	\$2,071,591	\$0	\$2,081,968	\$0
Program Total:	\$2,071,591		\$2,081,968	
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 2016: 60035B-16 MCSO Facility Security - Jails

Decrease in Capital Equipment funding. Funds reallocated to other programs within the Sheriff's Office.

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	2016	2016	2017	2017
Personnel	\$456,662	\$0	\$487,409	\$0
Total GF/non-GF	\$456,662	\$0	\$487,409	\$0
Program Total:	\$456,662		\$487,409	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$456,662	\$0	\$487,409	\$0
Total Revenue	\$456,662	\$0	\$487,409	\$0

Explanation of Revenues

General Fund:

FY 2016 Library Total is \$487,409:

\$241,509-Central

\$93,458-Midland

\$66,893-Holgate

\$85,549-Rockwood

Significant Program Changes

Last Year this program was: FY 2016: 60035C-16 MCSO Facility Security - Library

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	2016	2016	2017	2017
Personnel	\$141,599	\$0	\$142,776	\$0
Total GF/non-GF	\$141,599	\$0	\$142,776	\$0
Program Total:	\$141,599		\$142,776	
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 2016: 60035D-16 MCSO Facility Security - JJC

Decrease in Capital Equipment funding. Funds reallocated to other programs within the Sheriff's Office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$69,115	\$0	\$71,388	\$0
Total GF/non-GF	\$69,115	\$0	\$71,388	\$0
Program Total:	\$69,115		\$71,388	
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 2016: 60035E-16 MCSO Domestic Violence Gateway One Stop](#)

Department: Sheriff **Program Contact:** Katie Burgard

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

Related Programs:
Program Characteristics:
Executive Summary

The Corrections Division Classification Unit interviews every pretrial arrestee and sentenced offender coming into custody to determine appropriate housing based upon criminal charge, institutional behavior, risk, and programmatic needs.

Program Summary

The Classification Unit is responsible for maintaining a classification system that provides housing configurations used to create safe separations for pretrial inmates and sentenced offenders of different risk and needs levels. Considering factors when determining appropriate housing for an inmate include the inmate's criminal charge, institutional behavior, risk, and programmatic needs. The Unit's primary goal is to operate an objective classification system that provides for separations between violent and non-violent offenders. This is a critical element to ensure that the jail meets a reasonable standard of care required by the United States Constitution. The objective classification process is structured such that inmates who require special housing or have special needs are housed in an environment with inmates of like needs. Inmates who create the potential for compromising safety and security are housed in more restrictive environments with enhanced security as appropriate. The objective classification process is also designed to identify inmate's programmatic needs and provide adequate services and programs meant to aid the inmate in building positive life-skills with the ultimate goal of successful re-entry into the community. The Classification Unit is also responsible to provide an inmate disciplinary process to maintain proper order in the jails, to promote human values, individual dignity, and socially desirable changes in attitude and behavior. Holding inmates accountable while under the Sheriff's supervision is critical to maintain order within the jail system. It also creates incentives for inmates to cooperate while in custody and maintains a safe work environment for employees and inmates.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of (rule violation) assaults on inmates agency wide	85	85	95	95
Outcome	Number of (rule violation) assaults on staff agency wide	67	70	90	90
Output	Classification interviews in Reception	23,142	26,068	26,068	26,068
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	94	90	100	100

Performance Measures Descriptions

Assault rule violation data is based on number of assaults in MCDC and MCIJ and are from the Excel spreadsheet maintained by the Hearings Officers.

Classification interview data pulled from CIMS General Audit Report, Classification Triages Processed and PREA.

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	2016	2016	2017	2017
Personnel	\$3,046,742	\$0	\$3,160,130	\$0
Materials & Supplies	\$31,971	\$0	\$31,971	\$0
Internal Services	\$12,377	\$0	\$32,269	\$0
Total GF/non-GF	\$3,091,090	\$0	\$3,224,370	\$0
Program Total:	\$3,091,090		\$3,224,370	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,000	\$0	\$4,000	\$0
Total Revenue	\$4,000	\$0	\$4,000	\$0

Explanation of Revenues

General Fund:
\$4,000 - Classification Records Requests

Significant Program Changes

Last Year this program was: FY 2016: 60036-16 MCSO Classification

Department: Sheriff **Program Contact:** Katie Burgard

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

Related Programs:
Program Characteristics:

Executive Summary

MCSO Corrections Counselors provide services to pretrial inmates and sentenced offenders to enhance a safe and secure environment in the jails and to ensure compliance with statutory mandates. Counselor services include, but are not limited to assessment, case management, transition services, individual counseling, group programming, education, mental health, and re-entry services (through linkage with alcohol/drug, mental health, housing, employment and other providers in the community).

Program Summary

Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial inmates and sentenced offenders. These services satisfy constitutional and statutory requirements, as well as assist inmates with their progression through the jail (most secure to least secure bed) and successful re-entry into the community.

Counselors assess needs and risk, placing those appropriate into work crews or community beds that address alcohol/drug, housing, mental health and other chronic needs. Counselors provide group programming, resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services to assist them in addressing their needs and issues. Counselors serve as liaisons between the inmates and jail staff (i.e. security, medical, records, auxiliary services, etc.) and outside individuals such as family, employers, attorneys, probation/parole officers, the court, and various social service providers. Counselors engage in individual counseling with inmates to reduce level of anxiety typical to those confined and to equip them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related issues.

Corrections Counselors provide services not only enhance opportunity for successful re-entry, they assist in providing a safe and humane housing environment for those confined and maximize the efficient and effective use of jail beds.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of orientations, intakes and assessments	2,114	3,000	2,000	2,000
Outcome	Number of offenders placed into community beds thus freeing up jail beds	320	250	250	250
Outcome	Offenders participating in group programming that decreases offender bookings	7,216	9,000	9,500	9,500
Output	Number of requests (written) for counseling services	10,522	27,500	20,000	20,000

Performance Measures Descriptions

"Number of orientations..." from Excel file w/ daily data entered by staff. "Number of offenders..." from Access database w/inmate 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 inmates, 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	2016	2016	2017	2017
Personnel	\$2,269,321	\$64,452	\$2,474,652	\$0
Contractual Services	\$19,584	\$0	\$89,584	\$0
Materials & Supplies	\$120,883	\$0	\$120,883	\$0
Internal Services	\$24,069	\$0	\$28,313	\$0
Total GF/non-GF	\$2,433,857	\$64,452	\$2,713,432	\$0
Program Total:	\$2,498,309		\$2,713,432	
Program FTE	21.00	1.00	22.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60037-16 MCSO Inmate Programs

Added 1.00 FTE to program offer; position was previously in Inmate Welfare (60045) program offer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$106,039	\$0	\$107,489	\$0
Materials & Supplies	\$47,711	\$0	\$47,711	\$0
Internal Services	\$10,161	\$0	\$9,456	\$0
Capital Outlay	\$80,000	\$0	\$0	\$0
Total GF/non-GF	\$243,911	\$0	\$164,656	\$0
Program Total:	\$243,911		\$164,656	
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 2016: 60038-16 MCSO CERT/CNT

Reduced Capital Equipment line by \$50,000 to reallocate elsewhere in the Sheriff's Office.

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 eight offenders supervised by a Corrections Deputy. Offenders are expected to be ready to work each morning, take directions, and work as part of a team. This program provides instruction on the proper use and maintenance of general landscaping tools and what type of personal protective equipment is necessary to safely complete the job. Offenders who successfully complete this program can be released early if it is part of the court order at time of sentencing. The early release of these minimum custody offenders gives the Sheriff another tool to effectively manage jail populations ensuring pretrial inmates who are dangerous offenders are not released prematurely into the community due to overcrowding.

Community service work is generally project-oriented. Most of these services are performed for agencies and non-profits that serve the homeless and other at-risk groups within the community. Crews have participated in community events such as Friends of the Library, Sand in the City, March of Dimes March for Babies and Race for the Cure to name a few. Work Crews help in the set up and removal of tents, chairs and activity areas used during these events. The donated time and labor of work crews supply an invaluable resource to ensure these events are successful. In addition, work crews offer an emergency labor force during natural or man-made disasters (i.e., sandbagging, removal of downed trees).

The majority of contracts are with Multnomah County, Oregon Department of Transportation, City of Portland and Metro Regional Government. Other agencies include the cities of Gresham, Maywood Park, Troutdale, Fairview and Wood Village. Public contracted work normally consists of roadside, bridgehead and park maintenance, landscaping and a concentrated effort on cleaning up illegal dumpsites and graffiti removal.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Inmate escapes	0	0	0	0
Outcome	Number of contract hours	138,120	139,262	139,120	139,600
Output	Number of community service hours	8,296	8,246	8,388	8,388
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	2016	2016	2017	2017
Personnel	\$986,628	\$789,787	\$1,017,529	\$816,688
Contractual Services	\$6,091	\$0	\$6,091	\$0
Materials & Supplies	\$153,402	\$0	\$153,402	\$0
Internal Services	\$181,016	\$68,000	\$223,958	\$76,115
Capital Outlay	\$40,000	\$0	\$0	\$0
Total GF/non-GF	\$1,367,137	\$857,787	\$1,400,980	\$892,803
Program Total:	\$2,224,924		\$2,293,783	
Program FTE	6.50	5.90	6.50	5.90

Program Revenues				
Indirect for Dept. Admin	\$46,597	\$0	\$54,555	\$0
Other / Miscellaneous	\$0	\$267,484	\$0	\$267,484
Service Charges	\$0	\$590,304	\$0	\$625,319
Total Revenue	\$46,597	\$857,788	\$54,555	\$892,803

Explanation of Revenues

Special Ops Fund:

\$133,038 - Various Service Contracts with Governmental Agencies

\$336,288 - Service Contracts with ODOT

\$113,478 - Service Contract with City of Portland

\$42,515 - Revenue from Misc. Work Crew Services

\$267,484 - Estimated Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs

Significant Program Changes

Last Year this program was: FY 2016: 60039-16 MCSO MCIJ Work Crews

Reduced \$40,000 in Capital Equipment to be reallocated elsewhere in the Sheriff's Office.

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	2016	2016	2017	2017
Personnel	\$9,384,247	\$627,216	\$9,795,728	\$169,228
Contractual Services	\$7,863	\$0	\$7,863	\$0
Materials & Supplies	\$690,265	\$0	\$743,145	\$0
Internal Services	\$3,251,088	\$54,003	\$3,526,666	\$15,772
Capital Outlay	\$35,500	\$0	\$0	\$0
Total GF/non-GF	\$13,368,963	\$681,219	\$14,073,402	\$185,000
Program Total:	\$14,050,182		\$14,258,402	
Program FTE	64.28	0.00	64.28	0.00

Program Revenues				
Indirect for Dept. Admin	\$37,005	\$0	\$11,304	\$0
Intergovernmental	\$0	\$681,219	\$0	\$185,000
Total Revenue	\$37,005	\$681,219	\$11,304	\$185,000

Explanation of Revenues

Fed/State Fund:
\$185,000 - SCAAP Grant

Significant Program Changes

Last Year this program was: FY 2016: 60040A-16 MCSO MCDC Core Jail & 4th Floor

The HB 3194 Sheriff's Office-only portion was cut in FY 2016.

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	2016	2016	2017	2017
Personnel	\$3,599,995	\$0	\$3,713,749	\$0
Contractual Services	\$3,932	\$0	\$3,932	\$0
Materials & Supplies	\$299,038	\$0	\$305,478	\$0
Internal Services	\$44,842	\$0	\$24,940	\$0
Total GF/non-GF	\$3,947,807	\$0	\$4,048,099	\$0
Program Total:	\$3,947,807		\$4,048,099	
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 2016: 60040B-16 MCSO MCDC 5th Floor

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	2016	2016	2017	2017
Personnel	\$2,207,980	\$0	\$2,120,158	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$220,614	\$0	\$223,834	\$0
Internal Services	\$27,366	\$0	\$13,358	\$0
Total GF/non-GF	\$2,457,926	\$0	\$2,359,316	\$0
Program Total:	\$2,457,926		\$2,359,316	
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 2016: 60040C-16 MCSO MCDC 6th Floor

Department: Sheriff **Program Contact:** Derrick Peterson

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 our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 7th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCDC total	388	390	390	425
Outcome	Inmate and staff assaults MCDC	101	98	160	130

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	2016	2016	2017	2017
Personnel	\$2,793,497	\$0	\$2,821,995	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$129,254	\$0	\$130,864	\$0
Internal Services	\$37,258	\$0	\$15,134	\$0
Total GF/non-GF	\$2,961,975	\$0	\$2,969,959	\$0
Program Total:	\$2,961,975		\$2,969,959	
Program FTE	23.66	0.00	23.66	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60040D-16 MCSO MCDC 7th Floor

Department: Sheriff **Program Contact:** Derrick Peterson
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 our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 8th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCDC total	388	390	390	425
Outcome	Inmate and staff assaults MCDC	101	98	160	130

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	2016	2016	2017	2017
Personnel	\$1,787,413	\$0	\$1,798,117	\$0
Materials & Supplies	\$66,359	\$0	\$67,969	\$0
Internal Services	\$22,273	\$0	\$4,000	\$0
Total GF/non-GF	\$1,876,045	\$0	\$1,870,086	\$0
Program Total:	\$1,876,045		\$1,870,086	
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 2016: 60040E-16 MCSO MCDC 8th Floor

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	2016	2016	2017	2017
Personnel	\$3,591,643	\$7,997,585	\$3,690,896	\$8,775,809
Contractual Services	\$12,492	\$0	\$12,492	\$0
Materials & Supplies	\$1,044,906	\$10,284	\$1,105,978	\$10,282
Internal Services	\$3,471,176	\$688,497	\$3,764,887	\$818,864
Capital Outlay	\$11,884	\$0	\$11,884	\$0
Total GF/non-GF	\$8,132,101	\$8,696,366	\$8,586,137	\$9,604,955
Program Total:	\$16,828,467		\$18,191,092	
Program FTE	20.20	55.00	20.20	55.00

Program Revenues				
Indirect for Dept. Admin	\$471,483	\$0	\$586,911	\$0
Intergovernmental	\$0	\$8,696,366	\$0	\$9,604,955
Service Charges	\$4,056,397	\$0	\$3,707,295	\$0
Total Revenue	\$4,527,880	\$8,696,366	\$4,294,206	\$9,604,955

Explanation of Revenues

General Fund:

\$3,277,299 - US Marshal for 70 Beds X \$128.27 X 365 Days

\$80,810 - BOP (Based on collecting \$40,405.05 in first 6 months of FY16)

\$349,186 - M73 Inmate Beds (Based on collecting \$174,593.09 in first 6 months of FY16)

Fed/State Fund:

\$9,135,369 - Senate Bill 1145 State Funding

\$63,730 - Start Court M57 State Funding

\$405,856 - DOC M57 State Funding

Significant Program Changes

Last Year this program was: FY 2016: 60041A-16 MCSO MCIJ Dorms 10, 11 & 18

US Marshal Jail Bed expectations have decreased from 80 beds to 70 beds. This is an anticipated reduction in revenue in the amount of \$468,185.

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	2016	2016	2017	2017
Personnel	\$2,976,787	\$0	\$3,039,694	\$0
Contractual Services	\$3,512	\$0	\$3,512	\$0
Materials & Supplies	\$176,430	\$0	\$179,108	\$0
Internal Services	\$26,526	\$0	\$5,897	\$0
Total GF/non-GF	\$3,183,255	\$0	\$3,228,211	\$0
Program Total:	\$3,183,255		\$3,228,211	
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 2016: 60041B-16 MCSO MCIJ Dorms 12 & 13

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	2016	2016	2017	2017
Personnel	\$1,804,956	\$0	\$1,852,931	\$0
Contractual Services	\$2,235	\$0	\$2,235	\$0
Materials & Supplies	\$163,450	\$0	\$166,128	\$0
Internal Services	\$15,712	\$0	\$5,360	\$0
Total GF/non-GF	\$1,986,353	\$0	\$2,026,654	\$0
Program Total:	\$1,986,353		\$2,026,654	
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 2016: 60041C-16 MCSO MCIJ Dorms 14 & 15

Department: Sheriff **Program Contact:** Jose Martinez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 54 beds at MCIJ.

This offer provides for two single cell disciplinary dorms at MCIJ, one for male and one for female housing. Disciplinary housing options are essential to the maintaining facility order, population management and re-engineering behavior for pretrial inmates and sentenced offenders at MCIJ.

Program Summary

This offer funds two disciplinary dorms at Inverness. The male disciplinary dorm houses 31 offenders and the female disciplinary dorm houses 23 offenders.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

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. 2015 assaults were high due to housing MCDC inmates at IJ due to projects. This trend may continue. Also, MCIJ has a new mixed classification dorm.

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	2016	2016	2017	2017
Personnel	\$513,852	\$0	\$504,803	\$0
Contractual Services	\$639	\$0	\$639	\$0
Materials & Supplies	\$61,237	\$0	\$63,915	\$0
Internal Services	\$4,022	\$0	\$1,072	\$0
Total GF/non-GF	\$579,750	\$0	\$570,429	\$0
Program Total:	\$579,750		\$570,429	
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 2016: 60041D-16 MCSO MCIJ Dorms 16 & 17

Department: Sheriff **Program Contact:** Jose Martinez
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 additional dorms at Inverness jail. All 118 beds are general housing. Also funded in this offer are additional jail administration, support, and operations staff.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

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. 2015 assaults were high due to housing MCDC inmates at IJ due to projects. This trend may continue. Also, MCIJ has a new mixed classification dorm.

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	2016	2016	2017	2017
Personnel	\$1,898,405	\$0	\$1,794,831	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$121,366	\$0	\$124,044	\$0
Internal Services	\$16,091	\$0	\$4,288	\$0
Total GF/non-GF	\$2,038,416	\$0	\$1,925,717	\$0
Program Total:	\$2,038,416		\$1,925,717	
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 2016: 60041E-16 MCSO MCIJ Dorms 6 & 7

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	2016	2016	2017	2017
Personnel	\$1,027,441	\$0	\$1,056,210	\$0
Contractual Services	\$1,596	\$0	\$1,596	\$0
Materials & Supplies	\$107,264	\$0	\$107,264	\$0
Internal Services	\$10,056	\$0	\$2,680	\$0
Total GF/non-GF	\$1,146,357	\$0	\$1,167,750	\$0
Program Total:	\$1,146,357		\$1,167,750	
Program FTE	9.10	0.00	9.10	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041F-16 MCSO MCIJ Dorms 8 & 9

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	2016	2016	2017	2017
Personnel	\$1,032,011	\$0	\$904,761	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$10,537	\$0	\$10,537	\$0
Internal Services	\$16,089	\$0	\$4,288	\$0
Total GF/non-GF	\$1,061,191	\$0	\$922,140	\$0
Program Total:	\$1,061,191		\$922,140	
Program FTE	5.22	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 2016: 60041G-16 MCSO MCIJ Dorm 5

Redistributed FTE when MCIJ Program Offers were modified: 3.64 FTE to Program Offer 60041H-17 and 3.64 FTE to Program Offer 60041I-17.

Department: Sheriff **Program Contact:** Katie Burgard

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

Related Programs:
Program Characteristics:

Executive Summary

Close Street is an intensive custody and supervision program that provides pre-trial services to arrestees of Measure 11 crimes, Domestic Violence cases, and a select group of clients with mental health disorders. Deputies interview defendants and conduct investigations to present the Court with accurate, timely, and impartial information which assists the Judge in making an informed release decision. This program supports both offender accountability and reentry of the offender into the community while increasing available jail beds.

Program Summary

This intensive custody and supervision program supports offender accountability while transitioning pretrial and sentenced offenders out of scarce jail beds. At the direction of the court, Close Street Supervision provides intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for pretrial release. This program supports and enhances community safety by assessing a broader number of the in-custody population for program suitability, expanding case management and supervision, subsidizing participation when indicated, and providing immediate consequences for program failures.

Compared to other pretrial supervision programs, the program's success rates rank among the highest in the nation. A recent audit demonstrated that, of the almost 1,200 defendants supervised in 2010, more than 96% were successful; appearing for all scheduled court dates and committing no new crimes, while under supervision. More than 99% of Close Street supervised arrestees successfully complete the program with no new offenses. Close Street participants also appeared for all scheduled court dates 98% of the time. The national average for both of these measures is 80%**.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of supervised people per month***	161	160	175	175
Outcome	Percent of population appearing for all court dates during supervision	98%	97%	98%	98%
Outcome	Percent of population arrested for new crimes during supervision	1%	2%	2%	2%

Performance Measures Descriptions

*Audit of Multnomah County Pretrial Services conducted by the Multnomah County Auditor's Office (2011).

**Data compiled from Pretrial Justice in America: A Survey of County Pretrial Release Policies, Practices, and Outcomes. Published by the Pretrial Justice Institute, 2010.

***Average caseload size 25:1

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,111,074	\$0	\$1,143,403	\$0
Contractual Services	\$69,383	\$0	\$69,383	\$0
Materials & Supplies	\$31,479	\$0	\$31,479	\$0
Internal Services	\$38,401	\$0	\$63,929	\$0
Total GF/non-GF	\$1,250,337	\$0	\$1,308,194	\$0
Program Total:	\$1,250,337		\$1,308,194	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60043-16 MCSO Close Street

Department: Sheriff **Program Contact:** Katie Burgard

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.] Volunteers support and enhance operations in all three agency Divisions and become involved citizens gaining an in-depth understanding of the criminal justice system. Additionally, the development and support of placements benefits agency recruiting and hiring efforts for future employment needs.

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 280 volunteers, interns, and community partners supporting MCSO operations. Due to the nature of the duties involved in most placements, it is necessary to conduct an in-depth background review process prior to assignment, as well as ongoing review to ensure compliance with agency and county policies and procedures and to ensure the safety and security of operations. By monitoring the agency's needs, Volunteer Services works to find professionals willing to share their time and expertise. Placement opportunities include involvement in jail programs such as education services, domestic violence prevention and safety planning, employment resources and transition services, alcohol/drug prevention and education, and 12-step meetings, which assist with transition services and the reduction of tensions within a facility/housing area. Other agency placements include assignments with River Patrol, the Cold Case Team, Citizen Patrol in the Gorge, Human Trafficking, Enforcement Records and other support services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of service hours contributed by MCSO volunteers, interns & community partners	10,480	9,000	14,000	14,000
Outcome	Dollar value savings resulting from contributions of volunteer time	236,324	200,000	315,700	315,700
Output	Number of applicant inquiries and pre-screening reviews	275	300	350	350
Outcome	Number of MCSO work units supported by volunteers, interns, community partners	20	20	20	20

Performance Measures Descriptions

The Independent Sector hourly valuation of volunteer time is \$22.55 based on 2014 figures. (In conjunction with the Points of Light Foundation, the Independent Sector bases the value of volunteer time on the average hourly earnings of all production and nonsupervisory workers on private nonfarm payrolls, as determined by Bureau of Labor Statistics. This figure is increased by 12% to estimate for fringe benefits). Estimate for FY16 based on totals for first half of FY16 x2.

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	2016	2016	2017	2017
Personnel	\$105,129	\$0	\$105,519	\$0
Materials & Supplies	\$4,280	\$0	\$4,280	\$0
Total GF/non-GF	\$109,409	\$0	\$109,799	\$0
Program Total:	\$109,409		\$109,799	
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 2016: 60044-16 MCSO Volunteers

Legal / Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$73,979	\$0	\$0
Materials & Supplies	\$0	\$96,295	\$0	\$17,073
Internal Services	\$0	\$75,205	\$0	\$50,927
Total GF/non-GF	\$0	\$245,479	\$0	\$68,000
Program Total:	\$245,479		\$68,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$18,955	\$0	\$4,155	\$0
Other / Miscellaneous	\$0	\$331,853	\$0	\$46,000
Interest	\$0	\$500	\$0	\$0
Service Charges	\$0	\$16,585	\$0	\$22,000
Total Revenue	\$18,955	\$348,938	\$4,155	\$68,000

Explanation of Revenues

Inmate Welfare Trust Fund:

\$58,000 - Hygiene Kits, Copies, Records Req, Hearings Fees, Statement Requests, Grievance Fees, Food Handlers Cert Fee

\$10,000 - Disciplinary Fines

Significant Program Changes

Last Year this program was: FY 2016: 60045-16 MCSO Inmate Welfare

The Sheriff's Office will no longer collect inmate phone revenue. This is an annual revenue loss of approx. \$350,000. Moved 1.00 FTE to 60037-17 Inmate Programs and 0.50 FTE to 60079-17 Procurement & Warehouse.

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer purchases continued funding of a Corrections Sergeant to continue intelligence-gathering and intervention methodology regarding human trafficking as it is proliferated among jail inmates, to include the establishment of a screening instrument to identify at-risk pretrial inmates and sentenced offenders. This Sergeant collaborates with the Oregon Human Trafficking Task Force to both aid in prosecution of Human Trafficking crimes and intervene with victims while in custody.

Program Summary

A trend has been identified among the jail population whereby at-risk inmates are being used as a commodity by being identified and passed once out of custody to persons involved in crime types including coercion, prostitution, promoting prostitution, sex abuse and contributing to the delinquency of a minor. This offer would continue funding of a Corrections Sergeant to develop intelligence collection, organization and dissemination operations targeting human trafficking activities inside the jails. The Corrections Sergeant shares names and information with the Oregon Human Trafficking Task Force regarding intelligence gathered on potential perpetrators, maintains a data-base module for tracking and information dissemination and uses a screening instrument to quickly identify at-risk inmates and connect those inmates with in-jail programs and intervention/ transition services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	In Custody Victims Identified	70	100	350	100
Outcome	Juvenile Victims Identified	11	15	40	15
Outcome	Involved Cases Prosecuted	20	15	30	15
Outcome	Involved Cases Pending Prosecution	22	20	20	20

Performance Measures Descriptions

In-Jail Human Trafficking continues to see an increase in involved cases. There are more units finding human trafficking in their cases, domestic violence cases, gang cases, drug cases and a large amount of P/V sanctions. MCSO has been involved with training other law enforcement and criminal justice agencies on how to identify human trafficking in jail and how this information can help them with their case.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$162,739	\$0	\$177,709	\$0
Total GF/non-GF	\$162,739	\$0	\$177,709	\$0
Program Total:	\$162,739		\$177,709	
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 2016: 60050-16 MCSO In-Jail Human Trafficking

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$125,748	\$0	\$130,610
Internal Services	\$0	\$10,827	\$0	\$12,173
Total GF/non-GF	\$0	\$136,575	\$0	\$142,783
Program Total:	\$136,575		\$142,783	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Indirect for Dept. Admin	\$7,419	\$0	\$8,724	\$0
Intergovernmental	\$0	\$136,575	\$0	\$132,035
Beginning Working Capital	\$0	\$0	\$0	\$10,748
Total Revenue	\$7,419	\$136,575	\$8,724	\$142,783

Explanation of Revenues

\$132,035 - HB3194 Justice Reinvestment Funding
 \$10,748 - Carry-over from Fiscal Year 2016

Significant Program Changes

Last Year this program was: FY 2016: 60054-16 HB3194 Justice Reinvestment - Escorts

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$38,321	\$0	\$106,380
Internal Services	\$0	\$8,609	\$0	\$9,914
Total GF/non-GF	\$0	\$46,930	\$0	\$116,294
Program Total:	\$46,930		\$116,294	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$5,899	\$0	\$7,106	\$0
Intergovernmental	\$0	\$108,600	\$0	\$104,991
Beginning Working Capital	\$0	\$0	\$0	\$11,303
Total Revenue	\$5,899	\$108,600	\$7,106	\$116,294

Explanation of Revenues

\$104,991 - HB3194 Justice Reinvestment Funding
 \$11,303 - Carry-over Funds from Fiscal Year 2016

Significant Program Changes

Last Year this program was: FY 2016: 60055-16 HB3194 Justice Reinvestment - Program Administrator

Department: Sheriff

Program Contact: Tim Moore

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Enforcement Division administration provides administrative leadership and strategic direction to the Sheriff's Office Enforcement Division. The Division administration develops Sheriff's policies and directives into the Enforcement program offerings that serve the public here in Multnomah County.

Program Summary

The Enforcement Division is responsible for the protection of life and property and for enforcement of the Oregon Criminal Code and County Ordinances. Enforcement Division provides police and marine patrol, investigative services, civil process services, and participates in multi-agency task forces. The Enforcement Division also collaborates with County Emergency Management to plan and staff emergency operations. The programs operated by these divisions address all the major factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide for treatment and rehabilitation resources, education and leverage collaboration with other community safety system providers. Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination, and management to the Divisions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent performance measurements met in Division	90%	90%	99%	90%
Outcome	Number of new hires in Enforcement Division	24.5	N/A	21.5	13

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin.

Number of voluntary resignations was changed to "Number of new hires in Enforcement Division." This focuses on the work to be done in the Division. Data from P&R Unit Excel file "MCSO Positions List.xlsx." "Positions Filled."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$329,651	\$0	\$372,602	\$0
Contractual Services	\$52,470	\$0	\$52,470	\$0
Materials & Supplies	\$147,624	\$0	\$147,624	\$0
Internal Services	\$249,760	\$0	\$258,575	\$0
Total GF/non-GF	\$779,505	\$0	\$831,271	\$0
Program Total:	\$779,505		\$831,271	
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 2016: 60060-16 MCSO Enforcement Division Admin

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 is partially composed of Enforcement Records, Civil Support, and Word Processing. The Concealed Handgun Unit and Alarm Ordinance Unit are also part of the Enforcement Support Unit however have separate budgets. The main functions of these units are to provide clerical support for all the Units that comprise the Enforcement Division of the Sheriff's Office.

Program Summary

The Records Unit operates 24 hours a day, 7 days a week, 365 days a year. The Records Unit receives processes and maintains law enforcement, warrant, and protective order records for Multnomah County. Accurate and timely processing of information and records is critical to the overall operations of the Multnomah County Sheriff's Office and has a direct effect on timely arrests, detention of prisoners and police officer safety. The Records Unit is often the first point of contact with the Sheriff's office for the public, other agencies, and other law enforcement personnel and therefore are fielding questions and making appropriate referrals if needed. The Civil Support Unit provides clerical support for the Civil Unit duties of serving court papers and enforcing court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers. The Civil Support Unit also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork. The Word Processing Unit is responsible for providing clerical support to the Enforcement Command staff as well as the Specialized Units such as Detectives.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of warrants received and entered	19,949	22,000	21,000	21,000
Outcome	Number of protective orders received and entered	2,335	2,500	2,400	2,500
Output	Number of law enforcement records entered	7,739	9,000	8,000	9,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	13,065	18,000	17,000	17,000

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 PPDS. Beginning in May 2015, the data measurement for the Number of law enforcement records entered has changed. Reports are no longer entered into PPDS, but rather RegJIN and records responsibility is not to enter the reports, but to transcribe them.

Legal / Contractual Obligation

ORS 206.010 General duties of sheriff. (3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law. (4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,172,844	\$0	\$2,221,791	\$0
Contractual Services	\$13,450	\$0	\$13,450	\$0
Materials & Supplies	\$52,517	\$0	\$52,517	\$0
Internal Services	\$31,535	\$0	\$55,874	\$0
Total GF/non-GF	\$2,270,346	\$0	\$2,343,632	\$0
Program Total:	\$2,270,346		\$2,343,632	
Program FTE	25.00	0.00	25.00	0.00

Program Revenues				
Fees, Permits & Charges	\$15,500	\$0	\$15,500	\$0
Other / Miscellaneous	\$12,500	\$0	\$18,000	\$0
Total Revenue	\$28,000	\$0	\$33,500	\$0

Explanation of Revenues

General Fund:
\$15,500 - Tow Fees
\$18,000 - Report Requests

This amount is based on what was received during the first 6 months of FY16.

Significant Program Changes

Last Year this program was: FY 2016: 60061-16 MCSO Enforcement Division Support

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	2016	2016	2017	2017
Personnel	\$8,101,888	\$88,659	\$8,594,757	\$95,010
Contractual Services	\$2,348	\$3,000	\$2,348	\$3,000
Materials & Supplies	\$379,874	\$12,234	\$404,436	\$9,807
Internal Services	\$825,375	\$7,653	\$966,206	\$8,183
Capital Outlay	\$393,990	\$0	\$233,990	\$0
Total GF/non-GF	\$9,703,475	\$111,546	\$10,201,737	\$116,000
Program Total:	\$9,815,021		\$10,317,737	
Program FTE	49.03	0.00	50.37	0.00

Program Revenues				
Indirect for Dept. Admin	\$5,244	\$0	\$5,865	\$0
Intergovernmental	\$0	\$69,000	\$0	\$65,000
Other / Miscellaneous	\$0	\$15,000	\$0	\$20,000
Beginning Working Capital	\$0	\$7,546	\$0	\$9,000
Service Charges	\$3,260,919	\$20,000	\$3,342,191	\$22,000
Total Revenue	\$3,266,163	\$111,546	\$3,348,056	\$116,000

Explanation of Revenues

General Fund: \$400 - Misc. Patrol/Security Services Provided; \$35,151 - Patrol Services provided to Maywood Park (1.6% COLA increase from Prev. Year); \$405,451 - Patrol Services provided to Wood Village (1.6% COLA increase from Prev. Year); \$2,883,189 - Troutdale Contract (2.0% COLA increase from Prev. Year); \$18,000 for providing police chief services to Fairview.

Fed/State Fund: \$22,000 - Patrol Services to OR State Parks within Multnomah County; \$5,000 - OSSA Seatbelt Grant; \$15,000 - OSSA DUII Grant; \$60,000 - Patrol Services to OR Dept. of Transportation Construction Zones.

Special Ops Fund: \$5,000 - Reimbursement from OR Fire Marshal for Hazardous Materials Activities, \$9,000 - Estimated carry-over from FY16.

Significant Program Changes

Last Year this program was: FY 2016: 60063-16 MCSO Patrol

Cut \$160,000 in Capital Equipment as it was one-time-only in Fiscal Year 2016.

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	2016	2016	2017	2017
Personnel	\$1,512,585	\$0	\$1,500,678	\$0
Contractual Services	\$1,173	\$0	\$1,173	\$0
Materials & Supplies	\$40,465	\$0	\$40,465	\$0
Internal Services	\$105,742	\$0	\$85,536	\$0
Total GF/non-GF	\$1,659,965	\$0	\$1,627,852	\$0
Program Total:	\$1,659,965		\$1,627,852	
Program FTE	12.00	0.00	12.00	0.00

Program Revenues				
Fees, Permits & Charges	\$500,000	\$0	\$500,000	\$0
Service Charges	\$201,600	\$0	\$202,000	\$0
Total Revenue	\$701,600	\$0	\$702,000	\$0

Explanation of Revenues

General Fund:
\$150,000 - Civil Process Fees
\$350,000 - Civil Foreclosure Fees due to property sales
\$200,000 - Circuit Court Revenue
\$2,000 - Reimbursement for State Extraditions

Significant Program Changes

Last Year this program was: FY 2016: 60064-16 MCSO Civil Process

Decrease in Capital Equipment Funds due to re-allocation of funds to other programs within the Sheriff's Office.

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	2016	2016	2017	2017
Personnel	\$1,523,529	\$771,871	\$1,604,826	\$808,129
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$146,634	\$63,890	\$181,333	\$63,712
Internal Services	\$143,751	\$11,416	\$109,518	\$12,276
Capital Outlay	\$108,797	\$240,095	\$33,797	\$0
Total GF/non-GF	\$1,923,711	\$1,087,272	\$1,930,474	\$884,117
Program Total:	\$3,010,983		\$2,814,591	
Program FTE	10.00	5.00	10.00	5.00

Program Revenues				
Indirect for Dept. Admin	\$7,823	\$0	\$8,799	\$0
Intergovernmental	\$0	\$1,041,272	\$0	\$838,117
Other / Miscellaneous	\$0	\$30,000	\$0	\$30,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$7,823	\$1,087,272	\$8,799	\$884,117

Explanation of Revenues

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$740,117 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$30,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

\$98,000 - Riverplace Docks Project w/Portland Parks & Rec

Significant Program Changes

Last Year this program was: FY 2016: 60065-16 MCSO River Patrol

Reduce Capital Equipment line in the amount of \$75,000 to be reallocated elsewhere in the Sheriff's Office.

UASI Grant for dive bus was one-time-only and did not carry into Fiscal Year 2017. The dive bus was purchased and outfitted in Fiscal Year 2016.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,442,080	\$0	\$1,564,566	\$0
Contractual Services	\$7,596	\$0	\$7,596	\$0
Materials & Supplies	\$27,854	\$0	\$27,854	\$0
Internal Services	\$120,072	\$0	\$148,892	\$0
Total GF/non-GF	\$1,597,602	\$0	\$1,748,908	\$0
Program Total:	\$1,597,602		\$1,748,908	
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 2016: 60066-16 MCSO Detectives, INTERCEPT, Elder Abuse

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	2016	2016	2017	2017
Personnel	\$781,668	\$71,421	\$793,597	\$30,188
Contractual Services	\$0	\$335,000	\$0	\$233,180
Materials & Supplies	\$3,834	\$103,839	\$3,834	\$169,309
Internal Services	\$35,399	\$32,740	\$34,989	\$40,323
Total GF/non-GF	\$820,901	\$543,000	\$832,420	\$473,000
Program Total:	\$1,363,901		\$1,305,420	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$22,435	\$0	\$28,902	\$0
Intergovernmental	\$0	\$93,000	\$0	\$93,000
Other / Miscellaneous	\$0	\$140,000	\$0	\$130,000
Beginning Working Capital	\$0	\$300,000	\$0	\$250,000
Service Charges	\$0	\$10,000	\$20,000	\$0
Total Revenue	\$22,435	\$543,000	\$48,902	\$473,000

Explanation of Revenues

General Fund: \$20,000 - Overtime Reimbursement for aiding on ATF Task Force cases

Fed/State Funds: \$3,000 - Marijuana Eradication Grant, \$30,000 - Proceeds from Federal Equitable Sharing Forfeitures, \$50,000 - Carry-over from Fiscal Year 2016, \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant

Special Ops Funds: \$10,000 - Proceeds from Seizure/Forfeiture Auctions, \$120,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$200,000 - Carry-over from FY16

Significant Program Changes

Last Year this program was: FY 2016: 60067-16 MCSO Special Investigations Unit

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$735,760	\$0	\$792,166	\$0
Materials & Supplies	\$14,519	\$0	\$14,519	\$0
Internal Services	\$44,617	\$0	\$62,193	\$0
Capital Outlay	\$20,000	\$0	\$20,000	\$0
Total GF/non-GF	\$814,896	\$0	\$888,878	\$0
Program Total:	\$814,896		\$888,878	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Service Charges	\$15,000	\$0	\$20,000	\$0
Total Revenue	\$15,000	\$0	\$20,000	\$0

Explanation of Revenues

General Fund:
 \$20,000 - Reimbursement for US Marshal Fugitive Task Force Activity

Significant Program Changes

Last Year this program was: FY 2016: 60068-16 MCSO Warrant Strike Team

Legal / Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Troutdale, Wood Village and Maywood Park.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$127,312	\$0	\$125,273
Contractual Services	\$0	\$71,891	\$0	\$139,897
Materials & Supplies	\$0	\$2,566	\$0	\$2,624
Internal Services	\$0	\$25,731	\$0	\$39,706
Total GF/non-GF	\$0	\$227,500	\$0	\$307,500
Program Total:	\$227,500		\$307,500	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$12,358	\$0	\$18,790	\$0
Fees, Permits & Charges	\$0	\$137,500	\$0	\$137,500
Other / Miscellaneous	\$0	\$90,000	\$0	\$135,000
Beginning Working Capital	\$0	\$0	\$0	\$35,000
Total Revenue	\$12,358	\$227,500	\$18,790	\$307,500

Explanation of Revenues

Special Ops Fund:

\$35,000 - Carry-over from Fiscal Year 2016

\$17,500 - Alarms Late Fees

\$120,000 - Alarms Permits

\$135,000 - False Alarms Fines

Significant Program Changes

Last Year this program was: FY 2016: 60069-16 MCSO 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	2016	2016	2017	2017
Personnel	\$0	\$301,135	\$0	\$356,484
Contractual Services	\$0	\$60,242	\$0	\$94,241
Materials & Supplies	\$1,282	\$33,301	\$1,282	\$109,341
Internal Services	\$9,379	\$37,623	\$10,187	\$54,934
Total GF/non-GF	\$10,661	\$432,301	\$11,469	\$615,000
Program Total:	\$442,962		\$626,469	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$23,484	\$0	\$37,580	\$0
Fees, Permits & Charges	\$0	\$357,300	\$0	\$403,000
Beginning Working Capital	\$0	\$65,000	\$0	\$200,000
Service Charges	\$115,000	\$10,000	\$75,000	\$12,000
Total Revenue	\$138,484	\$432,300	\$112,580	\$615,000

Explanation of Revenues

General Fund:

\$75,000 - Facility Access ID Badges

Special Ops Fund:

\$200,000 - Carry-over from Fiscal Year 2016

\$3,000 - OLCC Fees

\$400,000 - Concealed Handgun Licenses

\$12,000 - Handgun Safety Classes

Significant Program Changes

Last Year this program was: FY 2016: 60070-16 MCSO Concealed Handgun Permits

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$810,635	\$0	\$581,785
Internal Services	\$0	\$69,795	\$0	\$54,222
Total GF/non-GF	\$0	\$880,430	\$0	\$636,007
Program Total:	\$880,430		\$636,007	
Program FTE	0.00	6.00	0.00	4.00

Program Revenues				
Indirect for Dept. Admin	\$47,827	\$0	\$38,863	\$0
Service Charges	\$0	\$880,430	\$0	\$636,007
Total Revenue	\$47,827	\$880,430	\$38,863	\$636,007

Explanation of Revenues

Special Ops Fund:
 \$636,007 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was: FY 2016: 60071-16 MCSO TriMet Transit Police

This program was reduced by 2.0 Deputy FTE mid Fiscal Year 2016.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$134,257	\$0	\$138,709	\$0
Total GF/non-GF	\$134,257	\$0	\$138,709	\$0
Program Total:	\$134,257		\$138,709	
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 2016: 60073-16 MCSO Human Trafficking Task Force

Legal / Contractual Obligation

Contract with Metro.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$20,139	\$423,293	\$20,806	\$474,872
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$36,549	\$0	\$44,370
Total GF/non-GF	\$20,139	\$461,042	\$20,806	\$520,442
Program Total:	\$481,181		\$541,248	
Program FTE	0.15	3.45	0.15	3.45

Program Revenues				
Indirect for Dept. Admin	\$25,045	\$0	\$31,802	\$0
Service Charges	\$0	\$461,042	\$0	\$520,442
Total Revenue	\$25,045	\$461,042	\$31,802	\$520,442

Explanation of Revenues

Special Ops Fund:

\$520,442 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2016: 60074-16 MCSO Metro Services

Department: Sheriff **Program Contact:** Steve Bevans
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program combines Community Resource Deputies and School Resource Officers (SROs). Community deputies assist with emergency preparedness and safety education and regularly meet with the community. SROs are the conduit among schools, law enforcement, and social services. These deputies also provide first-line defense if a violent, active threat is present.

Program Summary

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County. On the eastside, these areas include the Columbia River Gorge and Corbett; the Westside includes Sauvie Island and Dunthorpe. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses, and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal activities.

The Corbett and Reynolds School Resource Officers work with at-risk children and their families and provide educational classes addressing various issues including drug use. Deputies provide the first necessary step toward intervention. They are not only a stabilizing force for youth, but in many cases act as role models toward the juveniles they encounter daily. SRO activities include: illegal drug enforcement, prevention and education; providing resources for guiding and intervening with at risk high school students by supporting their teachers and parents; and intervening in the exploitation, molestation and physical abuse of children and assisting their families.

A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Student Contacts	1,150	1,100	1,173	1,173
Outcome	Percentage of students involved in crimes	0.05%	0.05%	0.07%	0.07%
Output	Hours of classroom education	39	15	39	35
Output	Number community meetings attended	144	144	192	192

Performance Measures Descriptions

“Hours of Classroom Education” includes 24 hours of “MCSO Youth Academy” classroom hours.

Assumes CRO attendance of 12-13 meetings/month. Data from the CRO monthly reports.

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	2016	2016	2017	2017
Personnel	\$445,166	\$40,277	\$864,411	\$41,612
Materials & Supplies	\$5,103	\$0	\$5,103	\$0
Internal Services	\$0	\$3,468	\$3,780	\$3,878
Capital Outlay	\$40,000	\$0	\$10,000	\$0
Total GF/non-GF	\$490,269	\$43,745	\$883,294	\$45,490
Program Total:	\$534,014		\$928,784	
Program FTE	3.70	0.30	5.95	0.30

Program Revenues				
Indirect for Dept. Admin	\$2,376	\$0	\$2,780	\$0
Intergovernmental	\$0	\$0	\$324,237	\$0
Service Charges	\$93,980	\$43,745	\$46,358	\$45,490
Total Revenue	\$96,356	\$43,745	\$373,375	\$45,490

Explanation of Revenues

General Fund:
\$46,358 - Corbett School District pays a portion of the cost of the SRO
\$324,237 - Reynolds School District pays for three .75 FTE SROs

Fed/State Fund:
\$45,490 - Patrol Services provided to the US Forest Service during summer months

Significant Program Changes

Last Year this program was: FY 2016: 60077-16 MCSO Corbett Community Resource Deputy

This year, this program offer has combined with former program offers 60077-16, 60086-16, and 60089-16 into this single program offer.

Because of the operational re-organization, FTE were combined into this program offer: 1.0 FTE was moved from program offer City of Troutdale Contract 60059-16; 1.0 FTE was moved from program offer Corbett Community Resource Deputy 60077-16; 1.0 FTE was moved from program offer Westside Community Safety Officer 60086-16; 2.25 FTE was moved from program offer Reynolds School Resource Officers 60089-16.

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence (DV) Victim Services & Coordination provides in-person services for 5,600 victims and children, management of grant-funded projects and coordination of multi-jurisdiction government and community responses. Research shows that these core services reduce re-assault of victims, and thus help to reduce violent crime in the county. This program offer funds a detective position as a member of the DV Enhanced Response Team.

Program Summary

The Domestic Violence Enhanced Response Team (DVERT) Project provides a multidisciplinary, intensive, collaborative response to complex domestic violence cases with a high risk of on-going, severe abuse or potentially lethal outcomes. DVERT intervention on individual cases includes immediate crisis and follow-up victim services, as well as criminal justice intervention.

Multnomah County expends \$11 million in criminal justice costs (jail, prosecution and probation supervision) annually, and DV costs the community another \$10 million in lost wages, health care and other costs. Services funded in this offer include: centralized access and crisis response (24,600 calls); safe emergency shelter or motel vouchers (990 women and children); civil legal advocacy insuring safety after separation (2,800 victims); mobile advocacy and rent assistance (650 women and children); and culturally specific services for Latinas, Russians, African Americans, Native Americans, immigrants/refugees, and sexual minorities (800 women and children). Evidence-based practices include emergency shelters, which reduce re- assault by 50%, and civil legal services, which reduce DV homicides. This program offer also includes grant-funded projects that serve an additional 310 victims and children: services to increase long-term self-sufficiency; services for victims and their children involved in Child Welfare; and DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DVERT has reduced recidivism of the high risk offenders in DVERT and increased victims' safety and their confidence in the criminal justice system. The 43 member organizations represent the criminal justice system, victim services, health care, batterers intervention, elected officials and others. In addition, the offer supports the development of the Gateway one-stop victim center.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of victims and children served	489	240	450	375
Outcome	Total people served	545	450	500	500
Output	Number of training's conducted	49	12	50	35
Outcome	Total number of people trained	1,184	500	750	600

Performance Measures Descriptions

Number served includes all clients and their children receiving in-person services provided by CGF, HUD or SHAP funds (ongoing funding).

Data from Multnomah County DVERT coordinator Becky Bangs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$97,409	\$32,470	\$100,696	\$33,565
Total GF/non-GF	\$97,409	\$32,470	\$100,696	\$33,565
Program Total:	\$129,879		\$134,261	
Program FTE	0.75	0.25	0.75	0.25

Program Revenues				
Intergovernmental	\$0	\$32,470	\$0	\$33,565
Total Revenue	\$0	\$32,470	\$0	\$33,565

Explanation of Revenues

Fed/State Fund:
 \$33,565 - .25 FTE of Deputy Sheriff funded by Domestic Violence Grant

Significant Program Changes

Last Year this program was: FY 2016: 60076-16 MCSO Domestic Violence Enhanced Response

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$448,803	\$0	\$462,377	\$0
Materials & Supplies	\$12,016	\$0	\$12,016	\$0
Internal Services	\$556,268	\$0	\$187,609	\$0
Total GF/non-GF	\$1,017,087	\$0	\$662,002	\$0
Program Total:	\$1,017,087		\$662,002	
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 2016: 60078-16 MCSO Logistics Unit

Department: Sheriff

Program Contact: David Rader

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Auxiliary Services support Corrections and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. The Auxiliary Services Unit is responsible for the MCSO Warehouse operation, receiving/distribution, purchasing, and contracts and requisitions for inmate commissary.

Program Summary

A Buyer facilitates the purchase of items in an expeditious and cost effective manner, while working with Central Purchasing as needed. Receiving/distribution of items is routed through the Warehouse. Deliveries to nine MCSO facilities are required daily or bi-weekly. Purchasing, warehousing and receiving/distribution functions ensure that items utilized by MCSO are procured in a fiscally responsible manner and with the safety and security of staff and inmates as the highest priority.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total dollar value of purchase orders placed	4,929,594	1,400,000	3,500,000	4,000,000
Outcome	Total number of delivery stops made	3,180	2,700	3,000	3,000

Performance Measures Descriptions

"Total dollar value of purchase orders placed" from SAP, provided by Gwen Tyler. (756 PO's)

"Total number of delivery stops made" from internal daily/monthly spreadsheet data provided by EPT Sam Hill.

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	2016	2016	2017	2017
Personnel	\$862,167	\$39,007	\$981,925	\$0
Materials & Supplies	\$18,966	\$0	\$18,966	\$0
Internal Services	\$192,319	\$0	\$144,211	\$0
Total GF/non-GF	\$1,073,452	\$39,007	\$1,145,102	\$0
Program Total:	\$1,112,459		\$1,145,102	
Program FTE	7.77	0.50	8.27	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60079-16 MCSO Procurement & Warehouse

Added 0.50 FTE to program offer; position was previously in Inmate Welfare (60045) program offer.

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	2016	2016	2017	2017
Personnel	\$1,906,088	\$0	\$1,949,335	\$0
Materials & Supplies	\$136,770	\$0	\$136,770	\$0
Internal Services	\$206,855	\$0	\$226,753	\$0
Capital Outlay	\$125,000	\$0	\$125,000	\$0
Total GF/non-GF	\$2,374,713	\$0	\$2,437,858	\$0
Program Total:	\$2,374,713		\$2,437,858	
Program FTE	19.00	0.00	19.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,500	\$0	\$0	\$0
Service Charges	\$2,700	\$0	\$2,700	\$0
Total Revenue	\$7,200	\$0	\$2,700	\$0

Explanation of Revenues

General Fund:
\$2,700 - Reimbursement for Providing Commercial Laundry Services

Significant Program Changes

Last Year this program was: FY 2016: 60080-16 MCSO Property & Laundry

Legal / Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$339,196	\$0	\$355,119
Materials & Supplies	\$0	\$347,140	\$0	\$407,751
Internal Services	\$0	\$60,091	\$0	\$72,443
Total GF/non-GF	\$0	\$746,427	\$0	\$835,313
Program Total:	\$746,427		\$835,313	
Program FTE	0.00	3.73	0.00	3.73

Program Revenues				
Indirect for Dept. Admin	\$40,548	\$0	\$51,042	\$0
Other / Miscellaneous	\$0	\$746,427	\$0	\$835,313
Total Revenue	\$40,548	\$746,427	\$51,042	\$835,313

Explanation of Revenues

Inmate Welfare Trust Fund:
\$835,313 - Revenue from Commissary Sales to Inmates

Significant Program Changes

Last Year this program was: FY 2016: 60081-16 MCSO Commissary

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$259,760	\$0	\$402,783
Materials & Supplies	\$0	\$0	\$0	\$3,000
Internal Services	\$0	\$22,365	\$0	\$37,819
Total GF/non-GF	\$0	\$282,125	\$0	\$443,602
Program Total:	\$282,125		\$443,602	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$15,326	\$0	\$27,106	\$0
Intergovernmental	\$0	\$282,125	\$0	\$443,602
Total Revenue	\$15,326	\$282,125	\$27,106	\$443,602

Explanation of Revenues

Fed/State Fund:
 \$443,602 - Grant funding from Oregon Youth Authority for 3.0 FTE Gang Enforcement Deputies

Significant Program Changes

Last Year this program was: FY 2016: 60084-16 MCSO Gang Enforcement Deputy

In Fiscal Year 2016 the Sheriff's Office increased the program by 1.0 FTE Deputy.

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	2016	2016	2017	2017
Personnel	\$9,690	\$0	\$9,823	\$0
Materials & Supplies	\$10,200	\$0	\$10,200	\$0
Total GF/non-GF	\$19,890	\$0	\$20,023	\$0
Program Total:	\$19,890		\$20,023	
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 2016: 60085-16 MCSO Hornet Trail Rescue and Wilderness Law Enforcement Services

Legal / Contractual Obligation

Oregon Family Abuse Prevention Act

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$102,291	\$0	\$175,173	\$0
Materials & Supplies	\$9,000	\$0	\$9,000	\$0
Internal Services	\$0	\$0	\$3,600	\$0
Capital Outlay	\$40,000	\$0	\$10,000	\$0
Total GF/non-GF	\$151,291	\$0	\$197,773	\$0
Program Total:	\$151,291		\$197,773	
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 2016: 60088-16 MCSO Gun Dispossession/VRO Detail

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$97,291	\$0	\$138,709
Materials & Supplies	\$0	\$0	\$0	\$901
Internal Services	\$0	\$8,377	\$0	\$13,011
Total GF/non-GF	\$0	\$105,668	\$0	\$152,621
Program Total:	\$105,668		\$152,621	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$5,740	\$0	\$9,326	\$0
Intergovernmental	\$0	\$105,668	\$0	\$122,295
Beginning Working Capital	\$0	\$0	\$0	\$30,326
Total Revenue	\$5,740	\$105,668	\$9,326	\$152,621

Explanation of Revenues

Fed/State Funding:
 \$122,295 - HB3194 Funding for Fiscal Year 2017.
 \$30,326 - Carry-over from Fiscal Year 2016.

Significant Program Changes

Last Year this program was: FY 2016: 60056-16 HB3194 Justice Reinvestment - Enforcement Deputy

Legal / Contractual Obligation

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025 (1)
(a) Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (3) Certification requirements for enforcement and corrections middle managers - OAR 259-008-0025 (4) Law Enforcement members must additionally maintain a certain number and type of training hours under maintenance standards for police - OAR 259-008-0065 (2) (a,b) The Training Unit command officer is designated by the agency to report and track all convictions of sworn members to DPSST, a requirement under OAR 259-008-0010 (5)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,774,977	\$4,604	\$1,826,364	\$4,573
Materials & Supplies	\$374,431	\$0	\$354,869	\$0
Internal Services	\$197,740	\$397	\$143,883	\$427
Total GF/non-GF	\$2,347,148	\$5,001	\$2,325,116	\$5,000
Program Total:	\$2,352,149		\$2,330,116	
Program FTE	7.50	0.00	7.50	0.00

Program Revenues				
Indirect for Dept. Admin	\$272	\$0	\$306	\$0
Service Charges	\$0	\$5,001	\$0	\$5,000
Total Revenue	\$272	\$5,001	\$306	\$5,000

Explanation of Revenues

\$5,000 - Reimbursement for the usage of the training facility.

Significant Program Changes

Last Year this program was: FY 2016: 60022-16 MCSO Training Unit

The Training Unit Program Offer moved from the Business Services Division, to the Enforcement Division.