

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

**PROPOSED
PROGRAM
OFFERS** | **2018**



Volume 2



Multnomah County, Oregon
multco.us

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Understanding Program Offers

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

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

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

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

What Makes a Good Program Offer

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

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

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

Anatomy of a Program Offer

Executive Summary & Description

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

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

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

~Sir Arthur Conan Doyle, Sherlock Holmes

Performance Measures

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

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

Legal and Contractual Mandates

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

Revenue/Expense Detail (Program Costs)

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

Explanation of Revenues

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

Significant Program Changes

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

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

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

Types of Programs

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

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

Administration

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

Support

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

Operating Program

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

New/Innovative

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

Program Alternative or Reconstruction

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

Internal Service

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

Revenue

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

Additional Program Details

Program Offer Characteristics

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

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

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

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

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

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

Scaled Program Offers

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

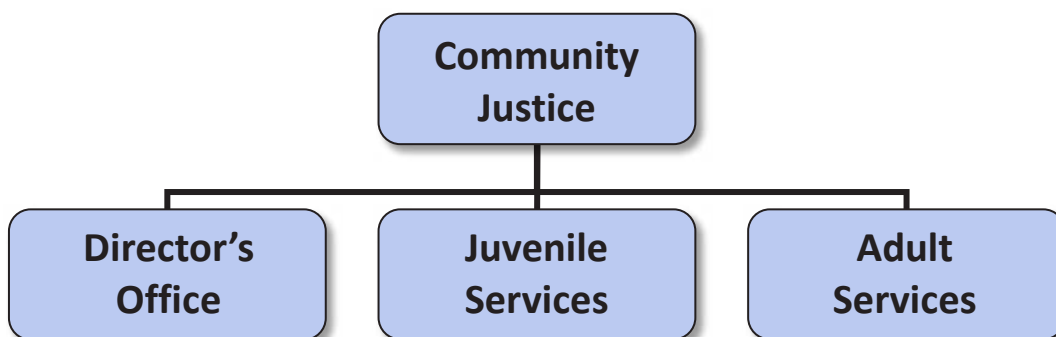
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service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

Department Overview

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

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

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



Budget Overview

The FY 2018 Department of Community Justice (DCJ) proposed budget is \$100.7 million and 527.45 FTE, a \$1.7 million increase (1.7%) and a 3.50 FTE decrease from FY 2017. The Department is highly dependent on General Fund, which comprises 65% of the budget (\$65.8 million) and 35% of the budget (\$34.9 million) is Other Funds of which \$30.1 million is Federal/State funds.

The department budget includes 51% of the state biennium allocation for SB 1145 Department of Corrections funding, as opposed to its normal practice of budgeting 49% in the first year of the biennium. This results in a budget of \$17.4 million for FY 2018. The department will rely on employee attrition as a glide path to further cuts if necessary to get to the 49% budget in year two of the biennium.

In addition, the department is budgeting current service level for HB 3194 Justice Reinvestment (\$3.1 million) program offer 50022; the Governor’s budget included a 15.8% reduction state-wide. 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 from Title IV-E is reduced by \$423,000. Adult Forensics (program offer 50019) includes backfill for 1.00 FTE Forensics Examiner that was funded one-time-only in FY 2017 and is now funded ongoing within existing resources.

The FY 2018 General Fund allocation includes \$659,612 in one-time-only funding. This one-time-only funding is allocated to two program offers and funds 3.45 FTE. A list of programs funded as one-time-only is on page 21 of the Budget Director’s Message.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	545.23	531.62	530.95	527.45	(3.50)
Personnel Services	\$57,394,689	\$59,878,702	\$59,812,644	\$61,311,489	\$1,498,845
Contractual Services	18,674,738	21,070,123	22,365,745	21,679,596	(686,149)
Materials & Supplies	2,122,093	2,300,049	2,186,734	2,440,041	253,307
Internal Services	14,392,648	14,106,439	14,696,906	15,300,447	603,541
Capital Outlay	<u>28,117</u>	<u>8,470</u>	<u>11,000</u>	<u>11,000</u>	<u>0</u>
Total Costs	\$92,612,285	\$97,363,783	\$99,073,029	\$100,742,573	\$1,669,544

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

Successes and Challenges

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

A continued focus of the Adult Services Division has been the implementation of the Multnomah County Justice Reinvestment Program (MCJRP). An outcomes report completed in November 2016 showed that MCJRP participants had similar or better recidivism rates than individuals in the pre-Justice Reinvestment comparison group. In response to the County's effort to reduce the reliance on jail, DCJ introduced an effort called Furthering Effective Sanctioning Practices (FESP) in the summer. This effort builds on the use of practices, such as swift and certain responses to violations. A key piece of this effort is the revision of the Violation Response Grid which limits jail use to no more than 3 days for lower level technical violations, and encourages the use of community based sanctions and programming. Dashboards created by the Research and Planning (RAP) team has allowed ASD to track the use of sanctions on a monthly basis by department, unit, individual PPO and by race. Based on data collected since the summer, DCJ has reduced the jail use by over 100 beds per day since September 2016, and has reduced the use of jail as a sanction for African Americans.

The Juvenile Services Division continues to invest in programs and services to address racial and ethnic disparities. Partnerships with culturally specific organizations to deliver diversion, mentoring and wraparound services for the youth and their families has continued to strengthen. The Youth & Gang Violence Steering Committee completed work on the Comprehensive Gang Model Implementation Plan. It focuses on service coordination; connecting youth to schools, mentors with shared life experiences, and employment opportunities; and strengthening the links between police, youth, and the community. The Trauma Informed Care Advisory Committee has been assessing, examining, and implementing trauma informed practices for youth in detention and on community supervision. They have paid particular focus to the domain of "Environment and Safety", focusing on creating a welcoming environment and minimizing and/or responding to perceived challenges to safety.

In FY 2018, DCJ will continue to pay close attention to where resources are being invested, with a goal of limiting the use of the most expensive options like jail or detention. With the availability of resources decreasing, DCJ will continue to narrow its focus to serve those who are highest risk and have the highest needs. This may impact investment in prevention and diversion services presenting a challenge to provide the range of services for those trying to stay out of the criminal justice system.

Diversity and Equity

DCJ remains committed to promoting a diverse and equitable workforce, and a consistent, responsive delivery of programs and services to justice involved adults, youth, and their families. The department continues to strengthen and expand culturally appropriate programming and contracted services. The previous year’s budget saw an expansion in the Community Healing Initiative (CHI) programs in the Juvenile Services Division (JSD), including youth mentoring. The Adult Services Division has introduced HEAT (Habilitation Empowerment Accountability Program), a culturally responsive curriculum focusing on young black men. These programs are leveraging stronger ties to system and community partners, along with allowing DCJ to gain knowledge and expertise to further improve programming and service delivery department wide.

The Diversity and Equity Steering Committee (DESC) retains its broad charge within the department, including incorporating the equity lens into business practices, improving training in diversity and equity, and implementing checks and balances to measure progress. In the past year, DESC has accomplished the following:

- Initiated a Race Relations Alumni Group to continue the work started last year through the comprehensive Cultural Competency training.
- Developed a comprehensive diversity and equity training plan.
- Coordinated participation in department committees and workgroups as representatives of DESC to ensure the Equity and Empowerment Lens is infused into policy and practice decision-making and implementation.
- Collaborated with partner agencies to analyze and develop a plan for improved communication between management and staff around diversity and equity.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$15,927,170	\$373,071	\$16,300,241	62.55
Adult Services Division	30,082,838	29,068,809	59,151,647	316.70
Juvenile Services Division	<u>19,849,512</u>	<u>5,441,173</u>	<u>25,290,685</u>	<u>148.20</u>
Total Community Justice	\$65,859,520	\$34,883,053	\$100,742,573	527.45

Director's Office

The Director's Office provides policy, program, and fiscal direction to DCJ and ensures that DCJ is accountable to County residents, the Board of County Commissioners, and justice system partners. The Director's Office is responsible for the fiscal management of more than \$100 million in county, state, federal and private grant funds.

The Research and Planning (RAP) unit promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. Business Services provides support for sound budgeting, grants management, invoice processing, contracting, fee collection, medical billing, procurement for goods and services, and travel arrangements.

The Business Applications and Technology (BAT) unit directs the evaluation, selection, purchase, implementation and training of innovative technology solutions to enhance DCJ's effectiveness.

Human Resources (HR) supports over 500 regular employees on any given day- including the needs of management and members of three different unions. HR coordinates the department-wide development of policies, procedures, hiring and training, and also manages 326 volunteers and interns.

The Crime Victim Services Unit (CVSU) is responsible for advancing DCJ's long-term commitment to crime victims' rights and continues to be an important resource for staff and community partners.

Significant Changes

The FY 2018 budget continues to focus on investing in resources that improve the customer service the Director's Office offers the rest of the department and increases direct services to justice involved individuals.

Shifts to the Director's Office current service level made several positions permanent - a limited duration Management Assistant (program offer 50000) and Data Technician (program offer 50004). The Management Assistant position will continue to focus on improving DCJ's implementation of evidence based practices department wide and provide coaching and competency training to both JSD and ASD. The Data Technician position has been a key research and evaluation support for several external grants and provides needed analysis and technical assistance to key DCJ initiatives. In addition, the Program Communications Coordinator (program offer 50002) will be increased to a 0.75 FTE to increase the capacity to update web content and develop web-based tools to be utilized by our staff, consumers, and external partners.

The County budget constraints are resulting in the elimination of one of the three department wide project managers (program offer 50000). Workload will be absorbed by the remaining project managers.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 13,300 justice involved adults in the community annually who have been convicted of felony and misdemeanor crimes.

The Recognizance unit helps process about 32,000 cases per year. Together, these programs promote public safety while reducing County jail utilization. ASD's mission is to enhance community safety, reduce crime, and change behavior by holding justice involved adults accountable in a fair and just manner while providing them with services they need to reintegrate into the community. ASD also effectively coordinates with public safety partners.

Parole-Probation Officers (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 offenses. DCJ's model is built to address the root causes and risks of these individuals committing new crimes and their specific needs that can contribute to criminal behavior. ASD bases its case management model on evidence-based practices, emphasizing approaches that address behavior change and community reintegration.

ASD utilizes Community Service to strengthen accountability and community reparation. Services are also provided to help individuals under supervision examine their criminal thinking patterns as well as receive employment training and educational support services. ASD enhances supervision with GPS/electronic monitoring and computer forensics monitoring as needed.

Significant Changes

DCJ is focusing on staffing, programs, and services that continue to build on a solid foundation to serve the highest risk individuals. To this end, within current service level, DCJ is adding two Corrections Technicians (program offer 50021A) to staff a community response team intersecting with individuals who have failed to report for whatever reason. Additionally, DCJ is re-purposing three PPOs - one to the Mentally Ill Adult caseload (program offer 50024), one to the newly formed 15-25 year old caseload and one to the Multnomah County Justice Reinvestment Program (MCJRP) (both in program offer 50023). The Safety First program (program offer 50063) is being moved from JSD to ASD in an effort to expand the program to adults under supervision and their families. One-time-only funding will allow us to pilot the Adult Community Healing Initiative (CHI-Adult) model (program offer 50032B).

Significant reductions include ramping down the Londer Learning Center over the first six months of FY 2018 (program offer 50028B). We are eliminating one PPO who supports Community Court (program offer 50035). Several PPO positions are being re-purposed (mentioned above). Several others and a Corrections Technician are being eliminated as a result of proposed State legislation changing Possession of a Controlled Substance from a felony conviction to a misdemeanor (program offers 50027, 50038). Also as a result of this legislation, treatment services have been reduced in anticipation of a lower number of referrals (program offer 50012).

Juvenile Services Division

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

Although delinquency referrals have declined over the past decade, there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Last year, JSD completed over 1,200 detention screenings and approximately 390 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 450 youth are diverted from court for less serious criminal activity and held accountable through formal accountability agreements that typically include community service, paying restitution to victims, and completing community-based educational/behavioral interventions. Juvenile Court Counselors (JCC) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with case management and treatment services, utilizing accountability interventions when needed.

Significant Changes

DCJ is focusing funding on staffing, programs, and services that continue to build a solid foundation to serve the highest risk youth, address racial and ethnic disparities, and have the best outcomes. DCJ will continue to invest in the Community Healing Initiative (CHI) which is designed to decrease youth and gang violence by providing holistic culturally appropriate community support to youth and families (program offers 50065A-C).

Due to reduced revenue in Title IV-E funding, the Juvenile Intercept Program (program offer 50066) will be eliminated. An evaluation revealed that DCJ's in-house outpatient treatment program delivered better outcomes and has capacity to serve the youth formerly served in the Intercept Program. Based on projected State funding reductions, DCJ will be eliminating a Program Specialist position (program offer 50050) that supports JSD in quality assurance efforts, a contract for educational legal advocacy (program offer 50065B), and a Mental Health Wraparound Coordinator (program offer 50066), a collaboration between DCJ and the County's Health Department.

The Safety First program (program offer 50063) is being moved from JSD to ASD in an effort to expand the program to adults under supervision and their families. The County constraint is resulting in a reduction to several contracts connected to the CHI program (program offers 50065A-C).

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 2018 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,568,943	\$0	\$1,568,943	9.00
50001	DCJ Business Services	3,020,049	0	3,020,049	17.80
50002A	DCJ Business Applications & Technology	7,730,089	0	7,730,089	6.50
50003	DCJ Crime Victim Services Unit	956,965	153,343	1,110,308	7.00
50004	DCJ Research & Planning Unit	1,001,737	219,728	1,221,465	10.25
50005	DCJ Human Resources	1,649,387	0	1,649,387	12.00
Adult Services Division					
50010	Adult Mental Health Services	1,574,071	0	1,574,071	0.00
50011	Recovery System of Care	1,273,335	359,876	1,633,211	0.00
50012	Adult Residential Treatment Services	1,762,166	0	1,762,166	0.00
50014	Adult Drug Court Program - STOP Court	796,235	314,010	1,110,245	0.10
50016	Adult Services Management	2,169,271	171,215	2,340,486	11.50
50017	Adult Support Services	2,718,886	2,404,041	5,122,927	38.00
50018	Adult Recog/Pretrial Supervision Program	3,261,237	0	3,261,237	29.00
50019	Adult Forensics Unit	454,109	0	454,109	3.00
50020	Adult Parole/Post Prison Violation Hearings & Local Control Release Unit	0	789,932	789,932	4.90
50021A	Assessment and Referral Center	3,384,681	4,280,927	7,665,608	25.00
50022	HB3194 Justice Reinvestment	0	3,133,193	3,133,193	5.00
50023	Adult Field Generic Supervision High Risk	4,170,043	4,618,348	8,788,391	61.05
50024	Adult Mentally Ill Adult Supervision	939,391	228,000	1,167,391	7.00
50025	Adult Sex Offense Supervision & Treatment	456,497	2,381,106	2,837,603	16.00
50026	Adult Domestic Violence Supervision	1,201,341	1,646,113	2,847,454	19.00
50027	Adult Family Supervision Unit	902,166	371,374	1,273,540	8.00
50028A	The Change Center	0	2,310,342	2,310,342	20.00
50028B	Londer Learning Center - Ramp Down	333,313	0	333,313	3.45
50029	Adult Electronic Monitoring	540,008	0	540,008	3.00

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50030	Adult Property Crimes Programs	315,377	1,854,503	2,169,880	9.70
50031	Community Service	1,367,676	270,804	1,638,480	12.50
50032A	Adult Gang and African American Program	278,047	1,440,855	1,718,902	9.00
50032B	Adult Community Healing Initiative	326,299	0	326,299	0.00
50036	Adult Domestic Violence Deferred Sentencing	93,186	0	93,186	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	0	245,980	245,980	2.00
50038	Adult Generic Reduced Supervision (Casebank)	511,020	459,850	970,870	7.00
50039	Formal Supervision & Monitor Misdemeanor Program	334,860	295,000	629,860	5.50
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	919,623	1,493,340	2,412,963	16.00
Juvenile Services Division					
50050	Juvenile Services Management	1,494,952	144,911	1,639,863	8.00
50051	Juvenile Services Support	2,701,832	93,899	2,795,731	18.00
50052	Family Court Services	196,373	1,136,928	1,333,301	10.00
50053	Justice for Families - Supervised Parenting Time	343,156	0	343,156	2.80
50054A	Juvenile Detention Services - 56 Beds	8,029,758	154,730	8,184,488	58.40
50054B	Juvenile Detention Services - 16 Beds	820,272	0	820,272	6.00
50054C	Courtyard Cafe - Restoration	218,613	0	218,613	2.00
50055	Community Monitoring Program	274,568	323,773	598,341	0.00
50056	Juvenile Shelter & Residential Placements	73,839	558,316	632,155	0.00
50057	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	1,018,988	0	1,018,988	8.00
50058	Juvenile Probation Services	1,564,824	1,412,317	2,977,141	21.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	529,855	529,855	0.00
50064	Juvenile Assessment & Treatment for Youth & Families (ATYF)	275,787	668,657	944,444	7.00
50065A	Juvenile Culturally Specific Intervention	1,169,645	162,822	1,332,467	0.00
50065B	CHI Early Intervention & Community Connection	597,915	0	597,915	0.00

Community Justice

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Juvenile Services Division (cont.)					
50065C	CHI Mentoring	227,200	0	227,200	0.00
50066	Juvenile Community Interface Services	<u>841,790</u>	<u>254,965</u>	<u>1,096,755</u>	<u>7.00</u>
	Total Community Justice	\$65,859,520	\$34,883,053	\$100,742,573	527.45

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 approximately 570 regular employees. The Director's Office also coordinates 326 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 promotes community safety through 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 we serve receive a continuum of services to help them reintegrate into their communities, and keep the community safe.

In FY 2016, DCJ supervised over 13,300 probationers and post-prison justice involved adults annually in the community who have been convicted of felony and misdemeanor crimes. Our Juvenile Services Division provides community supervision for high risk youth, and operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 72 youth daily. 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 oversees 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 (RAP) 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults supervised annually	13,364	13,000	13,300	13,300
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	16%	16%	16%	16%
Output	Number of juvenile criminal referrals received annually	1,083	1,100	1,000	1,000
Outcome	Percent of youth that had one or more subsequent criminal referrals within 1 year post disposition	34%	37%	35%	35%

Performance Measures Descriptions

Measure 4 Changed: Refined Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,360,720	\$0	\$1,392,979	\$0
Contractual Services	\$84,086	\$0	\$84,086	\$0
Materials & Supplies	\$73,038	\$0	\$72,314	\$0
Internal Services	\$18,157	\$0	\$19,564	\$0
Total GF/non-GF	\$1,536,001	\$0	\$1,568,943	\$0
Program Total:	\$1,536,001		\$1,568,943	
Program FTE	10.00	0.00	9.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2017: 50000 DCJ Director's Office

This program offer reflects a net decrease of 1.00 FTE. During FY 2017 1.00 FTE Administrative Specialist transferred to another DCJ program (refer # 50004-18). In FY 2018 1.00 FTE Management Assistant is added and 1.00 FTE Project Manager (Represented) is cut.

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

Executive Summary

The Department of Community Justice (DCJ) Business Services provides administrative and business services to the Department through exercising sound, accurate and transparent financial management.

Program Summary

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

DCJ Business Services include budget development, analysis and tracking, administration of the Department's budget and numerous revenue streams, financial policy development and oversight, grants financial oversight, accounts receivable, accounts payable, medical billing, travel and training, procurement and contract development, and administration support.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of invoices paid in 30 days or less	75%	75%	75%	75%
Outcome	Percent spending within legal appropriation (total budget)	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,870,997	\$0	\$1,970,219	\$0
Contractual Services	\$14,041	\$0	\$12,522	\$0
Materials & Supplies	\$44,920	\$0	\$65,688	\$0
Internal Services	\$882,886	\$0	\$971,620	\$0
Total GF/non-GF	\$2,812,844	\$0	\$3,020,049	\$0
Program Total:	\$2,812,844		\$3,020,049	
Program FTE	17.80	0.00	17.80	0.00

Program Revenues				
Other / Miscellaneous	\$2,472,399	\$0	\$2,374,631	\$0
Total Revenue	\$2,472,399	\$0	\$2,374,631	\$0

Explanation of Revenues

County General Fund which includes Department Indirect Revenue of \$2,371,631 based on the FY18 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 2017: 50001 DCJ Business Services

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 internal customers and the individuals we serve. BAT also manages the Court Appearance Notification System (CANS), a collaborative, multi-jurisdictional program designed to reduce individuals' 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

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 adults on supervision of payments due on restitution, compensatory and/or supervision fees, and appointments with their Parole-Probation Officers (PPO). CANS regularly monitors and reports program performance to the Local Public Safety Coordination Council (LPSCC) and the Criminal Justice Advisory Committee (CJAC).

This program offer contains services provided by the County's Information Technology organization which facilitate support 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of system innovations, upgrades and system replacements implemented	22	8	17	17
Outcome	Percent of IT Projects that were completed within 1 year	82%	50%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$760,317	\$0	\$849,974	\$0
Contractual Services	\$184,136	\$0	\$166,517	\$0
Materials & Supplies	\$173,405	\$0	\$193,436	\$0
Internal Services	\$5,905,159	\$0	\$6,520,162	\$0
Total GF/non-GF	\$7,023,017	\$0	\$7,730,089	\$0
Program Total:	\$7,023,017		\$7,730,089	
Program FTE	6.25	0.00	6.50	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2017: 50002A DCJ Business Applications & Technology

This program offer adds 0.25 FTE Program Communications Coordinator in FY 2018.

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 justice involved adults accountable, 2) making positive changes in individuals' 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 justice involved adults and youth on supervision.

Program Summary

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

This unit collaborates with public safety agencies and community partners as well as DCJ staff to develop a more coordinated system response to crime victim issues. The unit is charged with making sure DCJ is acting in compliance with the rights of crime victims in accordance with Oregon statutes, reaching out to crime victims and providing information about individuals on supervision and the corrections system if desired, improving the collection of restitution, and providing emergency assistance to crime victims. The unit also provides training to DCJ staff on crime victims rights, restitution collection, and becoming more responsive to crime victims. A crime victims portal is being developed to increase and simplify victim access to the criminal justice system. Lastly, this unit includes a position devoted specifically to assisting in the County's efforts to address 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. An Office Assistant 2 was added in FY17 to assist with victim letters and notifications. The victim advocate added in FY16 has expanded services to victims and staff department-wide. In addition, the unit supports facilitating dialogue for those crime victims who would like help in talking to the perpetrator of the crime against them.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of initial contacts with victims of probation cases	2,556	1,700	2,500	2,500
Outcome	Percent of victims contacted compared to the number of court cases	97%	95%	95%	95%
Outcome	Number of crime victims registering for ongoing notifications	438	400	450	450

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$585,816	\$89,667	\$715,965	\$85,371
Contractual Services	\$87,876	\$0	\$230,818	\$50,000
Materials & Supplies	\$5,935	\$7,475	\$6,975	\$5,500
Internal Services	\$1,483	\$13,450	\$3,207	\$12,472
Total GF/non-GF	\$681,110	\$110,592	\$956,965	\$153,343
Program Total:	\$791,702		\$1,110,308	
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$11,083	\$0	\$10,176	\$0
Intergovernmental	\$0	\$105,092	\$0	\$147,843
Other / Miscellaneous	\$0	\$2,500	\$0	\$5,500
Beginning Working Capital	\$0	\$3,000	\$0	\$0
Total Revenue	\$11,083	\$110,592	\$10,176	\$153,343

Explanation of Revenues

County General Fund plus 1) \$5,500 from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. \$5,500 includes \$2,750 carryover from FY17 and \$2,750 calendar year 2018 award. 2) \$97,843 grant funding from US Dept of Health and Human Services for Domestic Victims of Human Trafficking. 3) \$50,000 - Criminal Justice Commission funding for Victim Services Portal.

Significant Program Changes

Last Year this program was: FY 2017: 50003 DCJ Crime Victim Services Unit

This program offer is increased by 1.00 FTE Office Assistant 2 that transferred from another DCJ program during FY 2017 (refer # 50017-18).

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 is responsible for designing and implementing a system of interactive data monitoring dashboards as part of the County's Tableau Software initiative. The unit also produces more complex data analyses involving multivariate models and longitudinal time trend analyses.

In addition to quantitative analyses, RAP helps develop qualitative research protocols that include key informant interviews and focus groups. RAP provides a neutral approach, bound by research ethics, for soliciting feedback from staff and clients regarding DCJ practices and needed quality improvements.

The unit promotes the adoption of evidence-based practices through continual identification and dissemination of emerging best practices in the literature and professional association. The unit helps to ensure that departmental operations have fidelity and are delivered in a manner optimizing positive outcomes. When DCJ receives federal or state grants or contracts containing an evaluation component, RAP is responsible for the coordination and development of mandatory reports and other deliverable to funders.

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

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of research and evaluation requests addressed by unit each month	34	30	35	45
Outcome	Number of output and outcome measures analyzed for budgeting process	127	140	135	135

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$805,514	\$75,704	\$983,488	\$184,648
Contractual Services	\$750	\$4,875	\$750	\$5,805
Materials & Supplies	\$12,976	\$3,797	\$16,461	\$2,297
Internal Services	\$598	\$11,356	\$1,038	\$26,978
Total GF/non-GF	\$819,838	\$95,732	\$1,001,737	\$219,728
Program Total:	\$915,570		\$1,221,465	
Program FTE	6.50	0.75	8.40	1.85

Program Revenues				
Indirect for Dept. Admin	\$9,357	\$0	\$22,010	\$0
Intergovernmental	\$0	\$95,732	\$0	\$94,433
Other / Miscellaneous	\$0	\$0	\$0	\$125,295
Total Revenue	\$9,357	\$95,732	\$22,010	\$219,728

Explanation of Revenues

County General Fund plus 1) \$12,272 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 10/01/2015 - 09/30/2017. 2) \$82,161 grant funding from US Dept of Justice, OJP BJA Smart Supervision. 3) \$125,295 Washington County funding for research services, anticipate renewal for FY18.

Significant Program Changes

Last Year this program was: FY 2017: 50004 DCJ Research & Planning Unit

This program offer reflects an increase of 3.00 FTE. During FY 2017 1.00 FTE Administrative Specialist transferred from another DCJ program (refer # 50000-18) and 1.00 FTE Data Analyst Senior was added with funding from Washington County. In FY 2018 1.00 FTE Data Technician is added.

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 unions to promote effective service. 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 performance.

Program Summary

The HR unit supports approximately 570 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 FY17 the HR unit processed 1,139 (40% increase) personnel transactions (HR Maintainer Team) in SAP as well as completed 403 (24% increase) background investigations / records (HR Background Team) on DCJ employees, volunteers, interns and contractors. In addition the HR team coordinated 644 internal and external professional development events that are necessary to keep qualified employees and meet statutory requirements. Events were attended by 500 employees totaling 16,655 internal hours and 8,182 external training hours.

We managed 326 volunteers and interns who provided 11,403 hours of service to DCJ and Multnomah County programs. (HR Volunteer-Intern Coordinator)

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).

The past two fiscal years have resulted in an overall increase of HR services to the Department, despite a lack of increased budgeted FTE in HR.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of regular employees supported per day	570	545	570	570
Outcome	Percent of people of color applying for open positions	36%	37%	37%	38%
Output	Annual number of temporaries, on-calls, volunteers, and interns supported	582	620	600	600

Performance Measures Descriptions

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,398,550	\$0	\$1,559,502	\$0
Contractual Services	\$43,555	\$0	\$23,555	\$0
Materials & Supplies	\$84,239	\$0	\$65,879	\$0
Internal Services	\$208	\$0	\$451	\$0
Total GF/non-GF	\$1,526,552	\$0	\$1,649,387	\$0
Program Total:	\$1,526,552		\$1,649,387	
Program FTE	11.50	0.00	12.00	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 2017: 50005 DCJ Human Resources

In FY 2018 this program offer is increased by 0.20 FTE HR Analyst 1, 0.20 FTE HR Analyst 2, and 0.10 FTE HR Analyst Senior for a total increase of 0.50 FTE.

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 individuals 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 approximately 300 mentally ill adults on supervision annually.

Program Summary

Mental Health Services (MHS) helps PPOs access necessary resources for individuals 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 adults 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 adults on supervision and/or their families.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals that received treatment	81	100	80	80
Outcome	Percent of individuals convicted of misd. or felony within 1 year of treatment admission date	28%	30%	30%	30%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,599,071	\$0	\$1,574,071	\$0
Total GF/non-GF	\$1,599,071	\$0	\$1,574,071	\$0
Program Total:	\$1,599,071		\$1,574,071	
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 2017: 50010 Adult Offender 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

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals that received DCJ funded treatment	669	400	650	650
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	18%	25%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,232,591	\$381,717	\$1,229,525	\$359,876
Materials & Supplies	\$43,810	\$0	\$43,810	\$0
Total GF/non-GF	\$1,276,401	\$381,717	\$1,273,335	\$359,876
Program Total:	\$1,658,118		\$1,633,211	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$376,217	\$0	\$354,376
Other / Miscellaneous	\$0	\$5,500	\$0	\$5,500
Total Revenue	\$0	\$381,717	\$0	\$359,876

Explanation of Revenues

County General Fund plus 1) \$279,376 funding from State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget 2) \$75,000 - State Treatment Transition Program. This is a 49% allocation for the first year of the 2017-2019 state budget; 3) \$5,500 - Civil Forfeitures. 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 2017: 50011A Recovery System of Care

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 adults, the long-term collateral costs of re-arrest, re-incarceration and inadvertent consequences for the children of justice involved adults significantly declines.

Program Summary

This offer supports approximately 100 beds of residential drug and alcohol treatment for high risk male and female adults and allows courts and probation/parole officers to have sanction options other than jail for those needing treatment. Fifty-two beds serve high risk adults in a facility specialized in treating males involved with the criminal justice system. The remaining beds for men are located in three residential facilities within the community. Some of these beds are reserved for specific populations (e.g., justice involved adults convicted of sex crimes, East County property offenses). This program also provides 40 residential alcohol and drug treatment beds for high risk female adults 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 adults with addictions and criminality.

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of males participating in treatment	415	400	350	350
Outcome	Percent of males convicted of a misd. or felony within 1 year of treatment admission date	25%	30%	25%	25%
Output	Number of females that received treatment	230	240	220	220
Outcome	Percent of females convicted of a misd. or felony within 1 year of treatment admission date	18%	20%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$2,218,385	\$0	\$1,762,166	\$0
Total GF/non-GF	\$2,218,385	\$0	\$1,762,166	\$0
Program Total:	\$2,218,385		\$1,762,166	
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 2017: 50012 Adult Offender Residential Treatment Services

This program offer includes a reduction of \$456k to contracted residential treatment services for FY 2018.

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 375 justice involved adults each year, with a daily capacity of 200 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 and is one component of the Treatment First Program. The treatment component is facilitated by a contracted agency who works closely with the court to provide mental health and drug treatment, employment resources, housing referrals, mentoring, residential treatment referrals and long-term follow-up services. Participants may attend STOP as frequently as once a week during the first phases of their recovery and as little as one time per month as they stabilize with treatment.

There is a well-researched link between substance abuse and criminal behavior. A report from the National Institute of Corrections (NIC) states that half of justice involved adults 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."

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals served annually	374	400	375	375
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	19%	20%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$38,530	\$0	\$16,503
Contractual Services	\$771,235	\$317,641	\$796,235	\$295,097
Materials & Supplies	\$0	\$8,455	\$0	\$0
Internal Services	\$0	\$5,780	\$0	\$2,410
Total GF/non-GF	\$771,235	\$370,406	\$796,235	\$314,010
Program Total:	\$1,141,641		\$1,110,245	
Program FTE	0.00	0.25	0.00	0.10

Program Revenues				
Indirect for Dept. Admin	\$4,763	\$0	\$1,967	\$0
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000
Intergovernmental	\$0	\$365,406	\$0	\$309,010
Total Revenue	\$4,763	\$370,406	\$1,967	\$314,010

Explanation of Revenues

County General Fund plus 1) \$5,000 - Drug Diversion Fees from clients. 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) \$309,010 grant funding from US Dept of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) for Drug Courts treatment programs. \$309,010 consists of \$78,406 for grant year 3 which ends 9/29/2017 and \$230,604 for a no-cost extensions of total grant unspent balance.

Significant Program Changes

Last Year this program was: FY 2017: 50014 Adult Drug Court Program - STOP Court

This program offer reflects a decrease of 0.15 FTE Community Justice Manager that transfers to another DCJ program in FY 2018 (refer # 50020-18).

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

Executive Summary

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 13,300 justice involved adults in the community annually. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise justice involved adults.

Program Summary

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

Our priority is to focus resources on the highest risk and highest need individuals; the Department is utilizing current and evidence based assessment tools that 1) guide supervision by identifying criminogenic risk and need factors, and 2) help develop case plans that reduce risk to re-offend. Establishing a good relationship with the justice involved adults and then providing them with structured directions are key factors to reducing recidivism (Andrews & Bonita, 2006) In the coming year; ASD will focus on maintaining evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming, utilizing case management strategies that provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (Andrews 1994).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults supervised annually	13,364	13,000	13,300	13,300
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	16%	16%	16%	16%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,834,192	\$123,523	\$1,718,406	\$92,794
Contractual Services	\$4,000	\$55,400	\$4,000	\$59,200
Materials & Supplies	\$231,777	\$5,663	\$316,078	\$5,665
Internal Services	\$118,751	\$18,528	\$130,787	\$13,556
Total GF/non-GF	\$2,188,720	\$203,114	\$2,169,271	\$171,215
Program Total:	\$2,391,834		\$2,340,486	
Program FTE	12.50	1.00	10.89	0.61

Program Revenues				
Indirect for Dept. Admin	\$15,267	\$0	\$11,060	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$25,250
Intergovernmental	\$0	\$203,114	\$0	\$135,965
Other / Miscellaneous	\$0	\$0	\$0	\$10,000
Total Revenue	\$15,267	\$203,114	\$11,060	\$171,215

Explanation of Revenues

County General Fund plus 1) \$135,965 SMART Supervision grant from US Dept of Justice, Office of Justice Programs, Bureau of Justice Assistance. 2) \$35,250 - 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 2017: 50016 Adult Services Management

This program offer cuts 2.00 FTE Probation/Parole Officers in FY 2018. The positions are vacant.

Department: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of new adult files processed	2,968	1,400	2,800	2,800
Outcome	Percent of new cases assigned to a supervision unit within 7 days	63%	75%	75%	75%
Output	Number of check-ins at a reception desk	NEW	NEW	95,000	95,000

Performance Measures Descriptions

Measure 3 Changed: Alignment to Core Functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,037,620	\$1,629,053	\$1,175,705	\$2,097,584
Contractual Services	\$6,288	\$0	\$7,492	\$0
Materials & Supplies	\$284,423	\$0	\$295,813	\$0
Internal Services	\$1,193,477	\$244,358	\$1,239,876	\$306,457
Total GF/non-GF	\$2,521,808	\$1,873,411	\$2,718,886	\$2,404,041
Program Total:	\$4,395,219		\$5,122,927	
Program FTE	13.00	19.00	14.35	23.65

Program Revenues				
Indirect for Dept. Admin	\$201,351	\$0	\$250,032	\$0
Intergovernmental	\$0	\$1,873,411	\$0	\$2,404,041
Total Revenue	\$201,351	\$1,873,411	\$250,032	\$2,404,041

Explanation of Revenues

County General Fund plus \$2,404,041 of SB 1145 funding from State Department of Corrections (DOC). This is a 51% allocation for the first year of the 2017-2019 state biennial budget

Significant Program Changes

Last Year this program was: FY 2017: 50017 Adult Support Services

This program offer reflects a net increase of 6.00 FTE. During FY 2017 5.00 FTE increase for positions that transferred to/from other DCJ programs. In FY 2018 1.00 FTE Program Supervisor is added.

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 appear in court or 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 justice involved adults.

Program Summary

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

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

The primary mission of the PSP unit is to evaluate the risk of releasing defendants prior to trial, to 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of recog cases processed annually	31,879	33,000	32,000	32,000
Outcome	Percent of recog cases interviewed	34%	35%	35%	35%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$3,025,904	\$0	\$3,145,804	\$0
Contractual Services	\$7,642	\$0	\$6,642	\$0
Materials & Supplies	\$29,145	\$0	\$29,565	\$0
Internal Services	\$75,884	\$0	\$79,226	\$0
Total GF/non-GF	\$3,138,575	\$0	\$3,261,237	\$0
Program Total:	\$3,138,575		\$3,261,237	
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: FY 2017: 50018 Adult Recog/Pretrial Supervision Program

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 activities of an individual on supervision. This progressive resource significantly enhances public safety and ensures the highest rates of successful outcomes, permitting parole officers to intervene early and prevent justice involved adults' 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 individuals committing sex offenses 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 individuals engaging in domestic violence 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, 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 justice involved adults and promote public safety. The lab also collaborates with the Northwest Regional Computer Forensics Laboratory.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of gigabytes examined annually	10,948	15,000	15,000	15,000
Outcome	DCJ cases completed	45	60	60	60
Outcome	Non-DCJ cases completed	8	20	20	20
Outcome	Number of items examined through forensic analysis	138	500	500	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$399,583	\$0	\$412,660	\$0
Materials & Supplies	\$15,466	\$0	\$18,880	\$0
Internal Services	\$22,003	\$0	\$22,569	\$0
Total GF/non-GF	\$437,052	\$0	\$454,109	\$0
Program Total:	\$437,052		\$454,109	
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 2017: 50019A Adult Forensics Unit

In FY 2017 1.00 FTE Digital Forensics Examiner was funded as one-time-only. In FY 2018 this position is budgeted with ongoing funds.

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 paroled justice involved adults in order to carry out the Local Supervisory Authority (LSA) functions. The Hearings and LC Release units are instrumental in providing all LSA functions including, but not limited to: investigations, issuance of warrants, release planning, parole hearings and active supervision. The cost of the operations of the Mead Building is also budgeted in this program offer.

Program Summary

The LC unit supervises justice involved adults 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 justice involved adults. LC staff develop release plans and monitor adults 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 a justice involved adult has violated parole conditions, the PPO submits required written documents and a violation hearing is arranged through the Hearings unit. Hearings Officers (HO) conduct local parole hearings and determine consequences for the adults found in violation of supervision. HO's are able to order jail releases, recommend revocations of adults and/or make other recommendations that are consistent with evidence-based practices.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals served in the local control unit	59	100	60	60
Outcome	Percent of individuals convicted of misd. or felony within 1 year of release date from local control	36%	33%	35%	35%
Output	Number of hearings completed by hearings officers	604	650	610	610

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$634,725	\$0	\$678,565
Contractual Services	\$0	\$3,098	\$0	\$3,098
Materials & Supplies	\$0	\$450	\$0	\$450
Internal Services	\$0	\$103,985	\$0	\$107,819
Total GF/non-GF	\$0	\$742,258	\$0	\$789,932
Program Total:	\$742,258		\$789,932	
Program FTE	0.00	4.75	0.00	4.90

Program Revenues				
Indirect for Dept. Admin	\$78,452	\$0	\$80,885	\$0
Intergovernmental	\$0	\$736,960	\$0	\$789,932
Beginning Working Capital	\$0	\$5,298	\$0	\$0
Total Revenue	\$78,452	\$742,258	\$80,885	\$789,932

Explanation of Revenues

County General Fund plus 1) \$765,988 - State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget. 2) \$23,944 from State Board of Parole Hearings fund. Assuming same level of funding as prior biennium.

Significant Program Changes

Last Year this program was: FY 2017: 50020 Adult Parole/Post Prison Violation Hearings & Local Control Release Unit

This program offer reflects an increase of 0.15 FTE Community Justice Manager that transfers from another DCJ program in FY 2018 (refer # 50014-18).

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

The ARC staff meets with clients pre and post release who are considered high risk to re-offend in order to determine which strategies and services are most appropriate to connect client at release to reduce the risk of recidivism. Results indicate that using client specific referrals and re-entry services reduces re-offending and increases engagement. Our coordinated and immediate service delivery pre and post release increases the motivation of individuals on supervision to change and is a contributing factor to reduced recidivism.

ARC staff meet with the majority of justice involved adults 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 individuals successful transition. In addition to state custody, this practice includes some adults in local jails and residential treatment.

There is capacity to provide short- and long-term housing/shelter to 300 high risk and disabled adults a day using several community contracted agencies. Providing housing to justice involved individuals is cost-effective. It costs approximately \$38.00 per day to house an adult in transitional housing, as compared to \$150.00 to \$170.00 per day to keep an individual incarcerated. ARC actively works to build partnerships with community based services and organizations, as well as other Multnomah County Departments, including the Health Assessment Team (HAT) located at the ARC, to provide the continuum of care that is needed for recently released individuals, including housing, health assessments, treatment access, case coordination and family engagement.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of individuals housed monthly	270	300	300	300
Outcome	Percent of individuals who report as ordered during the first thirty days from their release from prison	88%	80%	80%	80%
Outcome	Percent of individuals that are not revoked during the first thirty days from their release from prison	98%	95%	95%	95%

Performance Measures Descriptions

Measure 4 (number of people who get assessed) Removed: Alignment to Core Functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$181,603	\$2,845,743	\$369,056	\$2,534,039
Contractual Services	\$2,882,297	\$1,328,944	\$2,977,630	\$1,347,794
Materials & Supplies	\$7,207	\$28,871	\$7,412	\$28,871
Internal Services	\$32,555	\$418,608	\$30,583	\$370,223
Total GF/non-GF	\$3,103,662	\$4,622,166	\$3,384,681	\$4,280,927
Program Total:	\$7,725,828		\$7,665,608	
Program FTE	1.44	24.56	3.61	21.39

Program Revenues				
Indirect for Dept. Admin	\$344,932	\$0	\$302,058	\$0
Fees, Permits & Charges	\$0	\$4,700	\$0	\$0
Intergovernmental	\$0	\$4,227,559	\$0	\$4,280,927
Beginning Working Capital	\$0	\$389,907	\$0	\$0
Total Revenue	\$344,932	\$4,622,166	\$302,058	\$4,280,927

Explanation of Revenues

County General Fund plus 1) \$4,119,686 - funding from State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget. 2) \$74,580 funding from DOC Subsidy/Inmate Welfare Fund (IWF). This is a 49% allocation for the first year of the 2017-2019 state biennial budget. 3) \$4,700 Interstate Compact fees for clients applying to be supervised in another state. The \$50 application fee was set by the County (Board Resolution) for each transfer application prepared under the Interstate Compact for Adult Offender Supervision (OAR 291-180-0465) 4) \$57,696 - US Dept of Justice JAG Grant. Grant ends 9/30/2017 5) \$24,265 funding for State Treatment Transition Program. This is a 49% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50021 Assessment and Referral Center

This program offer reflects a net decrease of 1.00 FTE. During FY 2017 net 1.00 FTE decrease for positions that transferred to/from other DCJ programs (refer # 50023-18 and 50031-18). In FY 2018 2.00 FTE Corrections Technicians are added and 2.00 FTE Corrections Counselors are cut.

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

Program Summary

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 individuals before and after sentencing, and additional staff at DCJ to carry out the program (assessment, report writing, and supervision). Also, 10% of the funding for Multnomah County must be appropriated to a non-profit working with crime victims.

DCJ conducts an objective assessment of criminal risk and makes recommendations for how the individual could be managed in the community. This report is provided to the defense, prosecution, and court prior to sentencing and informs the sentencing process. For those individuals who are sentenced to probation rather than prison, DCJ will provide intensive supervision, along with referrals to treatment. Treatment options for the MCJRP client 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults supervised annually	684	850	1,100	1,100
Outcome	Percent of adults who are revoked within 1 year of supervision start date	16%	10%	15%	15%
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$675,776	\$0	\$652,092
Contractual Services	\$0	\$2,362,731	\$0	\$2,415,892
Materials & Supplies	\$0	\$1,300	\$0	\$0
Internal Services	\$0	\$67,578	\$0	\$65,209
Total GF/non-GF	\$0	\$3,107,385	\$0	\$3,133,193
Program Total:	\$3,107,385		\$3,133,193	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Indirect for Dept. Admin	\$55,684	\$0	\$47,668	\$0
Intergovernmental	\$0	\$2,884,843	\$0	\$3,133,193
Beginning Working Capital	\$0	\$222,542	\$0	\$0
Total Revenue	\$55,684	\$3,107,385	\$47,668	\$3,133,193

Explanation of Revenues

\$3,133,193 funding from Oregon Criminal Justice Commission - Oregon Justice Reinvestment Grant Program (JRP). This is the anticipated allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50022 HB3194 Justice Reinvestment

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 justice involved adults. Multnomah County receives a greater number of high risk individuals than any other Oregon county and is still able to produce lower recidivism rates for our cases.

Program Summary

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

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

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of high risk adults supervised annually	3,864	4,000	3,900	3,900
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	22%	23%	23%	23%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,937,080	\$4,087,392	\$3,433,661	\$3,960,743
Contractual Services	\$12,731	\$54,296	\$12,834	\$55,594
Materials & Supplies	\$13,666	\$40,732	\$276,647	\$23,347
Internal Services	\$710,171	\$613,109	\$446,901	\$578,664
Total GF/non-GF	\$3,673,648	\$4,795,529	\$4,170,043	\$4,618,348
Program Total:	\$8,469,177		\$8,788,391	
Program FTE	25.40	35.65	28.13	32.92

Program Revenues				
Indirect for Dept. Admin	\$505,201	\$0	\$472,121	\$0
Fees, Permits & Charges	\$0	\$242,021	\$0	\$208,200
Intergovernmental	\$0	\$4,553,508	\$0	\$4,410,148
Other / Miscellaneous	\$151,612	\$0	\$144,550	\$0
Total Revenue	\$656,813	\$4,795,529	\$616,671	\$4,618,348

Explanation of Revenues

County General Fund plus 1) Total of \$144,550 which includes \$143,050 from HB 2712 and \$1,500 from SB 1065. Assuming funding from HB2712 & SB1065 Circuit Court Jail Assessments will remain the same as FY16 actual (\$295k); \$144,550 is 49% allocation of total projected HB2712 & SB1065 revenue, which are deposited into the general fund. Historically, fees for the Criminal Fine Account (CFA) HB2715 are collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. 2) \$4,410,148 - State Department of Corrections (DOC) SB 1145. This a 51% allocation for the first year of the 2017-2019 state biennial budget. 3) \$208,200 - 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 2017: 50023A Adult Field Generic Supervision High Risk

During FY 2017 net 2.00 FTE decrease for positions that transferred to/from other DCJ programs. In FY 2018 2.00 FTE Probation/Parole Officers are added.

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 (MIO) unit provides supervision services for probation, parole and post-prison individuals 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 justice involved adults with severe mental illness from incarceration and hospitalizations by treating them in the community. By providing these individuals with community-based treatment and with supervision from specially trained Parole/Probation Officers (PPOs), the MIO unit preserves community safety and minimizes individuals 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 client 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 individuals 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 Mental Health Services, supports public safety by providing supervision and treatment to high and medium risk individuals who require assistance in accessing resources to help them achieve a higher quality of life.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	312	300	300	300
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	21%	30%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$794,675	\$0	\$935,975	\$0
Contractual Services	\$1,500	\$233,023	\$1,500	\$228,000
Materials & Supplies	\$1,560	\$7,650	\$1,820	\$0
Internal Services	\$0	\$0	\$96	\$0
Total GF/non-GF	\$797,735	\$240,673	\$939,391	\$228,000
Program Total:	\$1,038,408		\$1,167,391	
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$240,673	\$0	\$228,000
Total Revenue	\$0	\$240,673	\$0	\$228,000

Explanation of Revenues

County General Fund plus \$228,000 for grant year two 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 years 10/01/2015 - 09/30/2017, anticipating no cost extension through 9/30/18.

Significant Program Changes

Last Year this program was: FY 2017: 50024 Adult Mentally Ill Offender Supervision

This program offer adds 1.00 FTE Probation/Parole Officer in FY 2018.

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 Offense Supervision and Treatment program is a critical public safety function that provides oversight for the comprehensive supervision, treatment and management of approximately 950 adults convicted of sex offenses annually living in Multnomah County. The priorities of this unit are to increase community safety, decrease sexual victimization and reduce recidivism. This program achieves these goals through evidence-based supervision strategies combined with sexual offense specific treatment practices.

Program Summary

Evidence-based supervision of approximately 950 individuals convicted of sex offenses is conducted by certified Sex Offense Specialist Parole/Probation Officers (PPO). High and medium risk individuals are supervised in one field office. In accordance with evidence-based practices, only high and medium risk indigent individuals are eligible for subsidy treatment funds. Individuals identified as lower risk to sexually re-offend are assigned to the Sex Offense Reduced Supervision Caseload (program offer 50056) after a period of documented compliance.

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	947	975	950	950
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	11%	15%	12%	12%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within 1 year of supervision start date	1%	2%	2%	2%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,890,051	\$0	\$2,059,773
Contractual Services	\$462,921	\$658	\$456,497	\$5,400
Materials & Supplies	\$86,130	\$15,000	\$0	\$15,000
Internal Services	\$0	\$283,508	\$0	\$300,933
Total GF/non-GF	\$549,051	\$2,189,217	\$456,497	\$2,381,106
Program Total:	\$2,738,268		\$2,837,603	
Program FTE	0.00	15.00	0.00	16.00

Program Revenues				
Indirect for Dept. Admin	\$233,610	\$0	\$245,525	\$0
Fees, Permits & Charges	\$0	\$147,927	\$0	\$161,850
Intergovernmental	\$0	\$2,041,290	\$0	\$2,219,256
Total Revenue	\$233,610	\$2,189,217	\$245,525	\$2,381,106

Explanation of Revenues

County General Fund plus 1) \$2,192,256 State Department of Corrections (DOC) SB1145 funding. This is a 51% allocation for the first year of the 2017-2019 state biennial budget. 2) DOC SVDO \$27,000. FY 2018 budget is based on 3 years of history of supervision days at FY17 daily reimbursement rate of \$8.98. 3) \$161,850 - 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 2017: 50025 Adult Sex Offender Supervision & Treatment

This program offer reflects an increase of 1.00 FTE Corrections Technician that transferred from another DCJ program during FY 2017 (refer # 50023-18).

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 justice involved adults accountable and promote individual change. Each year, this program supervises over 1,000 adults convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with victims to empower them to make changes that improve their lives as well as the lives of their families. Over the past year, nearly nine out of ten individuals supervised by the DV unit have not committed a new misdemeanor or felony.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served yearly	1,260	1,200	1,200	1,200
Outcome	Percent of adults convicted of a misd. or felony 1 year of supervision start date	12%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,095,277	\$1,105,874	\$1,037,098	\$1,313,218
Contractual Services	\$0	\$199,904	\$0	\$125,680
Materials & Supplies	\$2,340	\$14,199	\$2,340	\$15,354
Internal Services	\$66,699	\$165,881	\$161,903	\$191,861
Total GF/non-GF	\$1,164,316	\$1,485,858	\$1,201,341	\$1,646,113
Program Total:	\$2,650,174		\$2,847,454	
Program FTE	8.80	10.20	8.05	10.95

Program Revenues				
Indirect for Dept. Admin	\$136,686	\$0	\$156,535	\$0
Fees, Permits & Charges	\$0	\$127,850	\$0	\$149,850
Intergovernmental	\$0	\$1,358,008	\$0	\$1,496,263
Total Revenue	\$136,686	\$1,485,858	\$156,535	\$1,646,113

Explanation of Revenues

County General Fund plus 1) \$149,850 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$1,496,263 - State Department of Corrections (DOC) SB1145 funding. This is a 51% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50026 Adult Domestic Violence Supervision

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$850,283	\$134,541	\$862,398	\$155,866
Contractual Services	\$36,605	\$168,784	\$26,605	\$192,736
Materials & Supplies	\$2,000	\$0	\$3,200	\$0
Internal Services	\$10,283	\$20,181	\$9,963	\$22,772
Total GF/non-GF	\$899,171	\$323,506	\$902,166	\$371,374
Program Total:	\$1,222,677		\$1,273,540	
Program FTE	6.85	1.15	6.85	1.15

Program Revenues				
Indirect for Dept. Admin	\$16,629	\$0	\$18,579	\$0
Fees, Permits & Charges	\$0	\$25,092	\$0	\$24,000
Intergovernmental	\$0	\$0	\$0	\$286,468
Beginning Working Capital	\$0	\$298,414	\$0	\$60,906
Total Revenue	\$16,629	\$323,506	\$18,579	\$371,374

Explanation of Revenues

County General Fund plus 1) \$24,000 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) \$286,468 from the state HB3503 Family Sentencing Alternative Program grant. Assuming funding will continue through fiscal year 2018. 3) \$60,906 - anticipated BWC carryover from the current state HB3503 grand ended 06/30/2017.

Significant Program Changes

Last Year this program was: FY 2017: 50027 Adult Family Supervision Unit

During FY 2017 net 1.00 FTE Probation/Parole Officer increase due to positions transferring to/from other DCJ programs (refer # 50023-18). In FY 2018 1.00 FTE Probation/Parole Officer is cut.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$858,249	\$2,181,904	\$0	\$2,222,655
Contractual Services	\$20,889	\$119,953	\$0	\$76,932
Materials & Supplies	\$2,780	\$18,165	\$0	\$7,182
Internal Services	\$1,935	\$1,960	\$0	\$3,573
Total GF/non-GF	\$883,853	\$2,321,982	\$0	\$2,310,342
Program Total:	\$3,205,835		\$2,310,342	
Program FTE	8.40	20.50	0.00	20.00

Program Revenues				
Intergovernmental	\$0	\$10,000	\$0	\$21,320
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$10,000	\$0	\$21,320

Explanation of Revenues

Video Lottery Fund \$ plus 1) \$21,320 - projecting continuation of current funding from Portland Community College.

Significant Program Changes

Last Year this program was: FY 2017: 50028A The Change Center

This program offer reflects a decrease of 8.90 FTE. During FY 2017 1.00 FTE Office Assistant Senior transferred to another DCJ program (refer # 50017-18). In FY 2018 this program offer is decreased by 7.90 FTE which includes 1.00 FTE Community Justice Manager, 3.90 FTE Basic Skills Educator and 3.00 FTE Program Technician.

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Londer Learning Center (LLC) promotes public safety by addressing low employability, lack of education and antisocial behaviors of justice involved adults. If unaddressed, these prime risk factors often lead to increased crime, re-incarceration and unpaid restitution to victims.

Program Summary

This offer restores services provided by Londer Learning Center (LLC) for the Adult Services Division for six (6) months to allow adjustment to using educational and employment resources in the community. LLC works with Parole-Probation Officers (PPO), courts, judges, treatment providers, community colleges, and employment agencies to engage justice involved individuals in employment readiness, GED preparation, and college transition courses.

Staff at LLC will spend six (6) months researching and establishing relationships with resources in the community to assist justice involved individuals with these services. Staff will continue to provide services for individuals currently engaged in LLC services, and will individually match them with appropriate community resources before the unit closes.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	173	450	450	200
Outcome	Percent of program participants earning a GED	10%	15%	10%	10%

Performance Measures Descriptions

Note: Measure 1 FY18 Offer changed to reflect 6-month ramp down.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$295,018	\$0
Contractual Services	\$0	\$0	\$16,410	\$0
Materials & Supplies	\$0	\$0	\$21,885	\$0
Total GF/non-GF	\$0	\$0	\$333,313	\$0
Program Total:	\$0		\$333,313	
Program FTE	0.00	0.00	3.45	0.00

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

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

This program offer restores 1.95 FTE Basic Skills Educator and 1.50 FTE Program Technician for six months, that was reduced from program offer 50028A-18.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$263,270	\$0	\$269,748	\$0
Contractual Services	\$270,000	\$0	\$270,000	\$0
Materials & Supplies	\$520	\$0	\$260	\$0
Internal Services	\$23	\$0	\$0	\$0
Total GF/non-GF	\$533,813	\$0	\$540,008	\$0
Program Total:	\$533,813		\$540,008	
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 2017: 50029 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 adults and the difficulty in successfully treating these individuals. A close partnership with a qualified community-based program enhances our ability to safely manage these justice involved adults while reducing overdose deaths and criminal recidivism.

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 housed at DCJ's Assessment and Referral Center (ARC), is 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 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 mentor-ship. It uses evidence-based practices in collaboration with the Courts, Multnomah County Sheriff's Office, defense attorneys, the District Attorney, Volunteers of America, and DCJ. This program contracts for up to 165 active participants and is a specialty court that the Multnomah County Justice Reinvestment Program (MCJRP) refers to.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults in START Court served each year in supervision	254	200	200	200
Outcome	Percent of adults in START Court convicted of a misdemeanor or felony within 1 year of supervision start	30%	35%	35%	35%
Output	Number of adults referred to medically assisted treatment	22	200	50	50

Performance Measures Descriptions

Measure 3 Note: Reduction in FY16 Actual Due to Vacancy; FY17 Estimate Reflects Anticipated Staffing

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$317,674	\$755,102	\$309,577	\$758,190
Contractual Services	\$4,000	\$939,441	\$4,000	\$978,464
Materials & Supplies	\$1,197	\$21,051	\$1,800	\$21,818
Internal Services	\$0	\$97,531	\$0	\$96,031
Total GF/non-GF	\$322,871	\$1,813,125	\$315,377	\$1,854,503
Program Total:	\$2,135,996		\$2,169,880	
Program FTE	2.71	6.99	2.69	7.01

Program Revenues				
Indirect for Dept. Admin	\$80,365	\$0	\$75,636	\$0
Fees, Permits & Charges	\$0	\$13,180	\$0	\$13,000
Intergovernmental	\$0	\$1,077,598	\$0	\$1,841,503
Beginning Working Capital	\$0	\$722,347	\$0	\$0
Total Revenue	\$80,365	\$1,813,125	\$75,636	\$1,854,503

Explanation of Revenues

County General Fund plus 1) \$728,264 State Department of Corrections (DOC) M57 funding. This a 49% allocation for the first year of the 2017-2019 state biennial budget. Funding restricted to program that supports Measure 57. 2) \$1,013,239 - State Criminal Justice Commission START Court. Projecting funding will continue through fiscal year 2018. 3) \$13,000 - 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) \$100,000 - Adult Drug Court Discretionary Grant from US Dept of Justice. This is the 2nd grant year budget. Total funding is \$300k in the period of 10/01/2016 - 09/30/2019.

Significant Program Changes

Last Year this program was: FY 2017: 50030 Adult Property Crimes 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 justice involved individuals in a pro-social occupation of their time, as well as teaching pro-social skills and promoting anti-criminal thinking patterns. CS assists individuals with their court mandated obligations of community service work, and provides sanctioning services to individuals on formal probation and post-prison supervision.

Program Summary

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

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

The Juvenile CS program has two components: Community Service and Project Payback. Youth do landscaping work and litter clean-up in much needed areas. The Juvenile Community Service/Project Payback Program provides youth with the ability to fulfill their Court mandated obligation while earning money to pay their ordered restitution. Over the past year, the Juvenile CS crews worked approximately 8,193 hours in the community and paid \$40,821 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served	1,545	2,000	1,600	1,600
Outcome	Percent of cases completing community service hours successfully	57%	75%	60%	60%
Output	Number of hours juvenile crews worked in the community	8,193	8,917	8,200	8,200
Outcome	Restitution payments made by juveniles participating in work crews	\$40,821	\$49,265	\$41,000	\$41,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,432,515	\$206,199	\$1,173,852	\$143,281
Contractual Services	\$9,273	\$105,804	\$7,143	\$106,590
Materials & Supplies	\$47,842	\$0	\$48,543	\$0
Internal Services	\$160,862	\$30,929	\$138,138	\$20,933
Total GF/non-GF	\$1,650,492	\$342,932	\$1,367,676	\$270,804
Program Total:	\$1,993,424		\$1,638,480	
Program FTE	14.44	2.06	11.12	1.38

Program Revenues				
Indirect for Dept. Admin	\$25,486	\$0	\$17,079	\$0
Fees, Permits & Charges	\$0	\$25,000	\$0	\$25,000
Intergovernmental	\$0	\$317,932	\$0	\$245,804
Total Revenue	\$25,486	\$342,932	\$17,079	\$270,804

Explanation of Revenues

County General Fund plus 1) \$40,000 - IGA with City of Portland Water Bureau. Current IGA ends 6/30/2016, anticipating renewal at same amount. 2) \$100,000 - IGA with City of Portland Parks & Recreation. FY 2017 rate is \$489/day. FY18 projection is the average of past 3 years actual revenue received. 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 will continue through 6/30/2018. 5) \$30,804 - IGA with Metro.

Significant Program Changes

Last Year this program was: FY 2017: 50031A Community Service

This program offer reflects a decrease of 4.00 FTE that transferred to other DCJ programs during FY 2017 (refer # 50017-18 and 50021A-18).

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

Individuals assigned to this program are classified as high risk based on their scores by the Public Safety Checklist and the LSCMI. They are also identified prior to being released from prison as gang members based on an established set of criteria.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	494	450	450	450
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	21%	22%	22%	22%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$141,729	\$1,038,806	\$144,466	\$1,070,345
Contractual Services	\$123,822	\$205,960	\$133,203	\$209,053
Materials & Supplies	\$260	\$5,080	\$260	\$5,080
Internal Services	\$411	\$155,821	\$118	\$156,377
Total GF/non-GF	\$266,222	\$1,405,667	\$278,047	\$1,440,855
Program Total:	\$1,671,889		\$1,718,902	
Program FTE	1.00	8.00	1.00	8.00

Program Revenues				
Indirect for Dept. Admin	\$128,397	\$0	\$127,585	\$0
Intergovernmental	\$0	\$1,405,667	\$0	\$1,440,855
Total Revenue	\$128,397	\$1,405,667	\$127,585	\$1,440,855

Explanation of Revenues

County General Fund plus \$1,440,855 funding from State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50032 Adult Gang and African American Program

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

Executive Summary

There is a growing body of research that addresses adolescent brain development. Neuroscience indicates that the brain is not fully developed until about the age of 25 years old. DCJ has made a commitment to place concentrated attention on this important responsivity factor for this reason.

Program Summary

There is concentrated effort to educate DCJ staff in the area of brain development and trauma to improve services to this target group to positively influence program engagement, behavior change and recidivism.

The above pilot program will be a collaboration with Portland's Opportunities Industrialization Center (POIC) to engage 17-25 year old African American Males convicted of felonies as well as misdemeanor gun crimes who are under-educated, under-employed and engaging in criminal and risky behavior. It will have components of the Community Healing Initiative (CHI) model for juveniles and tailored to 17-25 year old individuals. Forty young men will receive direct case management; professional mentor-ship; life skills education; connection with education, employment, and financial resources; and will participate in regular support meetings and pro-social activities with a cohort of peers. Over 12 months, each client will work through intake, assessment, goal mapping, completion of program curriculum, progressing toward achievement of case plan goals.

This program will focus on African American males only. If it proves to be successful, there is potential to expand the population being served.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of assessments completed per adult	NEW	NEW	NEW	3
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	NEW	22%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$326,299	\$0
Total GF/non-GF	\$0	\$0	\$326,299	\$0
Program Total:	\$0		\$326,299	
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:** 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 justice involved adults accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with individuals to address behavior change, Parole-Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence.

Program Summary

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	111	95	100	100
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	2%	0%	2%	2%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$75,701	\$0	\$92,926	\$0
Materials & Supplies	\$260	\$0	\$260	\$0
Total GF/non-GF	\$75,961	\$0	\$93,186	\$0
Program Total:	\$75,961		\$93,186	
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 2017: 50036 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 Offense Reduced Supervision (SORS) caseload provides supervision for adults convicted of sex offenses who have been identified as low risk for sexual re-offense by validated risk assessment tools. A reduced level of supervision is provided to qualifying clients in order to monitor compliance with sexual offense specific treatment, sex offense registration and special conditions of supervision. This caseload's staff assists with community safety by reducing risk through continued monitoring of the individual's behavior while on supervision.

Program Summary

The SORS caseload is for adults convicted of sex offenses who have been identified as low risk for sexual re-offense. These individuals have shown compliance via:
 1) Completing a minimum of one year supervision and treatment;
 2) Passing a full disclosure polygraph (if medically able and if no extenuating circumstances exist);
 3) Passing a maintenance polygraph within six months prior to their transfer to the SORS caseload; and
 4) Having a limited sexual and criminal history.

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	234	200	200	200
Outcome	Percent of adults convicted of a misd. or felony within one year of supervision start date	4%	2%	4%	4%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within one year of supervision start date	0%	0%	0%	0%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$207,662	\$0	\$214,624
Internal Services	\$0	\$31,149	\$0	\$31,356
Total GF/non-GF	\$0	\$238,811	\$0	\$245,980
Program Total:	\$238,811		\$245,980	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Indirect for Dept. Admin	\$25,667	\$0	\$25,583	\$0
Intergovernmental	\$0	\$238,811	\$0	\$245,980
Total Revenue	\$25,667	\$238,811	\$25,583	\$245,980

Explanation of Revenues

State Department of Corrections (DOC) SB1145 \$245,980. This is a 51% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50037 Adult Sex Offender Reduced Supervision (SORS)

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

Program Summary

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

RST is a formal probation/parole/post-prison program that tracks the individual's supervision to completion. The individual is not required to see a Parole-Probation Officer (PPO) but must report any changes in address or employment, any law enforcement contact, and must receive permission to travel outside of Oregon. The person must complete probation/parole/post-prison conditions. New probations convicted in Multnomah County are reviewed monthly for the first 90 days of supervision to ensure compliance with treatment, restitution and community service conditions. RST monitors new criminal activity and responds with an array of sanctions or redirection, which can include a caseload transfer for more intensive supervision, jail/revocation, electronic monitoring and/or community service.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	3,053	3,000	3,000	3,000
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	9%	9%	9%	9%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$650,114	\$400,392	\$498,484	\$377,497
Contractual Services	\$2,750	\$23,330	\$2,750	\$27,200
Materials & Supplies	\$6,711	\$0	\$6,711	\$0
Internal Services	\$3,140	\$60,058	\$3,075	\$55,153
Total GF/non-GF	\$662,715	\$483,780	\$511,020	\$459,850
Program Total:	\$1,146,495		\$970,870	
Program FTE	5.26	3.74	3.66	3.34

Program Revenues				
Indirect for Dept. Admin	\$49,488	\$0	\$44,998	\$0
Fees, Permits & Charges	\$0	\$483,780	\$0	\$459,850
Other / Miscellaneous	\$158,714	\$0	\$150,450	\$0
Total Revenue	\$208,202	\$483,780	\$195,448	\$459,850

Explanation of Revenues

County General Fund plus 1) \$150,450 is 51% allocation of projected Circuit Court Jail Assessments (HB2712) of \$295,000, which are deposited into the general fund. Assuming funding from HB2712 will remain the same as FY16 actual (\$295k); 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) \$459,850 -Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

Significant Program Changes

Last Year this program was: FY 2017: 50038 Adult Generic Reduced Supervision (Casebank)

This program offer cuts 1.00 FTE Corrections Technician and 1.00 FTE Probation/Parole Officer in FY 2018.

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 justice involved adults on bench probation who have been convicted of Driving Under the Influence of Intoxicants (DUII). Staff monitor and supervise individuals 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 individuals 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 clients who are placed on bench probation. The MMP program monitors individuals who have failed to successfully complete the DUII Diversion program or are otherwise ineligible for diversion. Fifteen percent of these individuals are high risk multiple DUII clients 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 individuals 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 persons currently serving a bench probation.

DCJ's ability to monitor additional clients 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. The report to the judge includes information regarding law enforcement contact that reveals alcohol use, illegal driving or new criminal activity; or when an individual exhibits behaviors as reported by law enforcement which appear to constitute a significant danger to public safety.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	2,258	2,000	2,300	2,300
Outcome	Percent of positive case closures	97%	97%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$196,822	\$234,365	\$333,079	\$230,989
Contractual Services	\$0	\$29,369	\$0	\$27,779
Materials & Supplies	\$0	\$379	\$0	\$379
Internal Services	\$1,845	\$37,087	\$1,781	\$35,853
Total GF/non-GF	\$198,667	\$301,200	\$334,860	\$295,000
Program Total:	\$499,867		\$629,860	
Program FTE	1.65	2.85	2.84	2.66

Program Revenues				
Indirect for Dept. Admin	\$28,968	\$0	\$27,533	\$0
Fees, Permits & Charges	\$0	\$301,200	\$0	\$295,000
Total Revenue	\$28,968	\$301,200	\$27,533	\$295,000

Explanation of Revenues

County General Fund plus \$295,000 -Bench Probation fees. \$295,000 consists of \$87,200 for FSMP, and \$208,000 for 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 2017: 50039 Formal Supervision & Monitor Misdemeanor Program

This program offer adds 1.00 FTE Community Justice Manager in FY 2018.

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

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of juvenile criminal referrals received annually	1,083	1,150	1,000	1,000
Outcome	Percent of youth that had one or more subsequent criminal referrals within 1 year post disposition	NEW	NEW	34%	34%

Performance Measures Descriptions

Measure 2 Changed: Refined Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,237,540	\$143,021	\$1,147,007	\$125,503
Contractual Services	\$194,370	\$0	\$171,540	\$0
Materials & Supplies	\$117,661	\$5,195	\$126,896	\$5,052
Internal Services	\$47,868	\$17,324	\$49,509	\$14,356
Total GF/non-GF	\$1,597,439	\$165,540	\$1,494,952	\$144,911
Program Total:	\$1,762,979		\$1,639,863	
Program FTE	8.43	0.57	7.45	0.55

Program Revenues				
Indirect for Dept. Admin	\$14,187	\$0	\$10,980	\$0
Intergovernmental	\$0	\$67,069	\$0	\$44,911
Other / Miscellaneous	\$3,300	\$87,324	\$3,200	\$87,324
Beginning Working Capital	\$0	\$11,147	\$0	\$12,676
Total Revenue	\$17,487	\$165,540	\$14,180	\$144,911

Explanation of Revenues

County General Fund plus 1) \$3,200 - 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) \$100,000 - Annie E. Casey Foundation grant. Amount includes BWC of \$12,676 which is projected unspent balance being carried forward from FY17. 3) \$44,911 - remaining of US DOJ OJJDP Anti Gang award. Total grant award amount is \$203,478 for 10/1/14-9/30/17.

Significant Program Changes

Last Year this program was: FY 2017: 50050 Juvenile Services Management

This program offer cuts 1.00 FTE Program Specialist in FY 2018. The position is vacant.

Department: Community Justice

Program Contact: Rosa Garcia

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of referrals received & processed annually	3,137	3,200	3,100	3,100
Outcome	Number of court orders and dispositions processed	1,555	1,500	1,500	1,500
Outcome	Percent of warrants successfully processed without additional validations needed	97%	95%	95%	95%

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	2017	2017	2018	2018
Personnel	\$1,389,872	\$0	\$1,574,439	\$68,821
Contractual Services	\$10,000	\$0	\$10,000	\$15,024
Materials & Supplies	\$127,078	\$0	\$121,667	\$0
Internal Services	\$1,215,167	\$0	\$995,726	\$10,054
Total GF/non-GF	\$2,742,117	\$0	\$2,701,832	\$93,899
Program Total:	\$2,742,117		\$2,795,731	
Program FTE	16.00	0.00	17.20	0.80

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$8,203	\$0
Intergovernmental	\$0	\$0	\$0	\$93,899
Total Revenue	\$0	\$0	\$8,203	\$93,899

Explanation of Revenues

County General Fund plus \$93,899 Title IV-E funding.

Significant Program Changes

Last Year this program was: FY 2017: 50051 Juvenile Services Support

This program offer reflects an increase of 2.00 FTE; during FY 2017 1.00 FTE Juvenile Counseling Assistant and 1.00 FTE Office Assistant Senior transferred from other DCJ programs (refer # 50058-18 and 50063-18).

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

Executive Summary

Exposure to parental conflict and the potential loss of a parent through divorce and separation places children at risk for delinquency, teen pregnancy and poor school performance, all of which can lead to a cycle of dysfunction and offending behavior. Family Court Services (FCS) helps keep children safe, parents healthy, families stable and promotes public safety through services to approximately 1,500 at risk families as they go through separation and divorce.

Program Summary

The Parent Education Program (under FCS) provides divorce and parenting information to over 3,000 Multnomah County parents experiencing the major life transition of separation or divorce. Through parent education, mediation, evaluation, information and referral services, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction, childhood stress and juvenile delinquency.

FCS provides child custody mediation to over 1,350 cases a year and conducts approximately 40 child custody evaluations annually to assist families experiencing high levels of conflict. FCS also produces materials such as the "Birth Through Three" and "Second Chances" handbooks for use by parents and others in need of information relevant to parenting issues. Reducing parental conflict during separation decreases risks for delinquency and teen pregnancy, decreases subsequent litigation and increases children's meaningful contact with both parents (Wallerstein 1998; Emery 2001; Sarkadi et al. 2008).

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of individuals satisfied with parent education classes	90%	90%	90%	90%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	70%	80%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$163,509	\$807,219	\$196,373	\$852,861
Contractual Services	\$0	\$41,402	\$0	\$62,905
Materials & Supplies	\$0	\$35,544	\$0	\$27,110
Internal Services	\$0	\$186,594	\$0	\$194,052
Total GF/non-GF	\$163,509	\$1,070,759	\$196,373	\$1,136,928
Program Total:	\$1,234,268		\$1,333,301	
Program FTE	1.42	7.58	1.66	8.34

Program Revenues				
Indirect for Dept. Admin	\$99,773	\$0	\$101,661	\$0
Fees, Permits & Charges	\$0	\$992,960	\$0	\$1,060,000
Intergovernmental	\$0	\$77,799	\$0	\$76,928
Total Revenue	\$99,773	\$1,070,759	\$101,661	\$1,136,928

Explanation of Revenues

County General Fund plus 1) \$848,922 in state funding for conciliation and mediation services assumes continued funding at current level. 2) \$81,078 conciliation services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation services fee. 3) Evaluation fees \$8,000 (70% of clients qualify for a waiver). 4) Parent Education Fees \$122,000 (\$55 or \$70 fee). Fees are collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. 5) \$76,928 Access & Visitation grant from US Dept of Health and Human Services.

Significant Program Changes

Last Year this program was: FY 2017: 50052A Family Court Services

This program offer adds 1.00 FTE Office Assistant 2 in FY 2018. This position was limited duration in FY 2017.

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

Executive Summary

Family Court Services, Safety First Supervised Parenting Time and Safe Exchange Program provides residents of Multnomah County with a professionally operated safe site for at risk parents and their children to maintain meaningful contact. The program primarily serves children whose families have been impacted by domestic violence. The program is able to serve a broad constituency that includes those involved in the correction system, those with mental health challenges and parents who are homeless yet want safe contact with their children.

Program Summary

The call for professionally supervised parenting time options has been recognized as a critical community requisite especially for families impacted by domestic violence. It is well documented that women and children are at higher lethality risk after separating from an abusive partner. For the past four years, Safety First has provided crucial supervised parenting time and safe exchange services for the tri-county area. Judges, attorneys, corrections professionals and social service providers have relied on Safety First as a resource. The program has received over 700 referrals and was forced to stop accepting referrals in June 2016 because the community needs significantly outpaced program capacity. Over the past three years, approximately 365 children have benefited from services.

Historically, Safety First was partially funded by a grant from the Office on Violence Against Women and was limited to serving families impacted by domestic violence. In September 2016, Safety First learned further grant funds were not awarded and the program is now able to provide services to all families in need. For example, the program can allow for a safe and controlled reintroduction of the children to the absent parent who has been incarcerated. Research has shown that men who take on a parenting role after being in jail or prison are more likely to succeed on supervision (Hairston, 2002; Petersilia, 2003). Safety First will provide a much needed resource to justice involved individuals and their children.

Safety First has experience supporting families having many difficulties. Parents and children have experienced alcohol and drug addiction, mental health disorders, homelessness and child welfare involvement. The program will more intentionally outreach to community partners and further strengthen families experiencing challenges. Safety First is poised to continue meeting the clear need for supervised parenting time and safe exchange services for families in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served annually	56	100	56	90
Outcome	Number of security incidents during supervised parenting time or exchange	2	3	2	2

Performance Measures Descriptions

Measure 1 Note: Reduction in FY16 Actual and FY17 Estimate Reflect Staffing Challenges.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$136,176	\$167,888	\$302,603	\$0
Contractual Services	\$56,563	\$32,616	\$32,170	\$0
Materials & Supplies	\$364	\$5,332	\$3,846	\$0
Internal Services	\$4,263	\$25,183	\$4,537	\$0
Total GF/non-GF	\$197,366	\$231,019	\$343,156	\$0
Program Total:	\$428,385		\$343,156	
Program FTE	1.56	1.24	2.80	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2017: 50053 FCS - Justice for Families - Supervised Parenting Time

This program offer reflects the ending of the US DOJ OVW Supervised Parenting Grant and the elimination of services to Clackamas and Washington County during FY 2017. For FY 2018 this program is moving from the Juvenile Services Division to the Adult Services Division and includes \$142k and 1.24 FTE in General Fund back-fill.

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 2016, 1,200 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of days in which the detention population exceeded funded bed capacity	61	25	40	40
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	2017	2017	2018	2018
Personnel	\$6,583,443	\$0	\$6,652,246	\$0
Contractual Services	\$5,461	\$0	\$5,461	\$0
Materials & Supplies	\$214,613	\$166,110	\$223,018	\$154,730
Internal Services	\$886,452	\$0	\$1,138,033	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$7,700,969	\$166,110	\$8,029,758	\$154,730
Program Total:	\$7,867,079		\$8,184,488	
Program FTE	58.20	0.00	58.40	0.00

Program Revenues				
Intergovernmental	\$3,389,979	\$166,110	\$3,460,355	\$154,730
Other / Miscellaneous	\$80,603	\$0	\$88,000	\$0
Total Revenue	\$3,470,582	\$166,110	\$3,548,355	\$154,730

Explanation of Revenues

County General Fund plus 1) \$88,000 - DCJ Courtyard Cafe Catering Sales. FY18 budget trends from prior 3 FYs. 2) \$154,730 - total reimbursement by USDA ODE for youth that qualify for the school lunch program (\$55,230 breakfast & \$99,500 Lunch). Calculated by using current FY17 meal counts and rates. 3) \$3,460,355 IGA with Washington County and Clackamas County; projection is based on estimated FY18 daily bed rate of \$295.28 with 16 beds for Washington County (\$1,724,435) and 17 beds for Clackamas County (\$1,832,212); respectively, plus an estimates \$5,906 for overages. \$3,460,355 projection also includes the deduction of \$51,099 for each county for the Health Dept's provision of health services to detention clients

Significant Program Changes

Last Year this program was: FY 2017: 50054A Juvenile Detention Services - 56 Beds

This program offer reflects a net increase of 0.20 FTE. In FY 2018 1.00 FTE Juvenile Custody Services Specialist is added and 0.80 FTE Office Assistant Senior is cut.

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 they have been determined to be a serious risk to public safety and/or are high risk to not appear for court. This offer funds 16 of the 72 beds required to meet the County's daily detention needs.

Program Summary

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 39 beds, a unit of 16 beds must be kept available for female clients.

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

In 2016, 1,200 youth were brought to Juvenile Detention for intake screening. The ability to safely detain delinquent youth is mandated by Oregon law and is essential to community protection. Decisions to hold youth are based on the results of a validated detention screening system developed over the past 15 years 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of days in which the detention population exceeded funded bed capacity	61	25	40	40
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	2017	2017	2018	2018
Personnel	\$743,727	\$0	\$782,215	\$0
Materials & Supplies	\$35,516	\$0	\$38,057	\$0
Total GF/non-GF	\$779,243	\$0	\$820,272	\$0
Program Total:	\$779,243		\$820,272	
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 2017: 50054B Juvenile Detention Services - 16 Beds

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

Executive Summary

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

Program Summary

This offer maintains food service by the Courtyard Cafe for the Juvenile Justice Complex. The Courtyard Café food service provides significant impacts in maintaining staff morale and the good will of our partners at the Juvenile Justice Complex. Many of our partners utilize the Café to allow for lunch meetings between Court sessions.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of Courtyard Cafe transactions per day	180	140	140	140
Outcome	Amount of annual revenue earned	\$151,200	\$105,000	\$117,700	\$112,000

Performance Measures Descriptions

Measure 2 Note: Cafe Service was Reduced to Lunch Only in September 2016

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$142,057	\$0	\$141,935	\$0
Contractual Services	\$7,239	\$0	\$7,631	\$0
Materials & Supplies	\$72,215	\$0	\$69,047	\$0
Total GF/non-GF	\$221,511	\$0	\$218,613	\$0
Program Total:	\$221,511		\$218,613	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$112,000	\$0
Service Charges	\$114,000	\$0	\$0	\$0
Total Revenue	\$114,000	\$0	\$112,000	\$0

Explanation of Revenues

County General Fund plus \$112,000 in DCJ Courtyard Cafe sales.

Significant Program Changes

Last Year this program was: FY 2017: 50054D Courtyard Cafe - Lunch Service - Restoration

This program offer restores the operation of the Courtyard Cafe lunch service, including 1.00 FTE Cook and 1.00 FTE Food Service Worker and associated revenue, material, and service costs.

Department: Community Justice **Program Contact:** Rosa Garcia
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	206	200	200	200
Outcome	Percent of youth who attend their court appearance	97%	97%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$272,539	\$316,648	\$274,568	\$323,773
Total GF/non-GF	\$272,539	\$316,648	\$274,568	\$323,773
Program Total:	\$589,187		\$598,341	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$316,648	\$0	\$323,773
Total Revenue	\$0	\$316,648	\$0	\$323,773

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$323,773. This is a 49% allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50055 Community Monitoring Program

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

Executive Summary

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

Program Summary

Oregon Revised Statute (ORS) 419C.145 defines the circumstances under which a youth may be placed in custody. A youth having committed a felony crime, accumulated a history of warrants for failure to appear in court, engaged in probation or conditions of release violations, or participated in certain person to person misdemeanors, is eligible for custody. Further stipulated in this statute are mandates that allow these youth to be released to a parent, shelter or other responsible party as long as their release does not endanger the welfare of the community or the youth. In FY 2016, shelter and residential placements served 80 high risk youth 12-18 years old. While in care, these youth attend school, participate in treatment and work with an assigned Juvenile Court Counselor.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	80	95	80	80
Outcome	Percent of youth who do not leave the shelter during their placement	81%	85%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$73,839	\$534,157	\$73,839	\$558,316
Total GF/non-GF	\$73,839	\$534,157	\$73,839	\$558,316
Program Total:	\$607,996		\$632,155	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$534,157	\$0	\$480,873
Service Charges	\$0	\$0	\$0	\$77,443
Total Revenue	\$0	\$534,157	\$0	\$558,316

Explanation of Revenues

County General Fund plus 1) \$61,607 Title IV-E reimbursement fund based on FY 2017 projection of allowable activities. 2) \$419,266 - Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 49% allocation for the first year of the 2017-2019 biennial budget. 3) \$77,443 is funding for clients eligible for BRS Medicaid reimbursement via services provided by County providers.

Significant Program Changes

Last Year this program was: FY 2017: 50056 Juvenile Shelter & Residential Placements

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

Executive Summary

Intake, Assessment, Intervention and Adjudication (IAIA) carries an average daily caseload of 180 youth (12-18). 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 justice involved youth annually.

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of youth served by IAIA	220	400	300	300
Outcome	Percent of informal youth who do not receive a new criminal referral within one year post disposition	75%	85%	75%	75%

Performance Measures Descriptions

Measure 1 Note: With the implementation of Multnomah County's police diversion program (CHI EI) 315 cases were diverted last year from entering the juvenile justice system. Numbers of informal cases entering juvenile significantly reduced as a result from CHI EI implementation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$959,796	\$0	\$992,522	\$0
Contractual Services	\$6,019	\$0	\$6,144	\$0
Materials & Supplies	\$4,205	\$0	\$4,080	\$0
Internal Services	\$13,212	\$0	\$16,242	\$0
Total GF/non-GF	\$983,232	\$0	\$1,018,988	\$0
Program Total:	\$983,232		\$1,018,988	
Program FTE	8.00	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 2017: 50057 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

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

Executive Summary

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

Program Summary

The RISE unit provides probation supervision to high risk, gang involved, and youth on supervision for serious assault and weapon related charges, in addition to working in collaboration with the Adult Services Division as part of the Smart Grant team. The JSOP unit supervises youth on supervision for sexual related charges and the Female Probation Unit focuses on providing effective gender specific case management and programming to medium and high risk adjudicated females and youth who have been identified as victims of Commercial Sexual Exploitation of Children (CSEC).

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth on probation served annually	505	450	450	450
Outcome	Percent of youth who received criminal referral within 1 year post disposition	34%	37%	35%	35%

Performance Measures Descriptions

Measure 2 Note: Reworded for Consistency

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,126,694	\$1,320,970	\$1,252,921	\$1,202,306
Contractual Services	\$288,343	\$66,502	\$242,507	\$44,719
Materials & Supplies	\$12,127	\$2,308	\$12,095	\$2,080
Internal Services	\$59,374	\$182,736	\$57,301	\$163,212
Total GF/non-GF	\$1,486,538	\$1,572,516	\$1,564,824	\$1,412,317
Program Total:	\$3,059,054		\$2,977,141	
Program FTE	10.08	11.92	10.46	10.54

Program Revenues				
Indirect for Dept. Admin	\$150,574	\$0	\$130,871	\$0
Intergovernmental	\$0	\$1,572,516	\$0	\$1,412,317
Total Revenue	\$150,574	\$1,572,516	\$130,871	\$1,412,317

Explanation of Revenues

County General Fund plus 1) \$279,494 - Title IV-E reimbursement funds based on FY 2016 projection of allowable activities 2) \$835,105 - Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 49% allocation for the first year of the 2017-2019 biennial budget 3) \$297,718 - Oregon Youth Authority Juvenile Crime Prevention (OYA JCP Female Gender). This is a 49% allocation for the first year based on the 2017-2019 Governor's biennial budget. Funding must be allocated to evidence-based programs.

Significant Program Changes

Last Year this program was: FY 2017: 50058 Juvenile Probation Services

This program offer reflects a decrease of 1.00 FTE Juvenile Counseling Assistant that transferred to another DCJ program during FY 2017 (refer # 50051-18)

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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of outreach/contacts with suspected gang members/associates	838	1,100	900	900
Outcome	Number of gang-activity related criminal arrests	535	250	400	400

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$484,957	\$0	\$529,855
Total GF/non-GF	\$0	\$484,957	\$0	\$529,855
Program Total:	\$484,957		\$529,855	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$484,957	\$0	\$529,855
Total Revenue	\$0	\$484,957	\$0	\$529,855

Explanation of Revenues

Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$529,855. This is the estimated allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50060 Juvenile East Multnomah Gang Enforcement Team (EMGET)

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

Executive Summary

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

Program Summary

The BRS A&E program is a voluntary program for male and female youth, ages 13-17, who require a staff secured, out of home placement for assessment/evaluation, stabilization and transition planning. The average length of stay is 45 days, but youth may be enrolled for up to 90 days based on individual needs. Capacity for the program is 16 youth. This program serves approximately 75 youth per year. Participants receive a comprehensive assessment administered by a licensed mental health professional using the evidence-based Global Appraisal of Individual Needs (GAIN) tool, as well as a service plan that is developed by the Primary Counselor, parent (guardian) and the youth.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth assessed	70	75	75	75
Outcome	Percent of youth exited with a completed discharge plan	85%	90%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$415,665	\$1,431,972	\$571,548	\$1,261,062
Contractual Services	\$99,765	\$73,387	\$130,488	\$77,659
Materials & Supplies	\$7,021	\$9,630	\$7,061	\$5,009
Internal Services	\$157,875	\$168,631	\$210,526	\$149,610
Total GF/non-GF	\$680,326	\$1,683,620	\$919,623	\$1,493,340
Program Total:	\$2,363,946		\$2,412,963	
Program FTE	2.51	14.49	4.02	11.98

Program Revenues				
Indirect for Dept. Admin	\$138,952	\$0	\$115,688	\$0
Intergovernmental	\$0	\$1,088,043	\$0	\$898,375
Service Charges	\$0	\$595,577	\$0	\$594,965
Total Revenue	\$138,952	\$1,683,620	\$115,688	\$1,493,340

Explanation of Revenues

County General Fund plus 1) Total funding of \$898,375 from Oregon Youth Authority Juvenile Crime Prevention program. This is a 49% allocation for the first year of the 2017-2019 biennial budget. Funding consists of \$622,135 for Diversion programs and \$276,240 for Basic programs. 2) \$280,000 - Behavioral Rehabilitation Services (BRS), a form of Medicaid. Estimate based on an anticipated average of past three years clients in program with projected minimum 6% increase of current rate of \$102.71. FY18 projected rate is \$108.87 per bed per day. 3) \$227,395 - Assumes continuation of IGA with the Department of Human Services at the same funding level as FY17 contract. 4) \$87,570 - Assumes continuation of the IGA with Clackamas County at the same funding level as FY17 contract.

Significant Program Changes

Last Year this program was: FY 2017: 50063 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

This program offer reflects a decrease of 1.00 FTE Office Assistant Senior that transferred to another DCJ program during FY 2017 (refer # 50051-18).

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served annually	78	140	120	120
Outcome	Percent of youth who reduced usage or were not using A/D at the end of treatment	63%	70%	70%	70%
Outcome	Percent of youth who improved problem-solving, self-management, anger management and/or coping skills	80%	80%	80%	80%
Outcome	Percent of youth who made academic progress and/or improved attendance	71%	75%	75%	75%

Performance Measures Descriptions

Measure 1 Note: FY16 Actual Figure is Lower Than Expected Due to Vacancies; Recruitment Underway.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$240,280	\$649,851	\$245,894	\$551,657
Contractual Services	\$4,000	\$53,010	\$7,000	\$56,010
Materials & Supplies	\$779	\$7,999	\$450	\$1,520
Internal Services	\$19,853	\$91,856	\$22,443	\$59,470
Total GF/non-GF	\$264,912	\$802,716	\$275,787	\$668,657
Program Total:	\$1,067,628		\$944,444	
Program FTE	2.25	5.75	1.77	5.23

Program Revenues				
Indirect for Dept. Admin	\$82,764	\$0	\$53,054	\$0
Intergovernmental	\$0	\$710,028	\$0	\$561,657
Service Charges	\$65,826	\$92,688	\$80,989	\$107,000
Total Revenue	\$148,590	\$802,716	\$134,043	\$668,657

Explanation of Revenues

County General Fund plus 1) Funding of \$159,602 from Oregon Youth Authority Juvenile Crime Prevention program. This is a 49% allocation for the first year of the 2017-2019 biennial budget. 2) \$402,595 from Oregon Department of Education Youth Development Division Prevention program. This is a 50% allocation for the first year of the 2017-2019 biennial budget, assuming funding continues at the same level. 3) \$107,000 - Medicaid insurance reimbursement for FQHC eligible services from Verity, Care Oregon, and DMAP. 4) \$80,989 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 2017: 50064 Juvenile Assessment & Treatment for Youth & Families (ATYF)

This program offer reflects a decrease of 1.00 FTE Mental Health Consultant that transferred to another DCJ program during FY 2017 (refer # 50066-18).

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

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

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of African-American and Latino youth referred through Juvenile service	52	100	60	60
Outcome	Percent of African American and Latino youth who avoided new criminal referrals after entering services	56%	65%	60%	60%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,251,697	\$159,239	\$1,169,645	\$162,822
Total GF/non-GF	\$1,251,697	\$159,239	\$1,169,645	\$162,822
Program Total:	\$1,410,936		\$1,332,467	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$159,239	\$0	\$162,822
Total Revenue	\$0	\$159,239	\$0	\$162,822

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$162,822. This is the allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50065A Juvenile Culturally Specific Intervention

In FY 2018 contract funding for culturally specific CHI program is reduced \$103k.

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

Executive Summary

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

Program Summary

CHI is an emerging and innovative overarching best practice for preventing and reducing juvenile justice involvement and addressing racial and ethnic disparities. At the community level, CHI is essential to building capacity and safety in communities of color.

Started July 2015, the Early Intervention and Diversion Program is a countywide effort for all first-time justice involved youth with a qualifying low level offense based on the CHI model. All qualified youth are referred to community-based providers that offer care coordination, pro-social programming and referrals to needed services. Risk and needs are assessed through validated tools and the program uses assertive engagement to focus on those youth with the highest needs. Program coordinators are assigned to a caseload of youth to develop service plans tailored to meet the individual youth and family situation. School connection/re-connection assistance, counseling, youth development activities (e.g. sports, arts) and parent support/parenting classes are among the most critical areas of need. Over 300 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.

Also included in this program offer is funding to provide gang prevention and intervention services for Native American and Asian/Pacific Islander youth and their families.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	450	450	400	400
Outcome	Percent of youth engaging in community-based support services	67%	65%	65%	65%

Performance Measures Descriptions

Measure 2 Note: This performance measure refers to youth served by POIC and Latino Network
 Measure 3 (number of youth receiving school advocacy services) Removed: Alignment to Core Function

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$770,491	\$0	\$597,915	\$0
Total GF/non-GF	\$770,491	\$0	\$597,915	\$0
Program Total:	\$770,491		\$597,915	
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 2017: 50065B CHI Early Intervention & Community Connection

In FY 2018 contract funding for culturally specific gang prevention for Asian youth is reduced \$90k and contract funding for educational legal advocacy is eliminated.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	47	60	55	55
Outcome	Percent of youth demonstrating increased involvement in pro-social activities	85%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$223,520	\$0	\$227,200	\$0
Total GF/non-GF	\$223,520	\$0	\$227,200	\$0
Program Total:	\$223,520		\$227,200	
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 2017: 50065C CHI Mentoring

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

Executive Summary

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

Program Summary

Community Interface Services consists of the following:

EDUCATION AND 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 responses and opportunities for youth in the juvenile justice system as well as those at risk of delinquency and law enforcement contact. JSD also contracts with Resolutions NW to facilitate restorative dialogues and provide restorative justice training and technical assistance.

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

LAW ENFORCEMENT LIAISONS/JCCs works with the police school resource officers (SROs) countywide helping to prevent delinquency, reduce truancy, make referrals to needed services and improve positive school outcomes. These positions work to intervene prior to formal system involvement and to reduce racial and ethnic disparities (RED).

PORTLAND PUBLIC SCHOOLS (PPS) JCCs - JSD and PPS share two JCCs who case manage, make community-based program and service referrals and provide support for classroom and school success to PPS students exhibiting behaviors that place them at risk for suspension and/or expulsion.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth and family connections made in the community for diversion from juvenile system	586	250	575	575
Outcome	Percent of youth on probation actively engaged in school	86%	85%	85%	85%

Performance Measures Descriptions

Measures 3 (Number of youth served by Youth Villages Intercept Program) Removed: Alignment to core functions reflecting program changes

Measures 4 (Percent of youth exiting Youth Villages Intercept Program showing improved problem-solving, anger control, coping) Removed: Alignment to core functions reflecting program changes

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$717,655	\$113,372	\$742,095	\$118,664
Contractual Services	\$110,480	\$500,129	\$70,000	\$118,965
Materials & Supplies	\$11,343	\$0	\$11,343	\$0
Internal Services	\$16,125	\$17,006	\$18,352	\$17,336
Total GF/non-GF	\$855,603	\$630,507	\$841,790	\$254,965
Program Total:	\$1,486,110		\$1,096,755	
Program FTE	6.00	1.00	5.93	1.07

Program Revenues				
Indirect for Dept. Admin	\$14,012	\$0	\$14,144	\$0
Intergovernmental	\$0	\$630,507	\$0	\$254,965
Total Revenue	\$14,012	\$630,507	\$14,144	\$254,965

Explanation of Revenues

County General Fund plus 1) \$68,000 - funding from Portland Public School (PPS) for Student Success Center, contract ends 06/30/2018. 2) \$68,000 - funding from PPS for Motivating Success Through Partnership, contract ends 06/30/2018. 3) \$118,965 - Oregon Youth Authority (OYA) Flex Fund Grant. This is a 49% allocation for the first year of the 2017-2019 biennial budget

Significant Program Changes

Last Year this program was: FY 2017: 50066 Juvenile Community Interface Services

During FY 2017 1.00 FTE Mental Health Consultant transferred from another DCJ program (refer # 50064-18). In FY 2018 1.00 FTE Mental Health Consultant is cut and funding for contracted juvenile intercept program is eliminated.

Department Overview

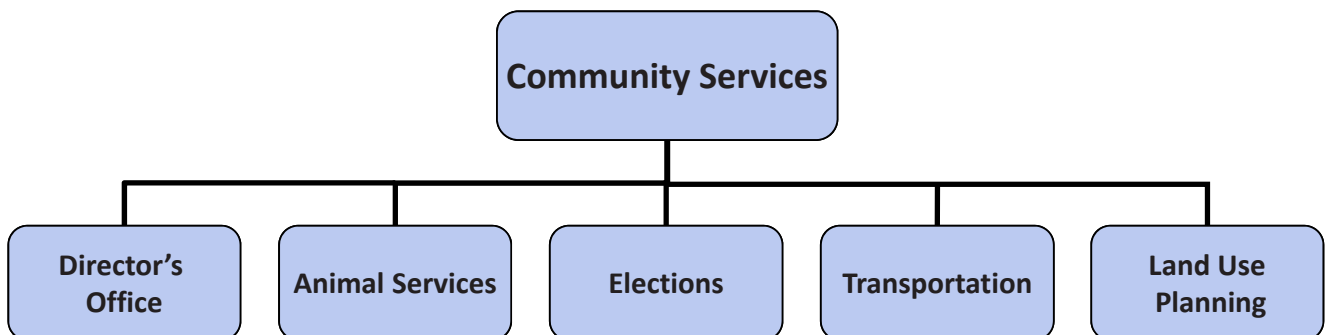
Multnomah County Department of Community Services has developed a performance and accountability strategy focusing on results. This system improves our ability to measure how we are doing, plan for the future and report on our performance across all of the services we deliver to the community. The foundation 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 2018 Department Budget aligns with this Plan.

The Department delivers a number of essential services throughout Multnomah County. The divisions include the Director’s Office, Animal Services, Elections, Land Use Planning, and Transportation. The common mission of these diverse divisions is articulated in the department’s Mission, Vision and Values. These serve as the basis for developing goals, objectives and strategies included in the Strategic Plan:

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

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

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



Budget Overview

The FY 2018 Department of Community Services proposed budget is \$127.5 million and 212.00 FTE, a \$1.2 million (1%) increase and 1.00 FTE increase from FY 2017. The FY 2018 budget is comprised of 12% General Fund (\$15.9 million) and 88% of Other Funds (\$111.5 million).

Significant changes in Other funds include \$6.5 million increase to the Willamette River Bridge Fund, \$4.6 million increase in the Road Fund, along with a \$9.1 million decrease in the Sellwood Bridge Replacement Fund as construction was completed in FY 2017. In addition, \$1,044,800 reduction is due to one-time only funding in FY 2017 not continuing in FY 2018.

The department has three changes to revenues:

- 1) An increase to animal services fees to current “market rate”; they were last updated in July 2010. The department estimates an additional \$350,000 in revenue will be generated. A plan fee update will be brought to the Board of County Commissioners for consideration.
- 2) Passage of the State Motor Voter Legislation will result in approximately \$76,000 (\$0.15 per voter) in additional revenue in FY 2018. Funding will continue for a total of eight years.
- 3) The establishment of rural waste hauling fees and growth in planning permit revenue will result in an additional \$35,000 in fees for Land Use Planning. The fees will offset the loss of Oregon Department of Land Conservation and Development support (\$35,000) for land use planning in the Columbia River Gorge National Scenic Area.

For FY 2018, DCS has a new General Fund ongoing program offer, Elections Staffing – Oregon Motor Voter Revenues (91010C) \$75,064 and 1.00 FTE.

The FY 2018 budget includes \$996,883 in one-time-only funding. The one-time-only funding is allocated to four program offers and funds 1.00 FTE. A list of programs funded as one-time-only is on page 21 of the Budget Director’s Message.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	208.80	211.00	211.00	212.00	1.00
Personnel Services	\$20,865,747	\$22,547,276	\$23,519,217	\$24,593,526	\$1,074,309
Contractual Services	44,070,109	41,299,369	43,712,230	43,587,826	(124,404)
Materials & Supplies	3,969,908	4,515,972	4,780,302	4,294,275	(486,027)
Internal Services	16,650,519	12,181,142	18,924,799	18,350,750	(574,049)
Capital Outlay	<u>36,877,611</u>	<u>19,525,446</u>	<u>35,298,499</u>	<u>36,641,015</u>	<u>1,342,516</u>
Total Costs	\$122,433,894	\$100,069,205	\$126,235,047	\$127,467,392	\$1,232,345

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

Successes and Challenges

Divisions of the Department of Community Services have successfully met several significant milestones during FY 2017:

Animal Services – In late FY 2017 proposed changes to fees and fee structure will be presented to the Board of County Commissioners. Last fee update was completed in July 2010.

Animal Services – The relocation of the Field Officers to an off campus location allowed vacated shelter space to be re-purposed to improve the customer experience and improve building operations.

Animal Services continues to better protect the health and safety of animals by increasing staff positions. The addition of two new staff positions in FY 2017 greatly improved its service delivery in moving towards meeting industry best practices to enhance and enrich lives of pets at the Shelter.

Elections – In FY 2017 the division conducted a successful Presidential Election in November. The division utilized the Voter Education and Outreach Program to concentrate on the equitable provision of voter and election services to under-served communities, as a means to identify and remove barriers to participation in the voter registration and election processes.

Elections Division – Requesting to purchase an additional high speed ballot sorter for the Elections Division to complement the existing high speed ballot sorter. Having two sorters would reduce risk from mechanical failure and increase throughput during the most critical operational periods.

Land Use Planning – Completed the updated County Comprehensive Plan, which 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 – The Construction of the Sellwood Bridge Replacement was completed in FY 2017.

Transportation continues to look for ways to fund much needed improvements to the County's system of roads and bridges. The severe winter weather in FY 2017 caused significant damage to the County road system. Work to assess and repair the damage was funded through the Road Fund. As a result, the current level of investment in pavement maintenance is not sufficient to maintain the condition of the system, and road conditions are likely to deteriorate in FY 2018.

Diversity and Equity

We continue to diversify our workforce by looking for the best ways to reach and evaluate job candidates. Specifically, we:

- Review our workforce needs and look for opportunities to create entry level positions and/or apprentice programs,
- Review minimum qualifications to ensure they accurately represent positions and do not unnecessarily exclude potential applicants,
- Post positions to a wide range of job boards and other resources to reach as broad an applicant pool as possible, and
- Provide training for our hiring managers and interview panels to address issues such as implicit bias.

These efforts have resulted in the successful employment of both men and women in non-traditional classifications. Specifically, we have hired more men into office support and customer service positions and more women into 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 by institutionalizing equity reviews for new and current program activities and tailoring county Equity and Empowerment Lens trainings to our specific work programs. We also invite a broad spectrum of voices to guide program planning and implementation through community involvement in our public meetings, Citizen Advisory Committees, and Planning Commission. We also promote inclusion, diversity, and equity discussions at staff meetings and encourage staff participation in the various county employee resource groups.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$2,303,490	\$1,921,541	\$4,225,031	27.00
Animal Services	7,209,590	2,954,573	10,164,163	58.00
Elections	4,517,480	0	4,517,480	11.00
Land Use Planning	1,801,877	60,000	1,861,877	11.00
Transportation	<u>120,327</u>	<u>113,789,131</u>	<u>113,909,458</u>	<u>105.00</u>
Total Community Services	\$15,952,764	\$118,725,245	\$134,678,009	212.00

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

Director's Office

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

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

Significant Changes

The DCS divisions have a shared mission to preserve harmony between natural and built environments, keep people and pets safe, and ensure every voice is heard. The department is also united by six major goal areas (boundary spanning, innovation, collaboration and partnerships, service excellence, workforce development, and operational efficiency and effectiveness) that help drive our allocation and preservation of resources and inform requests for new resources. Our updated FY 2017 Strategic Plan identified objectives, strategies, actions, and metrics to measure progress towards achieving these goals and focused the department's efforts on two goal areas: service excellence and operational efficiency and effectiveness. We will focus on two new goal areas in FY 2018.

Animal Services

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

- Animal Care provides humane shelter, behavioral evaluation, and enrichment for homeless animals that are injured, sick, abandoned, abused, or neglected. Animal Care also provides community information and referral, adoption and counseling, and foster care placement/coordination.
- Animal Health provides veterinary care for all animals served by MCAS, including health examinations, vaccinations, spay/neuter surgery, general surgical interventions, and micro-chipping.
- Client Services provides administrative services for MCAS, including: customer care for shelter visitors, phone customers, and e-business transactions; lost/found services and owner reunification; countywide pet licensing and facility licensing programs; and financial processing of all MCAS transactions.
- Community Services/Program Development functions as the MCAS community liaison and manages program development activities. Services include the Volunteer Program, the Action Cat Team Program's trap-neuter-release (TNR) work, community outreach events, grant writing and program development, data analysis and reporting, and communication activities including social media and the MCAS website and newsletter.

Significant Changes

Program offer 91005 includes a planned \$350,000 increase in annual fees collected by Animal Services that will be deposited into the County General Fund. After completing a market analysis of other shelters and reviewing the existing fee schedule, many opportunities were identified by program staff. A planned fee update will be brought to the Board of County Commissioners for consideration. The last Animal Services fee update was completed in July 2010.

Animal Services continues to partner with community organizations and pursue grant opportunities. In FY 2017 Animal Services Field Services was successful in receiving funds through the Homeland Security Grant Program. Field Services used these grant funds to purchase equipment to support the sheltering of animals during an emergency.

Elections

The Elections Division strives to uphold its 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. The division conducts many types of elections from Water District Commissioner to President of the United States, including votes on ballot measures and elected offices from the local to federal levels.

Conducting elections involves registering voters, maintaining the statewide voter registration and election management database, maintaining address and district data, checking signatures on city and local candidate and initiative petitions, accepting candidate and measure filings, producing voters' pamphlets, issuing and mailing ballots, managing 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 workers.

Significant Changes

In January 2016, Multnomah County began implementing the state's innovative new voter registration system, Oregon Motor Voter (OMV). Under this system, any DMV customer who meets voter eligibility requirements will be automatically registered to vote unless they opt out. Through OMV alone, Multnomah County gained 45,000 new voters in 2016. In addition to OMV, population growth and interest in the presidential election pushed the total number of new registered voters to over 70,000. In total, the county served a record 515,000 registered voters in the 2016 election. To offset this additional workload, program offer 91010C will add one clerical position to the division. This position will be funded through revenue received from the state designed to offset the cost of OMV to the counties.

Land Use Planning

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

- Land Use Planning 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 with land use and transportation right-of-way rules. It is largely complaint driven, emphasizing hands-on work with property owners to achieve voluntary compliance.
- 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

The division experienced a number of changes in FY 2017:

- The Multnomah County Comprehensive plan was adopted, which guides future development in unincorporated areas. Plan adoption and public expectation for timely policy implementation increased demands on staffing resources.
- The public land use assistance counter was remodeled to provide a more welcoming environment, improve security, and increase the number of staff workstations.
- A \$90,000 State Homeland Security Grant provided funding for a limited duration Debris Management Planner to begin implementation of the County's Disaster Debris Management Plan and increase the County's debris management capabilities.
- Loss of \$35,000 in annual state funding to administer land use planning and compliance in the Columbia River Gorge National Scenic Area also reduced land use planning and compliance capacity.

Transportation

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

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

Significant Changes

Construction of the Sellwood Bridge Replacement was completed in FY 2017.

Road Fund revenue has been stable in FY 2017, but it has not kept up with system needs. Further, severe winter weather in FY 2017 caused significant damage to the county road system, and work to assess and repair the damage was funded through the Road Fund. As a result, the current level of investment in pavement maintenance is not sufficient to maintain the condition of the system, and road conditions are likely to deteriorate in FY 2018.

The Transportation Division has an aggressive construction schedule planned for FY 2018. The Morrison Lift Spans Rehabilitation, Broadway Rall Wheel Replacements, and east county road projects on NE Sandy Boulevard, Stark Street, Beaver Creek, and NE Arata Road are planned to be completed. Further, work will continue on the Burnside Maintenance Project, Earthquake Ready Burnside Study, NW Cornelius Pass Road Project, NE 238th Avenue Project between NE Halsey Street and NE Glisan Street, and a culvert replacement on SE Cochran Road in the City of Troutdale.

Program offer 91018B is a one-time-only request of \$400,000 to perform a comprehensive update of the Multnomah County Capital Improvement Plan (CIP). This update will provide an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates. The update will also use updated policy documents and best practices to rank and prioritize projects.

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 2018 General Fund	Other Funds	Total Cost	FTE
Director's Office					
91000A	Director's Office	\$1,232,156	\$0	\$1,232,156	5.00
91001	Human Resources	505,187	0	505,187	4.00
91002	Business Services	566,147	1,921,541	2,487,688	18.00
Animal Services					
91004A	Animal Services Community Services & Program Development	519,763	0	519,763	4.00
91005	Animal Services Client Services	1,528,035	1,976,000	3,504,035	16.00
91006	Animal Services Field Services	1,658,185	0	1,658,185	14.00
91007A	Animal Services Animal Care	3,503,607	978,573	4,482,180	24.00
Elections					
91010A	Elections	4,092,416	0	4,092,416	10.00
91010C	Election's Staffing - Oregon Motor Voter Revenues	75,064	0	75,064	1.00
91010D	Elections Equipment - Sorter	350,000	0	350,000	0.00
Land Use Planning					
91021A	Land Use Planning	1,704,503	60,000	1,764,503	10.00
91021B	Land Use Planning Compliance	97,374	0	97,374	1.00
Transportation					
91012	County Surveyor's Office	0	4,167,000	4,167,000	10.00
91013A	Road Services	120,327	14,893,370	15,013,697	53.00
91013B	Safe Routes to School Flashers	0	100,000	100,000	0.00
91014	Levee Ready Columbia	0	146,883	146,883	1.00
91015	Bridge Services	0	10,635,433	10,635,433	41.00
91018A	Transportation Capital	0	49,150,437	49,150,437	0.00
91018B	Road Capital Improvement Plan Update	0	400,000	400,000	0.00
91024	City Supplemental Payments	0	34,296,008	34,296,008	0.00
Total Community Services		\$15,952,764	\$118,725,245	\$134,678,009	212.00

Department: Community Services

Program Contact: Kim Peoples

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs: 91000B-18

Program Characteristics:

Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of development trainings for department leadership and Key Leader Trainings attend each year.	6	6	6	6
Outcome	Percent of employees receiving an annual evaluation	60%	100%	100%	100%

Performance Measures Descriptions

Number of trainings attended by key leaders to supports the development of supervisory, management and leadership competencies. Trainings include the Executive Learning Series (4) and Department Key Leader trainings (2). Percent of employees receiving an annual evaluation is the measure associated with the desired outcome of all employees receiving performance feedback from their supervisor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$858,718	\$0	\$905,536	\$0
Contractual Services	\$20,000	\$0	\$30,000	\$0
Materials & Supplies	\$25,400	\$0	\$39,500	\$0
Internal Services	\$195,944	\$0	\$257,120	\$0
Total GF/non-GF	\$1,100,062	\$0	\$1,232,156	\$0
Program Total:	\$1,100,062		\$1,232,156	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Other / Miscellaneous	\$726,440	\$0	\$815,000	\$0
Total Revenue	\$726,440	\$0	\$815,000	\$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 2017: 91000A Director's Office

The Director's Office has no significant changes in this program offer. Changes in contractual services and material and supplies are to support Department Strategic Plan and department leadership training. The Internal Services increase associated with additional FTE approved in the current budget.



Program #91001 - Human Resources

4/10/2017

Department: Community Services **Program Contact:** Cynthia Trosino
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 91000-18 , 91002-18
Program Characteristics:

Executive Summary

The Department of Community Services (DCS) Human Resources program provides direct support to Division Managers and to all current and prospective employees. Services provided by the Human Resources program include, but are 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.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average days to fill recruitment	57	60	37	35
Outcome	Percent of new (within 30 days) employee satisfaction with orientation	100%	100%	100%	100%

Performance Measures Descriptions

The goal for average days to fill recruitment from requisition receipt to job offer accepted from candidate is 35 days (the 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	2017	2017	2018	2018
Personnel	\$481,360	\$0	\$505,187	\$0
Materials & Supplies	\$1,000	\$0	\$0	\$0
Total GF/non-GF	\$482,360	\$0	\$505,187	\$0
Program Total:	\$482,360		\$505,187	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 91001 Human Resources

In FY 2017, \$45,450 was projected as a service reimbursement to Human Resources from Divisions supported by the program. In FY 2018, \$55,170 of salary (through Program Expenses) has been shifted to the Divisions supported by the program.

Department: Community Services

Program Contact: Tom Hansell

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs: 91000-18, 91001-18

Program Characteristics:
Executive Summary

The Department of Community Services Business Services program 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 members serve as liaisons between the department and internal service providers such as Department of County Assets, County Finance and the Central Budget Office.

Program Summary

The program supports the work of the Department of Community Services 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 and function as liaison staff between the department and internal service providers such as County Finance, the Central Budget Office, 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 and sound budgetary and financial management and delivers results that are consistent with Department and County priorities.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Dollars Spent by DCS	\$124M	\$134M	\$106M	\$135M
Outcome	Percentage of Invoices Paid on Time	75%	90%	75%	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, which measures the effectiveness of the accounts payable process to issue timely payment to our vendors.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$493,761	\$1,364,125	\$518,124	\$1,508,097
Contractual Services	\$5,000	\$31,000	\$5,000	\$21,000
Materials & Supplies	\$4,150	\$32,680	\$4,150	\$33,180
Internal Services	\$37,702	\$320,154	\$38,873	\$359,264
Total GF/non-GF	\$540,613	\$1,747,959	\$566,147	\$1,921,541
Program Total:	\$2,288,572		\$2,487,688	
Program FTE	4.00	15.00	4.00	14.00

Program Revenues				
Indirect for Dept. Admin	\$75,987	\$0	\$81,114	\$0
Intergovernmental	\$0	\$1,233,245	\$0	\$1,414,032
Other / Miscellaneous	\$11,000	\$202,320	\$11,000	\$181,900
Beginning Working Capital	\$0	\$237,394	\$0	\$250,609
Service Charges	\$0	\$75,000	\$0	\$75,000
Total Revenue	\$86,987	\$1,747,959	\$92,114	\$1,921,541

Explanation of Revenues

Funding for the Business Services program comes from the dedicated Transportation Funds (gas tax), Public Land Corner Preservation Fund, County General Fund and the two County 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 2017: 91002 Business Services

This program offer will decrease 1.00 FTE Financial Specialist I to adjust to changes in service delivery. The internal Service increase is associated with new costs to deploy new technology solutions (Cartegraph software) and costs associated with supporting the geographical information system (GIS).

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91005-18, 91006-18, 91007A-18
Program Characteristics:

Executive Summary

The Animal Services Community Services and Program Development program provides/manages Volunteer Services, the Action Cat Team (ACT) program (community-based trap-neuter-return services) and community outreach activities, including networking and marketing. The program also coordinates marketing and communications.

Program Summary

The Animal Services Community Services and Program Development program delivers the following services:

- The Volunteer Program provides recruitment, selection, training and supervision of 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.
- The ACT Program provides community-based 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.
- The Community Outreach program works to establish and maintain relationships/partnerships with community members and facilitates community awareness events.
- The program serves as the marketing/communications unit focusing on social media and public information activities.
- The program works directly with the Animal Services Community Advisory Committee.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of posts made to Facebook by MCAS staff	n/a	450	450	475
Outcome	Number of Volunteer Program hours provided to MCAS as a result of ongoing volunteer training and engagement	87,509	90,000	90,000	90,000

Performance Measures Descriptions

The number of post made to Facebook is an indicator specifically related to MCAS's strategy for social media promotions and communication with the public. Volunteer Program Hours demonstrate the level of assistance provided to MCAS by volunteers on an annual basis and is measured by a one for one hour calculation. This measure demonstrates the outcome of MCAS's volunteer training and engagement activities.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$504,166	\$0	\$469,926	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$20,750	\$0	\$20,750	\$0
Internal Services	\$0	\$0	\$19,087	\$0
Total GF/non-GF	\$534,916	\$0	\$519,763	\$0
Program Total:	\$534,916		\$519,763	
Program FTE	5.00	0.00	4.00	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 2017: 91004 Animal Services Community Services & Program Development

1.00 FTE Program Coordinator for Foster Care was moved to the Animal Care Program Offer to improve service delivery and coordination of shelter operations. Internal Service charges in FY 2018 align costs of building and vehicle costs associated with ACT program which were previously assigned to another Animal Services program offer.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91006-18, 91007-18
Program Characteristics:

Executive Summary

The Animal Services Client Services program provides customer service for shelter visitors and phone customers. Key service areas include staffing the division's call center, reception and customer service at the facility, managing the county-wide pet licensing program, providing intake service for animals entering the shelter, managing the lost/found services and providing redemption service for lost pets being reunited with their owners.

Program Summary

The Animal Services Client Support program delivers the following services:

- Phone services, which provide information, assistance and referral for 50,000 annual phone customers. Regular business phone lines are staffed seven days a week, providing approximately 50 hours of service each week.
- Visitor services, which assist the 90,000 walk-in customers that visit the shelter each year, processing all transactions for animal intake, animal adoptions, lost and found reports, calls for field services, owners reclaiming animals, pet licensing and general information and referral.
- Pet licensing services, which processes all pet licensing and animal facility licensing, including license sales and renewals through the mail, license sales by business partners in the community, e-business sales, database entry, billing and collection system for notices of infraction, deferred payment and NSF checks.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Pet Licenses Processed	58,000	58,500	50,000	50,000
Outcome	Private Donations (dollars)	\$148,104	\$150,000	\$200,000	\$122,500

Performance Measures Descriptions

Pet licenses processed is a workload measure and only accounts for licenses that have actually been issued. It does not account for licenses that are not in compliance and are still being managed by the staff. Fluctuations in donations are associated with the occasional bequest assigned to Animal Services.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,311,665	\$0	\$1,336,381	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$28,000
Materials & Supplies	\$61,050	\$0	\$61,050	\$0
Internal Services	\$190,607	\$0	\$115,604	\$0
Cash Transfers	\$0	\$1,635,000	\$0	\$1,948,000
Total GF/non-GF	\$1,578,322	\$1,635,000	\$1,528,035	\$1,976,000
Program Total:	\$3,213,322		\$3,504,035	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,600,000	\$0	\$1,956,000
Other / Miscellaneous	\$0	\$0	\$0	\$20,000
Financing Sources	\$1,635,000	\$0	\$1,948,000	\$0
Service Charges	\$0	\$35,000	\$0	\$0
Total Revenue	\$1,635,000	\$1,635,000	\$1,948,000	\$1,976,000

Explanation of Revenues

Estimated licenses issued: Dogs - 50,000, Cats - 30,000, and Animal Facilities - 150. Estimated Animal Adoptions: 1,670.

In the General Fund, the \$1,913,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above plus fees collected for notices of infractions.

In FY 2018, Animal Services plans to roll out new fee structure. The program has completed a market analysis of the current fee structure and is prepared to bring a Resolution to the Board of County Commissioners to update fees identified in Chapter 13 of the County Code (last fee update July 2010). We estimate a revenue increase of \$350,000 for the County General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 91005 Animal Services Client Services

Client Services no significant changes in this program offer.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91005-18, 91007-18, 91004-18
Program Characteristics:

Executive Summary

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

Program Summary

The Animal Services Field Services program delivers the following services:

- Emergency public safety protection, which involves responding to calls on dangerous dog attacks that have injured people and other animals.
- Emergency animal rescue, which involves responding to and rescuing injured, sick, abused and neglected animals.
- Public health protection, which involves investigating reports of animal bites, quarantining animals for rabies and enforcing state rabies laws.
- Animal welfare protection, which involves investigating cases of animal neglect, abuse and abandonment, investigating reports of dog fighting and ensuring humane standards of animal care in licensed animal facilities. This unit also works collaboratively with law enforcement agencies and District Attorney on criminal cases involving animals.
- Neighborhood livability promotion, which involves assisting the public in resolving neighborhood nuisances involving animals, regulating potentially dangerous dog ownership, and impounding stray animals.
- Community education, which involves promoting responsible pet ownership and enforcing city, county, and state laws involving animals.
- Managing the administrative hearings process to resolve ordinance violations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Calls for Service	22,656	15,543	23,000	20,000
Outcome	Cruelty Investigation Response Time (days)	0.59	0.92	1.25	1.25
Output	Notices of Infractions Issued	16,408	11,994	20,000	13,500

Performance Measures Descriptions

Calls for service demonstrates service demand. The Cruelty Investigation Response Time measures the time from the initial call received to first contact by an officer. In FY 2016, Field Services responded to 22,656 calls for service: 791 bite investigations, 756 animal cruelty/welfare investigations and 1,284 dead animal service calls.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,242,573	\$0	\$1,276,195	\$0
Contractual Services	\$96,854	\$0	\$96,854	\$0
Materials & Supplies	\$62,200	\$0	\$62,200	\$0
Internal Services	\$220,975	\$0	\$222,936	\$0
Cash Transfers	\$0	\$20,000	\$0	\$0
Total GF/non-GF	\$1,622,602	\$20,000	\$1,658,185	\$0
Program Total:	\$1,642,602		\$1,658,185	
Program FTE	14.00	0.00	14.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2017: 91006A Animal Services Field Services

Field Services has no significant changes in this program offer.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91004-18, 91005-18, 91006-18
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 and neglected animals found in Multnomah County. The program reunites animals with their owners, adopts animals into new homes, provides animal behavior assessment services and provides comprehensive shelter medicine in our American Animal Hospital Association accredited veterinary hospital. The primary goal for Animal Care is saving animal lives.

Program Summary

The Animal Care program delivers the following services:

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

This program also works with over 50 professional animal welfare agencies to facilitate transfer of adoptable animals to their services as needed. Additionally, trained volunteers and foster pet parents assist in providing specialized animal care and help match potential adopters with the right pet. The keys to our success in saving animal lives 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Animal intake at the shelter	6,421	6,000	6,200	6,000
Outcome	Live Release Rate - Dogs (Calendar Year)	96.2%	95.0%	96.2%	96%
Outcome	Live Release Rate - Cats (Calendar Year)	92.5%	89.0%	92.5%	93.0%

Performance Measures Descriptions

Animal intake rate is a key predictor shelter staffing and expenditures. Live Release Rate is the percent of all animals returned to owner, adopted or transferred to placement partners. Live Release Rate is an industry benchmark calculated on the calendar year. The Previous Year Actual is for calendar year 2016. All performance measures are projected to continue on current trends.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,927,445	\$261,460	\$2,082,080	\$208,418
Contractual Services	\$139,500	\$102,700	\$119,500	\$407,955
Materials & Supplies	\$212,391	\$219,840	\$184,443	\$147,000
Internal Services	\$1,045,594	\$0	\$1,117,584	\$0
Cash Transfers	\$0	\$100,000	\$0	\$129,000
Unappropriated & Contingency	\$0	\$82,500	\$0	\$86,200
Total GF/non-GF	\$3,324,930	\$766,500	\$3,503,607	\$978,573
Program Total:	\$4,091,430		\$4,482,180	
Program FTE	22.00	1.00	23.00	1.00

Program Revenues				
Fees, Permits & Charges	\$0	\$125,000	\$0	\$154,000
Other / Miscellaneous	\$0	\$122,500	\$0	\$272,500
Financing Sources	\$100,000	\$0	\$129,000	\$0
Beginning Working Capital	\$0	\$519,000	\$0	\$552,073
Total Revenue	\$100,000	\$766,500	\$129,000	\$978,573

Explanation of Revenues

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

Revenues budgeted in this Program Offer are a combination of General Fund, private donations and grants budgeted in the Animal Control Fund (1508). The Animal Care Program is forecasted to generate an additional \$29,000 of revenue for adoptions and impound fees in FY 2018. Private donations are projected to be \$122,500 in FY 2018. Beginning Working Capital represents donation funds carried over from the previous fiscal year.

Significant Program Changes

Last Year this program was: FY 2017: 91007A Animal Services Animal Care

The program will begin a Facility Master Plan to explore the replacement or renovation of the existing shelter this year. Funding to support the Master Plan are supported through the Animal Control Capital Donation Fund (Shelter of Dreams Account/Dedicated Revenue). In FY 2018, \$280,5000 is budgeted under Contractual Services to support this effort.

Department:	Community Services	Program Contact:	Tim Scott
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	91010B-18		
Program Characteristics:			

Executive Summary

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

Program Summary

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

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percentage of voters using ballot tracking	New	New	New	9%
Outcome	Percent of customers who are satisfied with counter service	98%	97%	92%	95%
Efficiency	Personnel cost per 1,000 ballots cast	\$900	\$900	\$1,001	\$950

Performance Measures Descriptions

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about ballot status. Percent of customers satisfied with counter service is percent of customers indicating that service met or exceeded expectations. Personnel cost per 1,000 ballots cast for FY 2016 Actual is for the presidential primary, FY 2017 Purchased and Estimate is for the presidential general election, and the FY 2018 Offer is for the gubernatorial primary election.

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	2017	2017	2018	2018
Personnel	\$1,401,938	\$0	\$1,494,480	\$0
Contractual Services	\$366,143	\$0	\$402,038	\$0
Materials & Supplies	\$1,286,977	\$0	\$1,231,370	\$0
Internal Services	\$879,757	\$0	\$964,528	\$0
Total GF/non-GF	\$3,934,815	\$0	\$4,092,416	\$0
Program Total:	\$3,934,815		\$4,092,416	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$75,000	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Service Charges	\$1,086,193	\$0	\$982,146	\$0
Total Revenue	\$1,086,193	\$0	\$1,057,146	\$0

Explanation of Revenues

Some revenue is generated through reimbursements from districts for their apportioned share of the cost of an election. Election expenses are always reimbursed by special districts. Special elections called by the state or cities are reimbursed by the state or the city calling the election. By state law, cities and the state cannot be charged for the cost of the election in the primary or general election. The county must pay for those district's apportioned cost in these elections. In addition to election reimbursement, the budget has revenue of \$6,000 for boundary changes and \$2,500 for petitions.

Two smaller special elections are included in the FY 2018 budget at \$260,447 each. Another special election in November 2017 is in the budget at \$428,166. Budget amounts for all these special elections are calculated at 100% reimbursement. Reimbursement for the primary election in May 2018 is budgeted at 3%, or \$24,586.

Significant Program Changes

Last Year this program was: FY 2017: 91008A Elections



Program #91010C - Election's Staffing - Oregon Motor Voter Revenues 4/10/2017

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91010A-18
Program Characteristics:

Executive Summary

Request to fund 1.00 FTE Office Assistant 2 position to assist with the increased voter registration work load associated with new voters gained through population growth and Oregon Motor Voter (OMV).

Program Summary

A combination of significant population growth and Oregon's innovative new voter registration system, Oregon Motor Voter (OMV), has added more than 70,000 new voters to the rolls in 2016, a 15% increase from 2015. In comparing the number of registration transactions from 2012 to 2016 there was an increase of more than 127,000 transactions, or 40% more transactions in 2016. While the electronic transfer of records from DMV associated with OMV has added efficiency to the process of registering voters from that source, the additional volume is significant. Elections has always used temporary staff to assist with voter registration activity in the months leading up to election but over the last few years has had to supplement full time staff with temporary staff every month to keep up with the additional volume.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Annual registration transactions processed	NA	NA	NA	19,500
Outcome	Number of temporary hours reduced	NA	NA	NA	1,560

Performance Measures Descriptions

It is anticipated that the 40% increase in registration transactions processed last year will continue because of OMV. This measurement is the number of registration transactions that the position will likely process. This position will significantly reduce the number of temporary hours that have been necessary to process registration transactions.

Legal / Contractual Obligation

No legal/contractual obligations associated with this program offer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$64,564	\$0
Materials & Supplies	\$0	\$0	\$10,500	\$0
Total GF/non-GF	\$0	\$0	\$75,064	\$0
Program Total:	\$0		\$75,064	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

The Oregon Legislature wanted to make sure that OMV was not an unfunded mandate and has established a model for providing funds to counties to offset the costs of additional voters like ballots, envelopes, postage, processing and voter registration activity. In November each year, about one week after the voter registration deadline, the State Elections Division determines the number of active registered voters in each county and provides this data to the legislative fiscal office. Then, upon approval, the state pays the counties based on 15 cents per registered voter. For FY 2018 the amount should be about \$75,000 and will offset the salary and benefits of the position as well as some supplies for the position.

Significant Program Changes

Last Year this program was:

This is a new ongoing program offer.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 91010A-18
Program Characteristics: One-Time-Only Request

Executive Summary

This is a one time only request to purchase an additional high speed ballot sorter for the Elections Division to complement the existing high speed ballot sorter. Having two sorters would reduce risk from mechanical failure and increase throughput during the most critical operational periods.

Program Summary

The existing high speed ballot sorter at Elections is currently the single point of entry for all ballots returned by voters. Before ballots can be removed from envelopes they must be passed through the sorter twice. The first time the ballots are run through the sorter is to scan the unique bar code on the envelope to ensure it is a valid ballot for the election and capture an image of the signature for verification. Once signature verification is completed the ballots must be run through the sorter a second time to separate challenged ballots from verified ballots and batch verified ballots. Since all other processes like ballot opening and counting depend on the ballot sorter there is significant risk of all processes stopping if the sorter fails. According to the vendor engineers, the existing sorter has many years of usable life but the risk of failure goes up as it ages.

Adding a second sorter to the process would allow all of the ballot processes to continue even if one of the sorters failed during a critical operational period. Additionally, the second sorter could be run in parallel with the first in order to increase throughput, smooth out the flow of ballots to other areas and reduce downtime in other ballot processing areas. Finally, the number of registered voters continues to grow significantly in Multnomah County through Oregon Motor Voter and steady population growth. The additional sorter will help the Elections division accommodate the additional volume of ballots.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of sorters installed	NA	NA	NA	100%
Outcome	Tested number of ballots per hour sorted	NA	NA	NA	TBD

Performance Measures Descriptions

Percent of sorters purchased, installed and tested and number of ballots per hour run through the sorting room demonstrate the successful installation of the sorter.

Legal / Contractual Obligation

No legal/contractual obligations associated with this program offer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Capital Outlay	\$0	\$0	\$350,000	\$0
Total GF/non-GF	\$0	\$0	\$350,000	\$0
Program Total:	\$0		\$350,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

No revenue associated with this program offer. Program offer will be supported with one-time-only County General Funds.

Significant Program Changes

Last Year this program was:

This is a new one time only program offer.

Department: Community Services **Program Contact:** Jim Clayton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91013-18, 91015-18, 91018-18
Program Characteristics:

Executive Summary

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

Program Summary

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

Mandated functions (required by state statute) include:

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

Other functions include:

- Provide surveying support for capital improvement projects (CIP) on county roads and bridges. Current projects include the Sellwood Bridge Replacement Project, NE Arata Road, Sandy Boulevard, and Beaver Creek Fish Passage project.
- Provide surveying support for County departments and local agencies. The program provides ongoing support to Road and Bridge Engineering for various projects (other than CIP). Currently working on projects for Facilities & Property Management.
- Provide surveying expertise to the public, County and local agencies.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of public land corner visits performed	100	100	100	100
Outcome	Percentage of plats reviewed within 21 days	99.4%	95%	95%	95%
Input	Number of plats reviewed for approval	156	140	150	140
Quality	Number of affidavits of correction filed for errors on plats	2	3	2	3

Performance Measures Descriptions

The Surveyor's Office maintains approximately 2,000 public land survey corners on a 7- to 10-year cycle. The County Surveyor approves all land division plats in the county and all cities within it. Our goal is to conduct scheduled maintenance visits and complete initial review of all plats within 21 calendar days of submittal. Review accuracy is measured by the number of affidavits of correction filed to rectify errors on plats which were missed during our review.

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	2017	2017	2018	2018
Personnel	\$0	\$1,170,223	\$0	\$1,224,595
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$0	\$50,600	\$0	\$53,860
Internal Services	\$0	\$342,718	\$0	\$374,704
Capital Outlay	\$0	\$60,000	\$0	\$60,000
Unappropriated & Contingency	\$0	\$2,747,459	\$0	\$2,451,841
Total GF/non-GF	\$0	\$4,373,000	\$0	\$4,167,000
Program Total:	\$4,373,000		\$4,167,000	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Indirect for Dept. Admin	\$64,750	\$0	\$76,939	\$0
Other / Miscellaneous	\$0	\$1,255,000	\$0	\$1,130,000
Interest	\$0	\$15,000	\$0	\$22,000
Beginning Working Capital	\$0	\$2,853,000	\$0	\$2,850,000
Service Charges	\$0	\$250,000	\$0	\$165,000
Total Revenue	\$64,750	\$4,373,000	\$76,939	\$4,167,000

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 \$6) charged when documents are recorded in the County Records. Another large portion of our revenue is derived from a filing fee (currently \$400) which is charged for all records of survey and plats that are submitted to our office for review and filing. Revenue estimates are as follows: Public Land Corner Preservation Fund – estimated 116,667 documents recorded at \$6 each - \$700,000, Plats and Surveys submitted for filing/recording - estimated 625 at \$400 each = \$250,000, and Survey support for county roads, estimated \$180,000. (all under "Other/Miscellaneous" above); Plat review and approval - actual cost incurred - estimated \$165,000 ("Service Charges" above). Filing fee reduction approved in FY 2017 and executed was targeted to spend down unappropriated fund balance which is cause for the \$300,000 drop in FY 2018 budget.

Significant Program Changes

Last Year this program was: FY 2017: 91012 County Surveyor's Office

No significant changes in Survey Office.

Department: Community Services **Program Contact:** Ian Cannon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91012-18, 91018-18, 91015-18
Program Characteristics:

Executive Summary

The Transportation Division serves a fundamental community need by providing for the safe movement of people and goods. The division ensures that 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 Transportation Division is responsible for planning, funding, designing, constructing, maintaining, operating and preserving 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. The Road Services program offer supports four areas (Roadway Engineering, Planning and Development, Water Quality and Road Maintenance) to deliver services that comply with local, state and federal transportation requirements while striving to achieve the transportation priorities of Multnomah County residents communicated to the Division through our public outreach efforts.

The Transportation Division is a regional leader in sustainable maintenance policies and practices that respond to the Endangered Species Act, Safe Drinking Water Act and Clean Water Act. The 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 Climate Action Plan (CAP).

The funding for transportation infrastructure continues to be an acute challenge, at the national, state and local levels. Increasing costs combined with flat revenues have shown that the current funding models are not sustainable. The county's 3-cent fuel tax receipts remain flat each year as a result of 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 (such as 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Output Lane Miles maintained by County	681	681	681	681
Outcome	Pavement Condition Index (PCI)	65	66	69	67
Outcome	Average number of days to review a development proposal.	n/a	n/a	n/a	10

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 average number of days to review a submitted development review proposal is an indicator of the amount of staff effort and time required to process the applications and the effectiveness of the process to review applications for land owners/developers within code requirements.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$5,830,845	\$0	\$6,223,230
Contractual Services	\$0	\$4,523,012	\$0	\$4,005,180
Materials & Supplies	\$0	\$1,762,313	\$0	\$1,783,550
Internal Services	\$116,000	\$2,481,279	\$120,327	\$2,881,410
Total GF/non-GF	\$116,000	\$14,597,449	\$120,327	\$14,893,370
Program Total:	\$14,713,449		\$15,013,697	
Program FTE	0.00	52.00	0.00	53.00

Program Revenues				
Indirect for Dept. Admin	\$346,431	\$0	\$403,788	\$0
Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$7,732,887	\$0	\$7,635,242
Taxes	\$0	\$50,000	\$0	\$50,000
Other / Miscellaneous	\$0	\$136,500	\$0	\$81,500
Financing Sources	\$0	\$3,950,512	\$0	\$3,100,000
Interest	\$0	\$65,000	\$0	\$110,000
Beginning Working Capital	\$0	\$2,547,550	\$0	\$3,794,128
Service Charges	\$0	\$45,000	\$0	\$52,500
Total Revenue	\$346,431	\$14,597,449	\$403,788	\$14,893,370

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 2017: 91013A Road Services

FY 2017: 91013A Road Services. An additional FTE position is proposed for an Engineer 1 to support capital project delivery, and development review and issuance of permits.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 91018-18
Program Characteristics: One-Time-Only Request

Executive Summary

County major roadways are severely deficient in pedestrian crossing points. Previous roadway designs focused on vehicle transit and managed pedestrian crossings primarily at intersections. Pedestrians tend to cross at points other than intersections due to the long distances between those intersections. Installation of mid-block crossings and Americans with Disabilities Act (ADA) ramps can improve pedestrian safety, especially near high-use corridors like schools.

Program Summary

This program funds the installation of Rectangular Rapid Flashing Beacons (RRFBs) and makes ADA (Americans with Disabilities Act) improvements in key high pedestrian use and safety corridors on the county transportation system. RRFBs are the current trend in improving pedestrian safety and have been shown to be highly effective at increasing driver awareness of pedestrian crossing activity and reducing collisions with pedestrians. ADA ramp improvements ensure mobility access for all and comply with Federal and State requirements.

This planned work will leverage the improvements that have been made to date to routes serving our partner schools. The rapid flashing beacons and crosswalk enhancements substantially implements School Action Plans as well as improves identified key safety locations. RRFBs will be installed inside the Reynolds School District boundaries and the two locations are still under review as the prioritization process has not been completed.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Rapid Flashing Beacons Installed	N/A	2	2	2
Outcome	Percent increase in students walking or biking to school in upgraded areas	N/A	100%	100%	100%

Performance Measures Descriptions

Installation of the RRFBs will impart a safer crossing condition at the locations identified. Both installations will occur inside the Reynolds School District boundaries. To test the effectiveness of the installation, pre and post installation surveys to collect data on the number of students walking or biking to school will be conducted with schools in the affected area.

Legal / Contractual Obligation

Installation of improvements requires compliance with ADA (Americans with Disabilities Act).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$100,000	\$0	\$0	\$100,000
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$100,000	\$0	\$0	\$100,000
Program Total:	\$100,000		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

One-time-only video lottery funds.

Significant Program Changes

Last Year this program was: FY 2017: 91013B Safe Routes to School Flashers

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

Executive Summary

This program supports the work to secure the levees' accreditation, reduce the risk of catastrophic flooding and protect the health and resiliency of county communities and the broader region. The FY 2018 budget continues to support a staff position who assists the Sauvie Island Drainage Improvement Company and the Levee Ready Columbia partnership to ensure that the region addresses federal requirements for levee accreditation.

Program Summary

The county as a regional partner in the Oregon Solutions Columbia River Levee Improvement Project has supported the work necessary to ensure improvements are identified and addressed within several drainage districts along the Columbia River levee system in Multnomah County. Failure to address identified deficiencies puts communities at risk of flooding and poses a risk of loss of levee accreditation under the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program as well as noncompliance with the US Army Corps of Engineers Rehabilitation and Inspection Program. The project is a multi-year effort entering its third year. Future work will include continued levee engineering analysis, implementation of improvements, and completion of certification and accreditation processes.

A focus of the county's role in this project is to support evaluation of the levees and remediation of deficiencies in the Sauvie Island Drainage Improvement Company area of responsibility. Additionally, this project supports the work of the Oregon Solutions partnership in ensuring that the region address federal requirements for all levees in the county. The county acts as the fiscal agent in administering state grants and loans for the regional partnership. The county also provides staff support to be an active participant in partnership meetings and to support the project management, technical review, and public outreach efforts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Participation in levee accreditation process	n/a	100%	100%	100%
Outcome	Certification evaluation completed for Sauvie Island Levee according to contract and loan agreements.	N/A	1	1	1

Performance Measures Descriptions

Success measured by participation in all project-related activities and a final deliverable of completion of the levee evaluation for Sauvie Island.

Legal / Contractual Obligation

As a regional partner, Multnomah County has served as convener for Oregon Solutions Levee Ready Columbia. 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	2017	2017	2018	2018
Personnel	\$0	\$100,000	\$0	\$126,883
Contractual Services	\$0	\$350,000	\$0	\$3,500
Materials & Supplies	\$0	\$0	\$0	\$5,500
Internal Services	\$0	\$0	\$0	\$11,000
Total GF/non-GF	\$0	\$450,000	\$0	\$146,883
Program Total:	\$450,000		\$146,883	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$146,883
Total Revenue	\$0	\$0	\$0	\$146,883

Explanation of Revenues

Program will be funded from the Video Lottery Funds in the projected amount of \$146,883.

Significant Program Changes

Last Year this program was: FY 2017: 91023 Levee Ready Columbia

The significant change in this program is completion of county financial support to the Sauvie Island Drainage Improvement Company (SIDIC) and the Cities of Troutdale and Fairview towards the levee accreditations. In FY 2018, the program will shift personnel budget to from a limited duration to a regular position 1.00 FTE. The FTE change has no cost impact to program but does align budget to support necessary position and meet county personnel rules on use of Limited Duration positions.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91012-18, 91013-18, 91018-18
Program Characteristics:

Executive Summary

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

Program Summary

Bridge Engineering comprises engineers, engineering technicians and support personnel. They provide planning, engineering and construction project management for the preservation of structural, mechanical, electrical and corrosion protection (paint) systems of the county's bridges. Most design and construction work is performed by outside contractors with direction and oversight provided by Bridge Engineering personnel. Projects are identified and prioritized in the Transportation Capital Improvement Program to match available funds. Bridge Engineering works with other county, state and federal agencies to secure funding from state and federal sources. The primary focus of Bridge Engineering is the six Willamette River Bridges, of which most are classified as historic structures and some are over 100 years in age. The four drawbridges are complex structures with complicated mechanical and electrical systems which allow them to be raised and lowered. The Engineering Section is engaged in multiple capital improvement projects. In FY 2018, construction will be complete on the Morrison Bridge Deck Replacement project. The Burnside Maintenance project, which will extend the life of the Burnside Bridge for 15-20 years, will also move into construction during FY 2018. We will also continue the 2-year Earthquake Ready Burnside Bridge Study to determine if the existing Burnside Bridge can be seismically upgraded and lay the framework for a National Environmental Policy Act study for a major Burnside Rehabilitation or Replacement in the next 20 years.

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

Bridge Operations raise and lower the draw spans to allow the passage of ships and other river traffic. They also perform some of the preventative maintenance tasks. Both Maintenance and Bridge Operations work closely with Bridge Engineering on a wide variety of projects and issues.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Preventative Maintenance tasks completed	1,800	1,750	1,800	1,750
Outcome	Percent of bridge openings with minimal delay to river traffic.	99%	99%	99%	99%

Performance Measures Descriptions

Preventative maintenance tasks help keep the bridges working properly and avoid the need for expensive capital rehabilitation projects. The percent of successful drawbridge openings measures the ability of this group to provide access for river traffic. The goal is 99%.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$4,684,349	\$0	\$5,245,375
Contractual Services	\$0	\$900,000	\$0	\$682,551
Materials & Supplies	\$0	\$499,000	\$0	\$506,150
Internal Services	\$0	\$1,462,570	\$0	\$1,480,781
Capital Outlay	\$0	\$560,013	\$0	\$125,000
Cash Transfers	\$0	\$51,551	\$0	\$51,551
Unappropriated & Contingency	\$0	\$4,005,718	\$0	\$2,544,025
Total GF/non-GF	\$0	\$12,163,201	\$0	\$10,635,433
Program Total:	\$12,163,201		\$10,635,433	
Program FTE	0.00	41.00	0.00	41.00

Program Revenues				
Indirect for Dept. Admin	\$239,272	\$0	\$253,159	\$0
Intergovernmental	\$0	\$7,144,738	\$0	\$6,016,179
Other / Miscellaneous	\$0	\$1,374,458	\$0	\$150,000
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$3,644,005	\$0	\$4,469,254
Total Revenue	\$239,272	\$12,163,201	\$253,159	\$10,635,433

Explanation of Revenues

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

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

Significant Program Changes

Last Year this program was: FY 2017: 91015A Bridge Services

The Bridge Services program supplied the majority of the county labor for the Sellwood Bridge Replacement. With the project substantially complete, labor needs and associated revenue to the program are minimal.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91013-18 , 91015-18
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 (CIP) 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 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 relies upon Bridge Engineering and Roadway Engineering programs to provide county labor and to plan and oversee the design and construction associated with capital projects. Projects are identified, prioritized and scheduled in the 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 requires continual maintenance.

Recent CIP updates include equity and health criteria for rating and ranking roadway, bike, pedestrian, culvert and bridge projects. The major bridge transportation capital projects included are the Morrison Bridge deck repair and paint, Broadway Rail Wheels and Burnside Bridge maintenance. 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 and Troutdale Road. West County projects include safety improvements on Cornelius Pass Road. Also included are fish passage and culvert projects on Beaver Creek at Stark Street and Cochran Road, and Dairy Creek at Reeder Road.

Construction of the Sellwood Bridge Replacement was substantially completed in FY 2017.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Dollar value of capital improvements	\$59,888,672	\$50,923,781	\$37,053,076	49,232,937
Outcome	Percent of project costs covered by grants	n/a	n/a	n/a	80%

Performance Measures Descriptions

Dollar value of capital improvements includes all county funds spent, regardless of source. The percentage of project costs covered grants looks at total cost of the project and percentage of funds that is covered by grants. This reflects the leveraging of county funds for grant dollars to build capital projects.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$83,538	\$0	\$0
Contractual Services	\$0	\$4,666,145	\$0	\$2,981,440
Materials & Supplies	\$0	\$154,251	\$0	\$0
Internal Services	\$0	\$11,341,361	\$0	\$10,062,982
Capital Outlay	\$0	\$34,678,486	\$0	\$36,106,015
Total GF/non-GF	\$0	\$50,923,781	\$0	\$49,150,437
Program Total:	\$50,923,781		\$49,150,437	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,481,537	\$0	\$12,000,000
Intergovernmental	\$0	\$21,405,046	\$0	\$18,528,325
Financing Sources	\$0	\$0	\$0	\$250,000
Interest	\$0	\$1,800	\$0	\$1,500
Beginning Working Capital	\$0	\$18,035,398	\$0	\$18,370,612
Total Revenue	\$0	\$50,923,781	\$0	\$49,150,437

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 91018 Transportation Capital

This program offer now captures the anticipated costs for the Sellwood Bridge Project for FY 2018. Previous Fiscal Years had identified a separate program offer for the Sellwood Bridge Project.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 91018-18
Program Characteristics: One-Time-Only Request

Executive Summary

The Road Capital Improvement Plan (RCIP) identifies and prioritizes the county's transportation system needs. The last major RCIP update was completed in 2002. Currently, 240 miles of roads under county jurisdiction are not covered by the RCIP. The proposed update will result in a complete look at the county's transportation network needs to address safety, multimodal access, fish passage, storm water, pavement condition and slide hazards. This process will include public outreach and incorporate county values around equity, sustainability, climate action and health into project prioritization.

Program Summary

This program offer is for a comprehensive update of the Multnomah County Road Capital Improvement Plan (RCIP). This update will provide an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates. The update will also use updated policy documents and best practices to rank and prioritize projects.

The RCIP is the key document that identifies and prioritizes the needs of the county's transportation system. The Plan component includes projects that will improve safety and operations of all traffic modes (motor vehicle, transit, pedestrian and bicycle), to provide adequate drainage network to storm water and to improve county's fish passage culvert needs. In addition to projects, the RCIP contains project prioritization policies that guide the county's transportation capital funding strategies for federal, state and local funds.

The last major RCIP update was completed in 2002. Currently only 34 miles of the 274 miles of road under Multnomah County jurisdiction are included in the RCIP (approximately 12%). That leaves 240 miles of roads not covered by the RCIP. The County does not currently have complete information on the condition, needs, deficiencies, and liabilities related to the County road system. The RCIP builds on the recent adoption of the county's Transportation System Plan (TSP) and Comprehensive Land Use Plan in 2016 and updates a key implementation document for the policies established in the TSP.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of public workshops and stakeholder interviews completed.	n/a	n/a	n/a	5
Outcome	Percent of assets evaluated in Phase 1 of evaluations for FY18.	n/a	n/a	n/a	60%

Performance Measures Descriptions

The number of public workshops and stakeholder interviews ensures that external input is received to inform the RCIP. The percent of assets evaluated reflects the progress of the RCIP process as the road needs are inventoried and evaluated.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$0	\$400,000
Total GF/non-GF	\$0	\$0	\$0	\$400,000
Program Total:	\$0		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Video lottery funds will support this program offer for two fiscal years. In FY 2018 \$400,000 will support the plan update and \$200,000 needed in FY 2019.

Significant Program Changes

Last Year this program was:

The total cost of this project is \$1.2 Million and will span FY 2018 and FY 2019 to complete. The Road Fund will pay half of the estimated cost of the plan. Road Fund contribution of \$600,000 is budgeted in the Road Services Program Offer (91013A-18).

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 91021B-18
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. Last year the county updated the Comprehensive Plan and is currently in the process of consolidating the Zoning Code. Long range planning staff will now 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 to achieve the goals of the rural areas.

The current Planning program provides assistance to property owners, neighbors, developers, realtors and other agencies with the land use process to objectively, consistently and fairly apply the county's development standards and procedures. Staff explain land use rules, review land use and building applications for compliance with applicable laws, and problem 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of land use/compliance inquiries	5,386	8,000	6,000	6,000
Outcome	% of compliance cases resolved voluntarily	96%	99%	95%	90%
Output	Number of land use/compliance actions taken	473	400	430	375
Efficiency	% of land use decisions made in 120 days	56%	70%	75%	75%

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	2017	2017	2018	2018
Personnel	\$1,298,251	\$0	\$1,247,081	\$60,000
Contractual Services	\$46,800	\$41,037	\$81,800	\$0
Materials & Supplies	\$47,200	\$0	\$51,072	\$0
Internal Services	\$290,138	\$0	\$324,550	\$0
Total GF/non-GF	\$1,682,389	\$41,037	\$1,704,503	\$60,000
Program Total:	\$1,723,426		\$1,764,503	
Program FTE	11.00	0.00	10.00	0.00

Program Revenues				
Fees, Permits & Charges	\$140,000	\$6,037	\$170,000	\$0
Intergovernmental	\$0	\$35,000	\$13,100	\$60,000
Taxes	\$0	\$0	\$6,000	\$0
Total Revenue	\$140,000	\$41,037	\$189,100	\$60,000

Explanation of Revenues

Fees are set and collected for land use permits. We estimate \$170,000 in revenues from land use permits and waste franchise fees in FY 2018. Metro provides additional support of \$13,100 to assist with administration of the rural waste hauler program. LUP 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 \$6,000 in FY 2018. LUP includes \$60,000 carryover for State Emergency Services Grant for County debris management planning. LUP has historically received \$35,000 from the Oregon Department of Land Conservation and Development in the form of a grant to assist with the management of the Columbia River Gorge National Scenic Area. The current budget at the State of Oregon discontinues this grant program for the 2018 fiscal year. The loss of funding from the state does not remove the need to continue to administer the land use planning program within the National Scenic Area.

Significant Program Changes

Last Year this program was: FY 2017: 91021A Land Use Planning

Program reduces a 1.00 Code Compliance Specialist who is dedicated to resolving code compliance problems, improving customer satisfaction through faster response times towards resolving compliance violations and conducting inspections to ensure conditions of approval are met. Program FTE drops from 11.00 FTE in FY 2017 to 10.00 FTE in FY 2018 as result if proposed staff reduction to meet budget constraints.

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

Executive Summary

This program offer seeks to continue an existing position within the compliance section of the Land Use Planning Division. The offer would maintain the current service levels of the compliance section. Without this Program Offer the compliance program will be less timely in their response to new complaints raised to the county. This position will also allow the compliance section to continue to make progress resolving the historic backlog of complaints.

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 allow the compliance section to continue to be responsive to new complaints while also providing the resources to continue to address the backlog of historic complaints. This additional FTE directly addresses these concerns by ensuring there are adequate resources to respond to compliance complaints in a reasonable timeframe.

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. By maintaining 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 historic compliance cases that have yet to be addressed.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of compliance inquiries	73	55	38	50
Outcome	Number of compliance actions taken	59	55	60	60
Quality	Percent of compliance cases resolved voluntarily	96%	100%	100%	100%

Performance Measures Descriptions

The output measure is the total amount on inquiries to the compliance program. The outcome measure is the total number of complaints resolved (cases closed). The quality measure is the percent of cases resolved through voluntary compliance.

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	2017	2017	2018	2018
Personnel	\$0	\$0	\$97,374	\$0
Total GF/non-GF	\$0	\$0	\$97,374	\$0
Program Total:	\$0		\$97,374	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This program will be supported with County General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 91021B 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 2018 Payments:

- City of Fairview \$13,400
- City of Troutdale \$16,500
- City of Gresham \$3,990,633
- City of Portland \$30,275,475

Between 1984 and 2016 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

County road funds are transferred to the cities, where they are commingled into the cities' transportation operating budgets. The cities are not required to report how county funds are used. The cities' allowed 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	2017	2017	2018	2018
Contractual Services	\$0	\$32,197,539	\$0	\$34,296,008
Total GF/non-GF	\$0	\$32,197,539	\$0	\$34,296,008
Program Total:	\$32,197,539		\$34,296,008	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$25,197,539	\$0	\$27,296,008
Taxes	\$0	\$7,000,000	\$0	\$7,000,000
Total Revenue	\$0	\$32,197,539	\$0	\$34,296,008

Explanation of Revenues

Monies transferred to the cities originate from State Highway Money and County Gas Tax received by Multnomah County. \$2.1 Million increase is due to additional revenues county receives from the State Highway Fund and is transferred through a pass-through payment to the cities.

Significant Program Changes

Last Year this program was: FY 2017: 91022 City Supplemental Payments

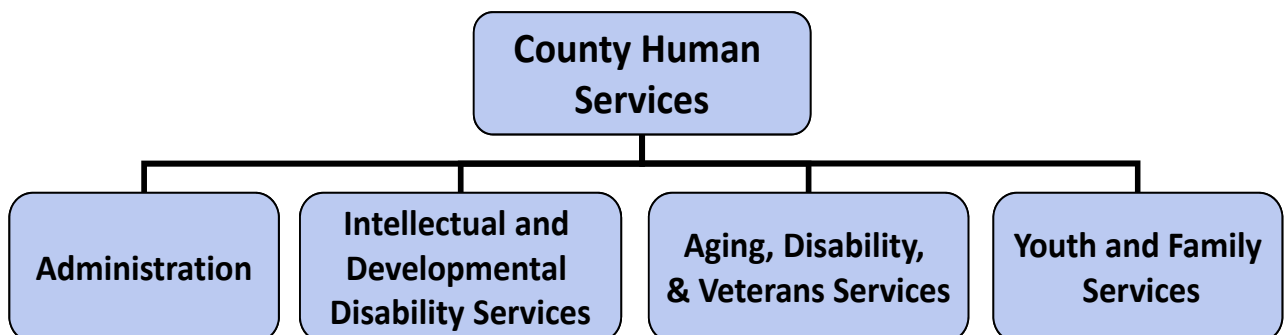
Department Overview

The vision for the Multnomah County Department of County Human Services (DCHS) is that every person, at every stage of life, will have equitable opportunities to thrive. Human services provide support for well-being throughout life. DCHS helps people and communities create a solid foundation of social relationships, resources, and opportunities. We all benefit when everyone can reach their potential and can fully contribute to the community.

In childhood, DCHS supports people by promoting positive parenting and play, improving educational success for youth, and making sure children have enough to eat in the summer months. In adulthood, DCHS can support a young adult with a disability who wants to live in their own home but is unsure how to pay the rent, can help someone stay in an affordable home, and provide safety and support for a survivor of domestic or sexual violence. DCHS supports older adults by doing things like helping older veterans navigate the public programs they've earned as part of their service, setting up a class at a senior center to keep people healthy, and protecting older or disabled people who are potentially being abused.

DCHS has remained dedicated to three focus areas: a) quality of life, b) economic opportunity, and c) education for all. Specifically, the Department's goals center in three key areas: a) building equity, b) strengthening partnerships, and c) investing in what works through culturally specific and responsive services.

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, the Domestic and Sexual Violence Services Coordination Office for the County and City of Portland, and the Community Development Disability Program (CDDP) for Multnomah County. DCHS accomplishes its goals with a budget of over \$148 million and 670.05 FTE.



Budget Overview

The DCHS FY 2018 Proposed Budget is \$148.4 million, which represents a 4% increase over the FY 2017 Adopted Budget. The County General Fund contributes just over \$50 million, or 30% of the total. The remainder of the DCHS budget, \$98.2 million, comes from Federal, State, and other (“Other Fund”) revenue. The department’s budget is allocated to 66 program offers across four divisions and funds over 670 full-time-equivalent employees.

DCHS’s \$98.2 million in Federal, State, and local revenue is a \$4.2 million increase over the FY 2017 Adopted Budget. The increase is largely due to additional Medicaid funding (\$2.9 million) and a carryover of Energy Assistance funds (\$1.5 million). With two-thirds of the DCHS budget coming from over 100 Federal and State sources, many of the key services provided by the department are reliant on state and federal funding. For example, in Aging, Disability, and Veteran Services, which will serve over 235,000 older adults, people with disabilities, and veterans in FY 2018, over 80% of the division’s \$68.5 million budget is from Federal and State sources. With significant uncertainty about the short-and long-term trajectory of these funding streams, DCHS will continue to monitor and adapt to funding changes as it works to protect our community’s most vulnerable citizens.

The FY 2018 DCHS General Fund allocation contains \$399,516 in additional ongoing funding for the following programs:

- I/DD Eligibility & Intake Restoration (25016B) \$113,516
- YFS Court Care (25046B) \$31,000
- YFS MSI Healthy Birth Initiative Cohort (25139B) \$200,000
- YFS SUN Community Schools Expansion (25145B) \$55,000

The FY 2018 DCHS General Fund allocation also includes \$682,000 in one-time-only funding for six programs. Much of this one-time-only funding, including the Healthy Birth Initiative Cohort program (25139B), is focused on improving coordination within the systems of support that help the most vulnerable members of our community. A list of programs funded one-time-only can be found on page 21 of the Budget Director’s Message.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	
	Actual	Current	Adopted	Proposed	Difference
		Estimate	Budget	Budget	
Staffing FTE	661.32	675.05	675.05	670.05	(5.00)
Personnel Services	\$60,083,818	\$65,601,597	\$65,699,663	\$66,844,736	\$1,145,073
Contractual Services	67,268,531	55,484,003	58,390,230	59,704,797	1,314,567
Materials & Supplies	2,348,038	2,435,761	2,324,054	2,543,578	219,524
Internal Services	15,489,194	15,691,909	16,111,489	19,331,202	3,219,713
Capital Outlay	<u>767,138</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$145,956,719	\$139,213,270	\$142,525,436	\$148,424,313	\$5,898,877

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

Successes and Challenges

235,000 older adults, people with disabilities and Veterans were safer and have more equitable opportunity because of the Aging, Disability and Veterans Services Division (ADVSD). ADVSD developed a “trusted partner” relationship between Medicaid service screening and health systems streamlining access for individuals coming out of hospitals. The Division expanded funding and partnerships with OHSU and Providence Health Services. Eighty-four percent of nursing home-eligible clients were able to stay in the community.

5,755 adults, children, and their families, were served with I/DD, to support choice, inclusion and full community access. 1,779 adults were linked with resources in their neighborhoods (FY 2016). 5,771 monitoring visits were conducted on 560 housing service sites to improve safety (FY 2016). I/DD also implemented innovative approaches to case management and managing risk by redesigning delivery system to focus on the geographic location of clients, and the use of mobile work designs.

The Youth and Family Services (YFS) Division helped 17,000 households receive energy services, supported 85 SUN Community Schools (79 funded by the County), served 30,000 youth, provided Domestic Violence Prevention trainings to more than 1,000 people and distributed more than a million meals through the SUN Child and Family Hunger program. 700 families received case management through the Multnomah Stability Initiative (MSI). YFS also implemented innovative work through the Housing Stability Team by offering cross-departmental, holistic services, and training nearly 4,000 people locally and nationally in Assertive Engagement and Trauma Informed Care practices.

The Director’s office lead a department-wide performance management process, which improved ADVSD’s internal processes for critical court reporting, improved the distribution of energy assistance and increased efficiency in Business Services. It re-created the DCHS website to be participant-centric, and implemented the Department’s first comprehensive communications plan. Internal grant processes were streamlined by 20%. The Director’s office provided nonprofit trainings and forums for hundreds of partners and County staff, and responded to five emergency events including weather, flooding, a gas explosion and the Hotel Alder Fire. The department coordinated 100 staff members and multiple community organizations to provide DCHS services such as SNAP replacement, gift cards for lost items and case management. In addition, the Office secured \$676,000 in private and State financial and in-kind grants for innovative projects.

The Department’s challenges center around monitoring and preparing to respond to the changing State and Federal budget landscape that could lead to severe cuts across many programs and for thousands of participants. At a time of growing inequity and when the basics such as food and housing are harder to come by for people struggling to make ends meet, older adults and people with disabilities, potential cuts would create extreme challenges.

Diversity and Equity

DCHS challenges oppression -- including racism, sexism, ageism, and ableism -- which is essential if we are to reach our primary goal of supporting an equitable county.

The Department has focused on building a diverse workforce through recruitment, focused outreach to communities of color, analysis of applicant flow and coordination of specific hiring initiatives. As a result, the Aging Disabilities and Veterans Services Division saw an increase of 2.4% of employees of color, which representing 30.6 % of the division's total workforce. Department-wide, the year over year increase was 3.4%, for a total of 32.4% of its total workforce.

Additionally, the Department continues to build on the use of trauma-informed care practices in program design in order to put the experience of participants front and center. This is particularly important for populations and in places with historical barriers to opportunity and inclusion.

Given the programmatic focus on income inequality, which disproportionately impacts communities of color, the Department has dedicated a position to focus on internal and external equity efforts. The position will build a plan for achieving better outcomes by focusing on developing pro-equity practices in DCHS from leadership to operations to workplace to policies and partnerships.

Lastly, given recent reallocations of funding to culturally specific and culturally responsive organizations, the department will work with partners to build community trust and capacity to achieve the collective aspirations of truly culturally responsive services, and improved outcomes for people of color.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$7,715,228	\$0	\$7,715,228	55.00
Intellectual and Developmental Disabilities	3,615,538	18,899,604	22,515,142	395.80
Aging, Disability, and Veteran Services	11,977,027	56,499,619	68,476,646	149.25
Youth and Family Services	<u>26,917,603</u>	<u>22,799,694</u>	<u>49,717,297</u>	<u>70.00</u>
Total County Human Services	\$50,225,396	\$98,198,917	\$148,424,313	670.05

Department Administration

Department Administration provides executive leadership and strategic vision for The Department of County Human Service (DCHS). The Director's office works with elected leaders, stakeholders, system partners, community members and staff to ensure quality service delivery.

Department leadership is responsible for provision of quality best practices in services, strategic partnerships, leadership and direction, stewardship of public resources, continuous quality improvement, performance management, emergency preparedness, innovation, communication and support and maintenance of a diverse qualified workforce.

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

Monitoring changes in our State and Federal funding allocations is a significant focus for the department's administration. The department receives about 67% of its funding from sources outside of the county general fund. With more than 100 revenue streams, the continuous process of predicting, monitoring and adapting to changing funding levels is a top priority.

The department continues to plan for effective strategies to develop trauma informed spaces, and approaches to our service delivery by dedicating a position which will be focused on training and technical support for staff, providers and partners. The position will help implement the recommendations made by a department-wide trauma-informed work group and conduct a comprehensive look at department practices.

Equity is at the forefront of the department's internal and external work. A position has been re-purposed in the Director's Office to build an equity framework and actively support both culturally specific and culturally responsive organizations.

Intellectual and Developmental Disabilities Service Division

The Intellectual and Developmental Disabilities Service Division (I/DDSD) supports quality of life by working so that every person is safe, healthy and integrated into their community. I/DDSD serves more than 5,500 people with intellectual and developmental disabilities such as autism, cerebral palsy or intellectual disability diagnosed prior to the age of twenty two. Services may span the entire lifetime.

I/DDSD links individuals and their families to resources in the community and to Medicaid funded residential, employment, in-home and non-County brokerage case management services. The division conducts more than 1,150 intake and eligibility determinations per year. A client survey conducted earlier this year showed 81% customer satisfaction. The division provides Abuse Investigation services to participants, opening more than 250 investigations per year.

The division's streamlining efforts in FY 2017 have increased capacity for our workforce to serve consumers in the community by increasing staff mobility. I/DDSD is also the host for Region One, a five county regional crisis diversion program. I/DDSD is actively implementing Employment First practices providing increased employment opportunities for participants. The division's strategic plan for FY 2018 is focused on enhancing diversity and equitable services and the further streamlining of work processes.

Significant Changes

In FY 2017, I/DDSD received additional State funding to increase capacity to address the significant workload increases due to recently enhanced Medicaid-funded plan options for clients and their families, hiring 30 additional staff to provide case management and required administrative functions. Service innovations include creation of 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, allocation of resources to provide more intensive case management for high-risk clients and added specialization allowing certain case managers to focus on the needs of clients enrolled in residential and employment programs. Streamlining efforts have improved effectiveness of mobile staff in the community, improved quality assurance, and improved case management billing results. I/DDSD designed a service authorization unit that processes payroll and purchases for families receiving in-home services in order to increase case management efficiency. Additionally the division opened a new office space in west Gresham, to place staff closer to where many families that the division serves reside.

Challenges in the coming year include potential reductions that may negatively impact gains recently made regarding client caseloads, crisis diversion and crisis placement services and the division's ability to meet increasing administrative requirements from the state.

Aging, Disability and Veterans Services

Aging, Disability and Veterans Services Division (ADVSD) is the federally-designated Area Agency on Aging that represents diverse needs and preferences of 235,000 older adults, people with disabilities, and Veterans. ADVSD maintains a comprehensive service system that supports individuals to achieve independence, health, safety, and quality of life. Services provided by ADVSD include: 24-hour access to community resources, community social and nutrition services, eligibility for Medicaid health and long-term support services, representation to access Veterans benefits, protective and guardianship services, and adult care home licensing and monitoring.

This past year, ADVSD led the implementation of the Multnomah County Aging-Friendly Action Plan and completed the 2017 - 2021 Area Plan for services for older adults, people with disabilities, and Veterans. Community input and engagement is key to the success of these efforts. ADVSD held 18 listening sessions with 474 participants, 89% who identified as racial, ethnic, or cultural minorities and 68% who had limited English proficiency. The most frequently discussed topics were transportation, nutrition, healthy aging, abuse prevention, and information about community resources.

In FY 2017, ADVSD established a division-wide performance management system. ADVSD has identified the impact expected for program participants for all key service areas and is measuring these outcomes. As a result, ADVSD Program Offers are redesigned for FY 2018 to reflect the new measurements.

Significant Changes

ADVSD is addressing the experience of program participants and staff to ensure that people are treated respectfully and that our office environments contribute to well-being and safety for program participants, the public, and staff. ADVSD is partnering with the Youth and Family Services Division to train staff on the Assertive Engagement approach which is a synthesis of evidence-based practices, including: motivational interviewing, strength-based practice, assertive community treatment, and trauma-informed care. ADVSD is assessing all visitor reception areas to ensure the spaces are trauma-informed in design and also maximize safety and security for both visitors and staff.

ADVSD is also making significant changes to ensure that funding and competitive contracting processes for community social and nutrition services align with our vision and values of promoting equity for racial, ethnic, and cultural minorities. ADVSD is updating the funding formula for culturally-specific versus culturally-responsive services, accounting for population demographics and poverty rates. The division is also engaging a broad array of community-based organizations in training prior to the release of the solicitation to better prepare organizations to be competitive applicants.

ADVSD began a division-wide effort to collect consistent feedback from people served by ADVSD called the Participant Experience Project (PEP). Diverse consumer representatives served on an advisory council and provided recommendations about methodology, format, and content. The pilot PEP launched in four sites and responses are analyzed for trends by region, demographic, and program areas to inform program administration.

Youth and Family Services

The Youth & Family Services (YFS) Division North Star states that “all individuals and families have the opportunity to engage in the level and depth of culturally relevant services that they want, in order to thrive.”

The YFS Division focuses on two major impact areas: educational success and family stability. The division focuses on five core service and policy areas: Energy, Anti-Poverty/Prosperity, Education Supports, Early Childhood and Domestic and Sexual Violence.

The Division manages over 40 programs funded by federal, state and local funds. These programs offer a wide range of interventions including: domestic violence emergency response, kindergarten transition, housing stability assistance, case management, assertive engagement staffing, sexual assault services, youth advocacy, academic supports through extended day programming, assistance obtaining benefits such as SNAP and SSI/SSDI, and more.

Approximately 81% of YFS services are contracted out to partner agencies who work in the community, including a wide network of culturally specific organizations. YFS also actively partners with local jurisdictions, such as the local cities, school districts, Home Forward and the Department of Human Services.

Significant Changes

The FY 2018 budget reflects the newly formed YFS division, formed July 1, 2016 through the merger of three smaller divisions within DCHS: SUN Service System, Community Services and the Domestic and Sexual Violence Coordination office. The merger creates a comprehensive approach to services by increasing partnership and collaboration among and across programs. The new division developed a comprehensive strategic plan in the fall of 2016 and has already implemented many changes leading to increased program collaboration and a better experience for people accessing services.

Notable highlights for FY 2018 include:

- Focus on Equity. The Division completed the Organizational Assessment for Racial Equity in FY 2017 and will have an Equity Plan moving into FY 2018.
- Lesbian, Gay, Bisexual, Transgender and Queer supports through the Gateway Center. LGBTQ individuals who are survivors of domestic violence will have access to culturally appropriate work force and employment services.
- Program Quality. SUN Community Schools continues to implement the national Youth Program Quality Assessment tool in to strengthen the quality of programs offered in school sites. This is done by assuring a safe program environment, adult/student interaction, youth-centered policies and practices.
- Multnomah Stability Initiative - Case Management Enhanced. This program will partner with Health Department’s Healthy Birth Initiative to increase child and family well being through service coordination and resources.

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 2018 General Fund	Other Funds	Total Cost	FTE
Department Administration					
25000	Director's Office	\$2,770,767	\$0	\$2,770,767	17.00
25001	Human Resources	1,044,056	0	1,044,056	7.00
25002A	Business Services and Operations	3,709,235	0	3,709,235	29.00
25002B	Business Services and Operations - Joint Office Fiscal Support	191,170	0	191,170	2.00
Intellect./Devel. Disabilities Services					
25010	Administration & Support	1,952,417	1,994,195	3,946,612	15.00
25011	Budget and Operations	551,543	3,810,356	4,361,899	24.00
25012	Services for Adults	309,816	4,282,658	4,592,474	35.80
25013	Services for Children and Young Adults	331,017	4,794,620	5,125,637	41.00
25014	Abuse Investigations & Monitoring	347,229	1,486,444	1,833,673	14.00
25015A	Crisis Diversion Services	0	1,073,912	1,073,912	7.45
25016A	Eligibility & Intake Services	10,000	1,457,419	1,467,419	11.00
25016B	Eligibility & Intake Restoration	113,516	0	113,516	1.00
Aging, Disability and Veterans Services					
25022	Adult Care Home Program	138,730	2,408,827	2,547,557	16.00
25023	Long Term Services & Supports	2,760,852	30,857,960	33,618,812	246.00
25024	Adult Protective Services	591,097	5,178,669	5,769,766	38.35
25025	Veterans Services	566,034	235,578	801,612	7.00
25026	Public Guardian/Conservator	1,557,479	0	1,557,479	11.00
25027	Administration	267,112	1,502,969	1,770,081	8.00
25028	Multi-Disciplinary Team	688,736	456,991	1,145,727	6.05
25029	LTSS Transition & Diversion	338,253	3,756,531	4,094,784	28.00
25032	Outreach, Information & Referral	1,151,654	1,319,094	2,470,748	11.20
25033	Nutrition Program	461,716	1,632,698	2,094,414	0.50
25034	Health Promotion	46,130	1,087,868	1,133,998	4.70
25035A	Case Management & In-Home Services (non-Medicaid)	1,275,591	3,983,862	5,259,453	6.40
25035B	RFP Transition Support	114,000	0	114,000	0.00
25036	Safety Net Services	742,725	0	742,725	1.50
25037	Transportation Services	168,542	2,323,523	2,492,065	0.50
25038	Advocacy & Community Program Operations	1,108,376	1,755,049	2,863,425	10.60

County Human Services

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Youth and Family Services					
25041	Domestic Violence Crisis Services	432,002	0	432,002	0.00
25044	Domestic and Sexual Violence Coordination	464,465	155,970	620,435	3.43
25045	DCI: Safe and Thriving Communities	0	315,136	315,136	1.17
25046A	Domestic Violence Legal Services	172,452	30,637	203,089	0.00
25046B	Court Care	31,000	0	31,000	0.00
25047	Domestic Violence Enhanced Response Team	463,731	121,896	585,627	4.00
25048A	Culturally Specific and Underserved Domestic & Sexual Violence Services	494,746	0	494,746	0.00
25048B	LGBTQ Economic Empowerment	68,000	0	68,000	0.00
25049	Sexual Assault Services	204,500	0	204,500	0.00
25115	Benefit Acquisition Program	453,431	223,000	676,431	0.00
25118	Youth & Family Services Administration	1,659,875	50,000	1,709,875	11.00
25119	Energy Assistance	0	11,907,149	11,907,149	6.75
25121	Weatherization	0	4,242,085	4,242,085	9.25
25133A	Housing Stabilization for Vulnerable Populations (HSVP)	1,882,194	507,730	2,389,924	1.16
25133B	Housing Stabilization Team	250,000	0	250,000	0.00
25134	Thriving Communities	75,000	0	75,000	0.00
25135	Commercial Sexual Exploitation of Children (CSEC) - Victims System of Care	614,689	98,617	713,306	1.00
25136	MSI Related Services	132,146	0	132,146	0.00
25137A	Promise Neighborhoods	2,000,000	0	2,000,000	0.00
25137B	Promise Neighborhoods - Backbone Agency Support	77,720	0	77,720	0.00
25138	Runaway Youth Services (RYS)	813,613	175,000	988,613	0.00
25139A	Multnomah Stability Initiative - Case Management Services	2,541,183	849,816	3,390,999	1.84
25139B	Multnomah Stability Initiative - Healthy Birth Initiative Cohort	200,000	0	200,000	0.00
25139C	Multnomah Stability Initiative - Financial Stability	150,000	0	150,000	0.00
25140	Community Development	106,029	323,680	429,709	1.00
25141	Supplemental Nutrition Assistance Program (SNAP) Outreach	38,804	74,827	113,631	1.00
25145A	SUN Community Schools	6,120,616	1,902,805	8,023,421	3.00
25145B	SUN Community Schools Expansion	55,000	0	55,000	0.00

County Human Services

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
25147	Child & Family Hunger Relief	387,892	0	387,892	1.00
25149	SUN Youth Advocacy Program	2,151,021	350,000	2,501,021	1.00
25151	SUN Parent & Child Development Services	1,481,256	370,129	1,851,385	1.00
25152	Early Kindergarten Transition Program	345,050	105,535	450,585	1.00
25155	Sexual & Gender Minority Youth Services	282,541	0	282,541	0.00
25156A	Bienestar Social Services	1,032,884	0	1,032,884	7.60
25158	Early Learning Multnomah HUB	303,291	987,182	1,290,473	4.00
25159A	Youth and Family Stability Support	209,257	0	209,257	0.00
25160	Data and Evaluation Services	1,198,215	8,500	1,206,715	9.80
25162	Family of Friends Mentoring Project	<u>25,000</u>	<u>0</u>	<u>25,000</u>	<u>0.00</u>
Total Department of County Human Services		\$50,225,396	\$98,198,917	\$148,424,313	670.05

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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 builds well-being in our community so every person, at every stage of life has equitable opportunities to thrive. The Director's Office develops and leads the department's mission, policies, communications and strategic initiatives; provides financial management; and supports the division's efforts to provide high quality and innovative services to the communities we serve.

Program Summary

Issue: The Department of County Human Services is made up of three divisions, staffed by 670 FTE and is funded with a budget of over \$148 million dollars. The Department is funded through a blend of local, state and federal funding with accompanying requirements and roles and programmatic commitments to the community.

Goals: The Director's office works to advance the department's strategic initiatives and program service delivery through four main goals: a) maintaining good government practices of accountability and transparency; b) advancing an equity agenda both internally and with our community partners; c) ensuring high-quality program delivery; and d) effective engagement and communication with the community.

Activities: The Director's office ensures: a) DCHS meets its financial and regulatory requirements through budget development, fiscal compliance, data collections, and reporting; b) department-wide performance management and sharing of quality improvement tools and techniques; c) identifies new approaches to DCHS work and the application of research for emerging and best practices and solutions; d) equity goals are advanced by providing educational opportunities and support for partners; e) communication and coordination with the Board of County Commissioners, and e) communication with partners, clients, and customers by using online tools to engage with the community. All of these efforts are focused towards achieving the department's broader goals of building well being in the community and fostering equitable opportunities to thrive.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of formal communications to employees ¹	57	50	50	50
Outcome	Percent of visitors who were able to find what they were looking for on the DCHS website	N/A	N/A	N/A	85%
Outcome	Number of DCHS Web Pages Viewed			775,500	910,000

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	2017	2017	2018	2018
Personnel	\$2,203,274	\$0	\$2,306,132	\$0
Contractual Services	\$54,445	\$0	\$85,600	\$0
Materials & Supplies	\$207,827	\$0	\$137,873	\$0
Internal Services	\$169,487	\$0	\$241,162	\$0
Total GF/non-GF	\$2,635,033	\$0	\$2,770,767	\$0
Program Total:	\$2,635,033		\$2,770,767	
Program FTE	17.00	0.00	17.00	0.00

Program Revenues				
Other / Miscellaneous	\$224,527	\$0	\$440,546	\$0
Total Revenue	\$224,527	\$0	\$440,546	\$0

Explanation of Revenues

\$440,546 County General Fund Department Indirect: Based on FY18 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2017: 25000 Director's Office

Department: County Human Services

Program Contact: Chris Robasky

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

DCHS Human Resources supports the quality of life, professional development and education of 600-700 employees. HR ensures DCHS achieves its goals through equitable recruitment, selection and retention of employees, and anticipating and planning for staffing needs. HR functions include outreach and recruiting, hiring and on-boarding, maintaining records, staff retention and workforce and succession planning, training, employee and labor relations including equity for hiring and treatment of staff, and performance management.

Program Summary

ISSUE: There are many dynamics to ensure employees work in an environment that supports them and the community while ensuring equity for a diverse workforce, in compliance with contracts, rules, and legal requirements.

GOALS: HR's goal is to ensure services and strategies support and add value to DCHS strategies; promote fair and equitable treatment of all employees; adhere to county personnel rules, policies and labor contracts; align with Central HR to develop and implement consistent and effective HR solutions and program; and create workforce and succession planning to develop a diverse and talented pool of employees and candidates to meet future staffing needs.

ACTIVITIES: DCHS HR achieves these goals by providing consultation to managers, supervisors, and employees while working with union representation and aligning with Central/County HR and county counsel when necessary. Following a few years of employee expansion, efforts in FY18 will focus on stabilizing workforce numbers, equity, professional development, education, compassion, and compliance, while supporting department-wide goals. Lastly, HR will support process mapping and design and implementation of new ERP while maintaining service levels in a changing budget environment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Recruitments	321	320	220	220
Outcome	Placement/reassignment of employees impacted by reduced staffing	1%	3%	3%	3%

Performance Measures Descriptions

Legal / Contractual Obligation

Federal, state and local laws and regulations relating to wage and hour, discrimination and harassment, leave of absence, privacy and other hiring and employment practices. Ensure compliance with two labor contracts related to pay, hours of work and other working conditions.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,001,484	\$0	\$928,851	\$0
Contractual Services	\$4,000	\$0	\$4,000	\$0
Materials & Supplies	\$21,656	\$0	\$5,248	\$0
Internal Services	\$121,009	\$0	\$105,957	\$0
Total GF/non-GF	\$1,148,149	\$0	\$1,044,056	\$0
Program Total:	\$1,148,149		\$1,044,056	
Program FTE	8.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,061,084	\$0	\$1,044,056	\$0
Total Revenue	\$1,061,084	\$0	\$1,044,056	\$0

Explanation of Revenues

\$1,044,056 County General Fund Department Indirect: Based on FY18 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2017: 25001 Human Resources

Elimination of 1 FTE Human Resource Technician.

Department: County Human Services

Program Contact: Rob Kodiriy

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Business Services and Operations provides service in support of DCHS overall operations, ensuring effective and responsible stewardship of available financial resources and enabling informed decision-making for programs. Business Services and Operations' core functions are finance, procurement and contracting, budget and accounting, and business process support.

Program Summary

ISSUE: Over 40% of the total funds in the department are contracted to community-based providers for services to the vulnerable populations served by DCHS. Roughly 70% of funding comes from over 100 funding sources including State, Federal, and grants. The diverse funding streams require effective contract execution, compliance and reporting, payment processing, and constant review of financial and internal controls to ensure ethical and responsible usage of available financial resources.

PROGRAM GOAL: Business Services and Operations' goals are to provide support to divisions through budgeting and fiscal planning, contracting and procuring and paying for the services and to maintain financial control and oversight through accounting, fund management, and financial reporting and risk management.

PROGRAM ACTIVITY: Business Services and Operations' activities include budget development, management, and reporting; accounts payable and receivable; procurement and contracting; grant accounting and reporting; and implementation of, and compliance with, all county, state and federal fiscal policies and procedures related to the business of this department. We work across the County with other departments and agencies; and serve as liaisons between the department and internal service providers such as County Finance, Central Budget, and the County Facilities, Fleet, Records, IT.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of invoices paid in 30 days or less	83%	83%	85%	87%
Outcome	Percentage of financial reports submitted to the satisfaction of the grantor	99%	99%	99%	99%
Output	Number of executed contracts and amendments (*estimated based on FY17 volume)	400	385	406	425*
Outcome	Percent of annual contracts executed prior to start date	85%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$3,022,658	\$0	\$3,181,677	\$0
Contractual Services	\$125,010	\$0	\$34,500	\$0
Materials & Supplies	\$67,447	\$0	\$57,959	\$0
Internal Services	\$389,842	\$0	\$435,099	\$0
Total GF/non-GF	\$3,604,957	\$0	\$3,709,235	\$0
Program Total:	\$3,604,957		\$3,709,235	
Program FTE	29.00	0.00	29.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,680,037	\$0	\$3,505,095	\$0
Total Revenue	\$1,680,037	\$0	\$3,505,095	\$0

Explanation of Revenues

\$3,505,095 County General Fund Department Indirect: Based on FY18 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2017: 25002A Business Services and Operations

Department: County Human Services **Program Contact:** Rob Kodiriy
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 25002
Program Characteristics:

Executive Summary

DCHS Business Services and Operations provides business services in support of the Joint Office of Homeless Services (JOHS). In FY 2017, Multnomah County and the City of Portland combined existing and new homelessness-related resources to form the JOHS. To ensure continuity in contract and grant administration throughout this transitional period, the County leverages the administrative resources of DCHS to support JOHS.

Program Summary

ISSUE: In FY 2017, Multnomah County and the City of Portland combined existing and new homelessness-related resources to form the JOHS, addressing unmet community needs. The JOHS contracts are funded through a mix of Federal, State, City of Portland General Fund and Multnomah County General Fund revenues. The JOHS is required to maintain compliance with Federal Uniform Administrative Requirements, including pre- and post-award requirement standards for financial and program management, property standards, sub-recipient monitoring, record retention and non-compliance corrective actions. These contracted services are also managed in accordance with County and State Procurement and Contracting rules and policies.

PROGRAM GOAL: The goal is to provide Business Services Administrative support (including payments, contracts & procurement, and grant accounting) to the JOHS through administrative capacity in DCHS to ensure continuity in contract and grant administration and allow for increases in service levels. This resulted in an additional \$40 million (including City of Portland funds) in contracted services supported by DCHS Business Services and Operations.

PROGRAM ACTIVITY: To accommodate the increase in contracted services, a 1.0 FTE contract specialist and a 1.0 grant accountant were added to the unit. The contract specialist initiates the contract development processes, consolidates, and submits items through SRM (Supplier Relationship Management system), ensures contract compliance and management consistent with legal requirements, internal processes, and policy, ensures proper and timely reporting and compliance monitoring. The grant accountant monitors, reports, maintain records, ensure compliance, and authorizes fund withdrawals for over \$40 million in contracted services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of executed contracts and amendments	NA	50	58	64
Outcome	Percentage of financial reports submitted to the satisfaction of the grantor	NA	99%	98%	99%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$176,548	\$0	\$191,170	\$0
Total GF/non-GF	\$176,548	\$0	\$191,170	\$0
Program Total:	\$176,548		\$191,170	
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 2017: 25002C Business Services and Operations - Joint Office Fiscal Support

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Administration provides oversight of the division to ensure the delivery of services that increase quality of life for individuals with intellectual and developmental disabilities. This oversight is focused on the accurate and timely delivery of services and improved systems that support clients in living independent and healthy lives in the community. Administration leads the division in continuous quality improvement, coordination of daily functions, advocacy at the local and state levels, and collaborative efforts with partner agencies.

Program Summary

ISSUE: Intellectual and Developmental Disabilities Administration provides department oversight of staff, quality assurance, and system improvement in order to maximize client services and provide leadership as the Community Developmental Disability Program (CDDP) for Multnomah County, which is a Medicaid authority status conferred by the State. An intellectual or developmental disability is a condition such as cerebral palsy, autism or intellectual disability that a person is born with or that develops during childhood, and is expected to continue indefinitely.

PROGRAM GOALS: Business strategies related to organization transformation, systems change, professional development and staff support can directly improve quality of life for individuals with intellectual and developmental disabilities by increasing the delivery and accessibility of quality services. The goals of Intellectual and Developmental Disabilities Administration include: a) optimize day-to-day functioning and staff development in order to demonstrate public stewardship and accountability, b) deliver quality, timely, and HIPAA-compliant services to support the health, safety, independence and inclusion of clients, c) improve policies and remove barriers to access by advocating for clients, and d) increase resources for clients through collaborative partnerships.

PROGRAM ACTIVITY: The four goals outlined above correspond to four general areas of activity: coordination, quality, advocacy and collaboration. In the area of coordination, Intellectual and Developmental Disabilities Administration is responsible for overall staff development, office management, implementing new and innovative ways to accomplish work, and ensuring services are provided in a timely manner and within federal and state guidelines. In the area of quality, Administration is responsible for the creation of a strategic plan, metrics and dashboards for performance management, monitoring the inter-agency agreement with the State, maintaining the quality assurance of records and practices, and collecting and responding to customer feedback. In the area of advocacy, Administration focuses on identifying and removing barriers for access to services and informing policy through open and continuous dialogue with state and local agencies. In the area of collaboration, Administration identifies and works with a variety of community-based organizations to increase the delivery of equitable and inclusive service, offering customer choice to a diverse community across the county.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of client records audited annually for Medicaid compliance	245	300	300	300
Outcome	% of federally-funded plans re-authorized annually ¹	54%	100.0%	75%	90%
Outcome	% of survey respondents satisfied with the services they receive ²	N/A	N/A	80%	80%

Performance Measures Descriptions

¹ Results are lower than expected due to increases in caseload size. The program implemented e-records and hired additional staff to normalize caseloads and improve this outcome.

² New measure for FY18. 80% is the baseline established with the 2016 client population survey. The program has implemented a system to continuously collect and respond to client feedback.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,697,372	\$0	\$1,535,795
Contractual Services	\$1,835,459	\$1,000	\$1,941,274	\$1,000
Materials & Supplies	\$0	\$56,766	\$11,143	\$54,049
Internal Services	\$0	\$427,661	\$0	\$403,351
Total GF/non-GF	\$1,835,459	\$2,182,799	\$1,952,417	\$1,994,195
Program Total:	\$4,018,258		\$3,946,612	
Program FTE	0.00	17.90	0.00	15.00

Program Revenues				
Indirect for Dept. Admin	\$102,514	\$0	\$156,344	\$0
Intergovernmental	\$0	\$2,182,799	\$0	\$1,994,195
Total Revenue	\$102,514	\$2,182,799	\$156,344	\$1,994,195

Explanation of Revenues

\$1,994,195 - State Mental Health Grant Local Admin

Significant Program Changes

Last Year this program was: FY 2017: 25010 DD Administration & Support

Decreased 2.9 FTE as a result of funding shortfall:

0.9 FTE Program Manager 1, 1.0 FTE Office Assistant 2, 1.0 FTE Office Assistant Sr.

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Intellectual and Developmental Disabilities Budget and Operations maintains regulatory compliance for mandated functions that directly increase quality of life for individuals with intellectual and developmental disabilities. These efforts deliver quality services that provide clients with choice and support for living independent and healthy lives in the community. This unit leads the division in increasing capacity, delivery, and payment of client in-home supports, residential placements and employment opportunities while responding to continuously changing state service requirements and maximizing revenue.

Program Summary

ISSUE: Intellectual and Developmental Disabilities Budget and Operations must meet the increasing demand for services and ensure that quality business and staffing practices are adaptable as the number of clients and state service requirements constantly increase and change.

PROGRAM GOALS: Research shows that efforts to support quality of life for individuals with intellectual and developmental disabilities must function at the personal, program, community, state and national levels, and must enhance the individual's opportunity to choose the activities, supports and living arrangements that are right for them. The goals of Budget and Operations align with these demonstrated best practices and include: a) increase the capacity of community-based residential, personal support and employment providers by ensuring timely contracting, training, certification and payment, b) increase equitable access to services by approving and processing service requests based on client choice and needs, c) implement new policies, procedures and trainings that maintain compliance with county, state and federal regulatory requirements, and d) ensure fiscal accountability through budgeting and revenue tracking.

PROGRAM ACTIVITY: The four goals outlined above correspond to four general areas of activity: capacity, access, compliance, and budgeting. In the area of capacity, Budget and Operations is responsible for processing criminal background checks and timesheets for Personal Support Workers, partnering with the Adult Care Home Program to increase the number of certified homes for clients, and contracting with employment and residential providers. In the area of access, Budget and Operations approves, verifies and tracks service revenue for 24-hour residential care, supported living, foster care, employment, transportation, family support, in-home client support, adult protective services, targeted case management and local administration. In the area of compliance, Budget and Operations determines regulatory requirements, initiates, negotiates and amends contracts with providers, and oversees public procurement and implementation of county administrative procedures. In the area of budgeting, Budget and Operations reviews and reports funding allocations and service expenditures, secures budget approval, settles contracts with the state, and tracks all budget costs for employees and client services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of 0337 client enrollment forms accurately processed monthly ¹	100%	95%	100%	100%
Outcome	% of clients referred who are accepted into an employment setting	83%	90%	88%	90%

Performance Measures Descriptions

¹ The 0337 enrollment form is the mechanism by which clients are enrolled in and exited from services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$103,744	\$2,389,635	\$0	\$2,570,495
Contractual Services	\$551,543	\$532,346	\$551,543	\$453,110
Materials & Supplies	\$4,630	\$31,031	\$0	\$38,016
Internal Services	\$0	\$567,380	\$0	\$748,735
Total GF/non-GF	\$659,917	\$3,520,392	\$551,543	\$3,810,356
Program Total:	\$4,180,309		\$4,361,899	
Program FTE	1.00	23.50	0.00	24.00

Program Revenues				
Indirect for Dept. Admin	\$144,333	\$0	\$261,677	\$0
Intergovernmental	\$0	\$3,520,392	\$0	\$3,810,356
Total Revenue	\$144,333	\$3,520,392	\$261,677	\$3,810,356

Explanation of Revenues

\$3,253,698 - State Mental Health Grant Local Admin
 \$350,000 - State Mental Health Grant Special Projects
 \$5,000 - Foster Care Services
 \$95,205 - HAP Housing Program
 \$2,905 - United Way Housing Assistance
 \$103,548 - State Mental Health Grant Regional Crisis Coordination Funding.

Significant Program Changes

Last Year this program was: FY 2017: 25011 DD Budget and Operations

Decreased 1.5 FTE as a result of funding shortfall: 0.5 FTE Office Assistant 2; 1.0 FTE Admin Analyst.
 Increased 1.0 FTE: Added from Bud Mod DCHS 01-17 - 2.0 Program Specialists by using funding from vacant Program Specialist Sr. that was eliminated.

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Adult Services support the quality of life of individuals with intellectual and developmental disabilities, with a special emphasis on personal development, social inclusion, health and safety, and self-determination as characterized by client authority, autonomy, and responsibility. Adult Services include service coordination and monitoring, individual support plans, needs and risk assessments and connections to resources. All services are inclusive, culturally appropriate, and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Adult Services address the need for extensive home and community based long-term support services instead of expensive and isolating institutional care, so that individuals with intellectual and developmental disabilities can maintain their independence, health and safety within their community. An intellectual or developmental disability is a condition such as cerebral palsy, autism or intellectual disability that a person is born with, or that develops during childhood, and is expected to continue indefinitely.

PROGRAM GOALS: Policy, advocacy and research around quality of life for individuals with intellectual and developmental disabilities has converged on eight quality of life domains that guide the implementation of Adult Services: emotional, material and physical well-being, interpersonal relations, social inclusion, personal development, self-determination and rights. The goals of Adult Services are aligned with these domains and include: a) assist individuals in accessing a residential placement of their choice, b) provide planning and supports that increase client achievement of personal goals, c) support clients in connecting to and using both funded and natural supports, d) maintain and improve the health and safety of clients through service access and monitoring, e) increase the life choices available to clients, and f) optimize client involvement in education, employment and purposive activity.

PROGRAM ACTIVITY: The six goals outlined above correspond to four general areas of activity: assessment, connection, service coordination, and monitoring. In the area of assessment, Adult Services is responsible for conducting needs assessments that determine service levels and categories. In the area of connection, Adult Services connect clients to residential, educational, employment, and interpersonal resources. This includes a map of family, friends and community members that can serve as resources for clients. In the area of service coordination, Adult Services engage the client in person-centered planning to identify interests, strengths, choices and goals, and document this information in an Individual Support Plan that outlines a path to goal achievement. The Service Coordinator also provides ongoing, individualized support to clients. In the area of monitoring, Adult Services engage in regular monitoring of service providers and partner with Community Justice, Mental Health, Vocational Rehabilitation and crisis services to ensure the health and safety of clients.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of adults served each month	1,679	1,650	1,700	1,800
Outcome	Total monitoring visits for residential sites	5,771	6,000	6,400	7,000
Outcome	% of adult survey respondents who report that they like where they live ¹	N/A	N/A	85%	85%

Performance Measures Descriptions

¹ New measure for FY18. 85% is the baseline established with the 2016 client population survey. Choice in residential placement is discussed as part of the Individual Support Plan (ISP) process.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$3,303,276	\$249,027	\$3,183,835
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$46,229	\$5,067	\$56,810
Internal Services	\$0	\$825,473	\$55,722	\$1,032,013
Total GF/non-GF	\$0	\$4,184,978	\$309,816	\$4,282,658
Program Total:	\$4,184,978		\$4,592,474	
Program FTE	0.00	34.90	3.00	32.80

Program Revenues				
Indirect for Dept. Admin	\$198,544	\$0	\$322,482	\$0
Intergovernmental	\$0	\$4,184,978	\$0	\$4,282,658
Total Revenue	\$198,544	\$4,184,978	\$322,482	\$4,282,658

Explanation of Revenues

\$359,985 - State Mental Health Grant Local Admin
 \$3,906,411 - State Mental Health Grant Case Management
 \$16,262 - State Mental Health Grant Flex Funding

Significant Program Changes

Last Year this program was: FY 2017: 25012 DD Services for Adults

Decreased 2.0 FTE as a result of funding shortfall – 2.0 FTE Case Manager 2 – 713688 and 714007

Transferred from PO 25013 DD Services for Children and Youth to PO 25012 - 1.0 FTE Case Manager 2 - 717620, and 2.0 FTE Case Manager Sr- 717618 and 712263

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Child and Young Adult Services support the quality of life of individuals with intellectual and developmental disabilities, emphasizing self-determination, personal development, social inclusion, health, and safety. Child and Young Adult Services include service coordination, monitoring, individual support plans, needs assessments and connections to resources targeted toward optimal child development and transition from child to adult services. All services are inclusive and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Child and Young Adult Services address the need for extensive home and community based long-term support services instead of expensive and isolating institutional care, so that individuals with intellectual and developmental disabilities can maintain their independence, health and safety within their community. An intellectual or developmental disability is a condition such as cerebral palsy, autism or intellectual disability that a person is born with, or that develops during childhood, and is expected to continue indefinitely.

PROGRAM GOALS: Policy, advocacy and research around quality of life for individuals with intellectual and developmental disabilities has converged on eight quality of life domains that guide the implementation of services: emotional, material and physical well-being, interpersonal relations, social inclusion, personal development, self-determination and rights. The goals of Child and Young Adult Services are aligned with these domains and include: a) identify the best housing option for each child and young adult, with a focus on keeping children in the family home, b) provide planning and family supports that optimize child development and transition from child to adult services, c) support clients and families in connecting to and using both funded and natural supports, d) maintain and improve the health and safety of clients through service access and monitoring, and f) optimize client involvement in education, employment and purposive activity.

PROGRAM ACTIVITY: The six goals outlined above correspond to four general areas of activity: assessment, connection, service coordination, and monitoring. In the area of assessment, needs assessments are conducted to determine levels and categories of service. In the area of connection, services connect clients to residential, educational, and developmental resources. This includes a map of family, friends and community members that can serve as resources, as well as training opportunities for families. In the area of service coordination, services engage the client in person-centered planning to identify strengths, choices and goals, and document this information in an Individual Support Plan that outlines a path to goal achievement. The Service Coordinator is matched linguistically and culturally with the client to provide ongoing, individualized support and to coordinate with schools districts and the community transition program to support young adults as they move from child to adult services. In the area of monitoring, case managers monitor service providers and partner with DHS, Mental Health, and crisis services to ensure the health and safety of clients.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of children (birth -17) served each month	1,661	1,700	1,720	1,800
Outcome	% of children retained in the family home	88%	88%	88%	88%
Output	Number of young adults (aged 18-21) served each month	402	400	410	425

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$4,035,843	\$249,027	\$3,570,373
Contractual Services	\$24,140	\$0	\$25,000	\$0
Materials & Supplies	\$0	\$59,417	\$4,751	\$63,809
Internal Services	\$0	\$1,045,164	\$52,239	\$1,160,438
Total GF/non-GF	\$24,140	\$5,140,424	\$331,017	\$4,794,620
Program Total:	\$5,164,564		\$5,125,637	
Program FTE	0.00	45.00	3.00	38.00

Program Revenues				
Indirect for Dept. Admin	\$243,764	\$0	\$363,464	\$0
Intergovernmental	\$0	\$5,140,424	\$0	\$4,794,620
Total Revenue	\$243,764	\$5,140,424	\$363,464	\$4,794,620

Explanation of Revenues

\$491,564 - State Mental Health Grant Local Admin
 \$4,303,056 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2017: 25013 DD Services for Children and Young Adults

Transferred to PO 25012: 1.0 FTE Case Manager 2; 2.0 FTE Case Manager Sr.
 Decreased 1.0 FTE as a result of funding shortfall: 1.0 FTE Case Manager 2

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Abuse Investigations and Monitoring services provide abuse investigation and prevention services to increase the quality of life for individuals with intellectual and developmental disabilities. These services ensure the health and safety of clients, as well as client rights and access to criminal justice protections. Abuse Investigations and Monitoring delivers services that are person-centered, culturally appropriate, timely, preventative, and collaborative.

Program Summary

ISSUE: Abuse Investigations and Monitoring addresses the need to protect the health, safety and rights of individuals who are at increased risk for exploitation and abuse due to their intellectual or developmental disability.

PROGRAM GOALS: Abuse Investigations and Monitoring services directly addresses four of the core quality of life domains identified by the research on enhancing quality of life for individuals with intellectual and developmental disabilities: emotional, material and physical well-being, and rights. The goals related to these domains include: a) increase access to developmental disability services and criminal justice protections through the abuse investigation process, b) increase and maintain client health and safety, c) improve service delivery for clients by partnering with local, state and federal agencies, and d) prevent abuse through monitoring and technical assistance.

PROGRAM ACTIVITY: The four goals outlined above correspond to three general areas of activity: access, collaboration, and prevention. In the area of access, Abuse Investigations and Monitoring services are responsible for ensuring that timely and appropriate safety plans are in place so that clients have access to the direct supports they need for their health and safety. Additional responsibilities include unbiased screening and investigation of alleged abuse, neglect, or exploitation of adults now or previously enrolled in services. These services are conducted under the oversight of the State Department of Human Services Office of Adult Abuse Prevention and Investigations (OAAPI) and include investigations of care providers and non-care providers. In the area of collaboration, Abuse Investigations and Monitoring services maintain close working relationships with local, state, and federal law enforcement agencies and community partners, and participates in the District Attorney's Multi-Disciplinary Team, the ADVSD Public Guardian/Conservator program, and the Critical Case Review Committee, designed to discuss and find safe options for high-risk clients experiencing complex situations. In the area of prevention, Abuse Investigations and Monitoring services include program monitoring, technical assistance and follow-up. These services ensure programmatic compliance with Oregon Administrative Rules, statutes and contracts and reduce the risk of abuse, neglect and exploitation of clients.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of investigations closed	205	175	190	175
Outcome	% of abuse referrals screened within 5 working days	93%	90%	94%	90%
Output	Number of programmatic monitoring visits performed ¹	323	240	350	120
Outcome	% of sites monitored that were found to be in compliance with Oregon Administrative Rules. ¹	100%	90%	100%	90%

Performance Measures Descriptions

¹ Performance Measure target reduced in FY18 due to loss of 1.0 FTE position dedicated to crisis monitoring and technical assistance services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$215,576	\$1,271,456	\$258,354	\$1,196,365
Contractual Services	\$0	\$1,000	\$0	\$1,000
Materials & Supplies	\$2,515	\$31,230	\$3,958	\$16,632
Internal Services	\$21,485	\$301,367	\$84,917	\$272,447
Total GF/non-GF	\$239,576	\$1,605,053	\$347,229	\$1,486,444
Program Total:	\$1,844,629		\$1,833,673	
Program FTE	2.13	12.87	2.50	11.50

Program Revenues				
Indirect for Dept. Admin	\$76,814	\$0	\$121,790	\$0
Intergovernmental	\$0	\$1,605,053	\$0	\$1,486,444
Total Revenue	\$76,814	\$1,605,053	\$121,790	\$1,486,444

Explanation of Revenues

\$802,647 - State Mental Health Grant Local Admin
 \$683,797 - State Mental Health Grant Abuse Investigation Services

Significant Program Changes

Last Year this program was: FY 2017: 25014 DD Abuse Investigations and Monitoring

Decreased 1.0 FTE as a result of funding shortfall: 1.0 FTE Program Tech.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Region 1 Crisis Diversion Services directly support the quality of life of individuals with intellectual and developmental disabilities by providing crisis stabilization for the most severely challenged clients. Services include crisis residential placements, maintenance of crisis bed availability, training, technical assistance, and statewide, regional and local collaboration. These services emphasize safety, crisis prevention, community inclusion, service access, communication, cost-effectiveness, and culturally appropriate practice and placement.

Program Summary

ISSUE: Some clients are at high risk for health, safety and housing crises due to disability-related vulnerabilities or volatile living situations. Crisis Diversion Services address the need for immediate residential placements and technical assistance for the providers serving these clients.

PROGRAM GOALS: Research has demonstrated that enhanced quality of life is the result of a good match between a person's emotional and physical needs and the ability of the environment to fulfill those needs. Crisis Diversion Services match clients with services that meet their needs, and increase the capacity of the cross-county service network to meet the needs of clients in crisis. The service network includes Clackamas, Clatsop, Columbia, Multnomah, and Washington Counties. Service goals include: a) long-term stabilization of living situations for vulnerable clients across Region 1 counties, b) increase capacity of residential and service providers to meet the needs of the most vulnerable clients by providing professional development and maintenance of crisis bed availability, and c) improve service delivery and client access to services by partnering with other agencies and coordinating services across the five counties of Region 1.

PROGRAM ACTIVITY: The three goals outlined above correspond to three general areas of activity: access, capacity, and system coordination. In the area of access, Crisis Diversion Services provide prompt placement of clients into foster care or 24-hour licensed homes for acute crisis situations, including clients exiting hospitals, nursing homes, correctional facilities and state-operated residential settings. In the area of capacity, services include continual development, maintenance, recruitment and certification of culturally-responsive crisis foster homes that offer linguistic and culturally specific supports, as well as behavior support consultation, technical assistance, and training to service providers, Service Coordinators, health care representatives and family members. In the area of system coordination, Crisis Diversion Services engage in work groups, steering committees and task forces with mental health agencies, public safety partners, child welfare, school districts, hospitals, Region 1 counties, and the state to develop policies that improve service delivery to clients in crisis. System coordination also includes centralized administrative services across Region 1 that allow for expedited service access for clients in crisis.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of intakes that request out-of-home placement	327	247	330	300
Outcome	% of adults requesting a placement within 2 business days who are placed safely within 2 business days	100%	95%	100%	95%
Outcome	# of caregivers trained and certified in Oregon Intervention System	224	200	250	200
Outcome	% of "critical" intakes reported as "stable" at 6 months following placement and case is closed ¹	87%	80%	80%	80%

Performance Measures Descriptions

¹ "Critical" is defined as any child needing an out-of-home placement, or any adult exhibiting two of three state-defined crisis conditions; "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	2017	2017	2018	2018
Personnel	\$0	\$848,348	\$0	\$806,593
Contractual Services	\$0	\$82,357	\$0	\$22,688
Materials & Supplies	\$0	\$21,390	\$0	\$11,095
Internal Services	\$0	\$200,005	\$0	\$233,536
Total GF/non-GF	\$0	\$1,152,100	\$0	\$1,073,912
Program Total:	\$1,152,100		\$1,073,912	
Program FTE	0.00	8.25	0.00	7.45

Program Revenues				
Indirect for Dept. Admin	\$51,240	\$0	\$82,111	\$0
Intergovernmental	\$0	\$1,137,600	\$0	\$997,062
Other / Miscellaneous	\$0	\$14,500	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$76,850
Total Revenue	\$51,240	\$1,152,100	\$82,111	\$1,073,912

Explanation of Revenues

\$982,562 - State Mental Health Grant Regional Crisis Coordination
 \$14,500 - Miscellaneous Fees (based on historical averages)
 \$76,850 - Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2017: 25015 DD Crisis Diversion Services

Decrease 1 FTE as a result of funding shortfall: 0.8 FTE Case Manager Sr.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Eligibility and Intake Services increase access to essential quality of life supports and resources for individuals with intellectual and developmental disabilities. These entryway services emphasize awareness, access, choice, and community inclusion for individuals seeking supports. Eligibility and Intake services, as determined by state and federal rules, are self-directed, community and family inclusive, culturally appropriate, and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Eligibility and Intake Services address the need for awareness and understanding of available services and assistance with navigating the application and eligibility processes for intellectual and developmental disability services for both children and adults.

PROGRAM GOALS: Research shows that efforts to support quality of life for individuals with intellectual and developmental disabilities must enhance the individual's opportunity to access and choose the activities, supports and living arrangements that are right for them. Eligibility and intake services constitute the point of entry to all intellectual and developmental disability services, including vocational, residential, case management, and in-home. The goals of Eligibility and Intake Services align with demonstrated best practices and include: a) increase understanding of available services and eligibility requirements, b) increase connections of individuals to community resources, c) increase application rates through direct application supports, and d) increase access to funded services by determining eligibility and enrolling clients according to state regulatory requirements.

PROGRAM ACTIVITY: The four goals outlined above correspond to three general areas of activity: awareness, connection, and access. In the area of awareness, Eligibility and Intake Services conduct community outreach to increase awareness and understanding of Multnomah County Intellectual and Developmental Disabilities services and processes. This outreach results in referrals from community partner agencies, including schools, medical providers, parent networks, and service agencies. Referrals and inquiries are followed up with a phone call that provides detailed information about services and next steps. In the area of connection, Eligibility and Intake Services contact the potential client in their primary language to schedule an intake appointment at a location convenient for them. While waiting for a formal eligibility determination, potential clients are connected to community partner agencies that may provide needed resources, such as health insurance application, early intervention, or housing supports. In the area of access, Eligibility and Intake provide an intake appointment, one-on-one application support, initial needs assessment, service information, eligibility determination, and referral to brokerages, which are alternative non-County case management systems. Applicants are contacted regarding the outcome of their eligibility determination and eligible clients are paired with a Service Coordinator.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of intake eligibility referrals	1,267	850	1,100	900
Outcome	% of referrals made eligible for DD services	77%	76%	76%	76%
Outcome	% of applicants satisfied with the intake support they receive ¹	N/A	N/A	N/A	80%

Performance Measures Descriptions

¹New measure for FY18. Satisfaction with intake support will be collected with a survey.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,167,164	\$0	\$1,106,100
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$0	\$15,846	\$0	\$17,421
Internal Services	\$0	\$285,119	\$0	\$333,898
Total GF/non-GF	\$10,000	\$1,468,129	\$10,000	\$1,457,419
Program Total:	\$1,478,129		\$1,467,419	
Program FTE	0.00	12.00	0.00	11.00

Program Revenues				
Indirect for Dept. Admin	\$70,497	\$0	\$112,601	\$0
Intergovernmental	\$0	\$1,468,129	\$0	\$1,457,419
Total Revenue	\$70,497	\$1,468,129	\$112,601	\$1,457,419

Explanation of Revenues

\$1,457,419 - State Mental Health Grant Local Admin

Significant Program Changes

Last Year this program was: FY 2017: 25016 DD Eligibility & Intake Services

Decrease 1.0 FTE as a result of funding shortfall: 1.0 FTE Program Specialist

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25133, 25133B
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Intellectual and Developmental Disabilities Eligibility and Intake Services increase access to essential quality of life supports and resources for individuals with intellectual and developmental disabilities. These entryway services emphasize awareness, access, choice, community inclusion, and housing stabilization for individuals seeking supports. Eligibility and Intake services, as determined by state and federal rules, are self-directed, community and family inclusive, culturally appropriate, and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: As rental prices increase in Portland, individuals with intellectual and developmental disabilities experience increased housing instability and homelessness.

PROGRAM GOALS: The goals related to this position include: a) keep clients stably housed by providing financial support for emergency and long-term housing, b) increase client access to housing services by providing interpersonal support for navigating the technical requirements for services, and c) coordinate services with the cross-departmental Housing Stability Team, as well as data collection and reporting as required by HUD.

PROGRAM ACTIVITY: This position works cross-departmentally with the Housing Stability Team, which is a partnership with Youth and Family Services Division, Aging Disability and Veterans Services Division, Intellectual and Developmental Disabilities Division, the Joint Office of Homeless Services and the Health Department. This partnership provides an innovative approach to stabilizing housing. This multi-department, multi-division coordination effort increases client access to services. Direct supports are also provided to clients, such as explanation of eligibility requirements, communication with landlords on behalf of clients regarding aid verification, and one-on-one application assistance. The Short Term Rent Assistance (STRA) program provides eviction prevention and homeless placement funding. These services may include: rent assistance, deposit assistance, mortgage payment assistance, utility bill assistance, late fee assistance and assistance with rental application fees. The Shelter Plus Care (SPC) program is a long-term housing assistance program in which families that were previously homeless and have a disabled head of household can obtain housing and receive a monthly housing subsidy to assist them in sustaining their housing and avoiding homelessness.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of individuals in housing ¹	N/A	N/A	N/A	150
Outcome	% of individuals who retain their housing after 12 months ¹	N/A	N/A	N/A	85%

Performance Measures Descriptions

¹Previously, this position was combined with a larger Program Offer, and these primary measures were not reported. Historic data is available. The number of individuals in housing: FY16 = 154, FY17 Estimate = 130. The percent of individuals who retain their housing after 12 months: FY16 = 90%, FY17 Estimate = 90%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$113,516	\$0
Total GF/non-GF	\$0	\$0	\$113,516	\$0
Program Total:	\$0		\$113,516	
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:

Add back 1.0 FTE with Scaled Offer – Program Specialist - 717608

Policy changes at DHS have significantly reduced the division's funding for FY18. Additionally our budget allocations from the state are not uniform due to repeated changes in the state funding model and in many instances our budget fluctuates as revenues are associated with billable contacts and a promise to pay concept for client services. Additional funding will enable the division to continue the ability to provide financial and technical support to vulnerable clients for emergency and long-term housing.

Department: County Human Services **Program Contact:** Felicia Nelson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Adult Care Home Program (ACHP) is responsible for the safety of residents who live in the 636 adult care homes in Multnomah County. The ACHP provides older adults, people with disabilities, people with mental illness, and Veterans equitable and easy access to quality adult care home services that meet their desire for choice and contribute to improved quality of life. The ACHP licenses and monitors adult care homes to ensure residents have their specific needs and wishes met in a culturally appropriate, safe, welcoming 24-hour setting.

Program Summary

ISSUE: The State of Oregon’s approach to long-term services and supports for the past 30 years has been to invest more Medicaid dollars in community settings as an alternative to nursing facilities. The State valued the goal of reducing Medicaid cost and increasing choice for participants. Adult care homes are single family homes located in residential neighborhoods and offer assistance for up to five adults in a home-like environment. Multnomah County has the majority of the nursing facilities in the state. Multnomah County has an exemption from the State of Oregon to create local licensing regulations that meet or exceed State requirements for adult care homes to ensure the highest quality and safety for County residents.

PROGRAM GOAL: The goal of the Adult Care Home Program is to ensure residents receive appropriate, person-directed, culturally specific, and safe services and that the operators of the homes are in compliance with Multnomah County Administrative Rules (MCARs).

PROGRAM ACTIVITY: The ACHP accepts, reviews, and approves license applications for those interested in operating an adult care home. Once approved, all adult care home operators are trained on and follow MCARs which exceed the State of Oregon’s minimum requirements. There are 2,900 residents living in 636 adult care homes. All homes receive three to four licensing and monitoring visits each year. These visits ensure that residents receive appropriate care and services, including personal care, nutrition, physical safety, nursing care, and medication management. ACHP takes corrective action when it identifies issues of noncompliance in the home. Program staff provides 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of adult care homes licensed and inspected annually	636	650	636	640
Outcome	% of adult care homes that were licensed accurately and timely based on ACHP audit findings	N/A	N/A	80%	80%
Outcome	% of residents satisfied with services received in adult care homes	80%	80%	80%	82%
Outcome	Average Medicaid cost savings for adult care home residents compared to nursing facility placement ¹	62%	62%	62%	62%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget. ¹The average monthly Medicaid cost of services provided to older adults, people with disabilities, and Veterans in an adult care home is \$2,536. This is 38% of the \$6,698 average Medicaid cost of a nursing facility placement for the same population.

Legal / Contractual Obligation

Multnomah County has a contract with Oregon Department of Human Services to administer the licensing, monitoring, and training functions of Adult Care Homes. The Board of County Commissioners passed Multnomah County Resolution §23.66 - §223.999 establishing the Adult Care Home Program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$30,668	\$1,502,897	\$31,186	\$1,528,173
Contractual Services	\$123,427	\$311,828	\$100,000	\$314,400
Materials & Supplies	\$1,312	\$64,252	\$1,313	\$64,258
Internal Services	\$5,553	\$402,570	\$6,231	\$501,996
Total GF/non-GF	\$160,960	\$2,281,547	\$138,730	\$2,408,827
Program Total:	\$2,442,507		\$2,547,557	
Program FTE	0.32	15.68	0.32	15.68

Program Revenues				
Indirect for Dept. Admin	\$90,775	\$0	\$155,568	\$0
Fees, Permits & Charges	\$0	\$269,400	\$0	\$269,400
Intergovernmental	\$0	\$2,012,147	\$0	\$2,139,427
Total Revenue	\$90,775	\$2,281,547	\$155,568	\$2,408,827

Explanation of Revenues

\$20,400 – Adult Care Home Program Misc Fees
 \$15,000 – Adult Care Home Program Conference Fees
 \$20,000 – Adult Care Home Program Fines
 \$214,000 – Adult Care Home Program License Fees
 \$2,139,427 – Title XIX

Significant Program Changes

Last Year this program was: FY 2017: 25022 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

Aging, Disability & Veterans Services Division provides a continuum of programs that ensure older adults, people with disabilities, and Veterans have equitable and efficient access to quality services and meets their diverse needs. The Long Term Services & Supports program (LTSS) is the Medicaid program that provides resources and case management to support individuals' independence and quality of life. LTSS determines eligibility and enrolls 47,508 people annually in health, financial, and nutritional programs. Intensive case management is provided to 8,068 people monthly.

Program Summary

ISSUE: Older adults with incomes below the poverty level and individuals with a physical disability, mental illness or developmental disability can face health and safety risks and benefit from early intervention and effective management of complex care needs.

PROGRAM GOAL: The goals of the LTSS case management service are to advocate and support safe, healthy, independent living in the community for participants. This goal helps prevent or minimize costly nursing facility placement, hospitalizations, and hospital readmissions. Promoting home and community-based services is a priority and the number of individuals living in community-based settings in Multnomah County far exceed the national average.

PROGRAM ACTIVITY: Under contract with the State, there are two key Medicaid programs provided: eligibility case management and service case management. Eligibility case managers determine eligibility and enroll qualifying individuals in programs that meet basic health, financial, and nutritional needs through the Oregon Health Plan, Medicaid, and the Supplemental Nutrition Assistance Program (SNAP). These participants receive counseling to help choose the most appropriate managed care and Medicare Part D plans. Participants typically have incomes below the poverty level. There are an average of 31,850 monthly participants receiving eligibility case management, 85% of these participants receive both medical and SNAP benefits, 15% receive only SNAP. Eligibility case managers carry an average caseload of 454 participants.

Service case managers provide intensive case management for individuals who are highly vulnerable and have complex social, daily living, and medical needs. The State refers to this as meeting "criteria for nursing facility level of care." Case managers utilize a person-centered approach to assess needs and jointly create plans with participants. Service case managers authorize, coordinate, and monitor services that address health and safety risks in the least restrictive environment. There are 8,068 participants monthly who receive service case management. Staff ensure early intervention and effective management of the complex care needs of this high-risk population. Service case managers carry an average caseload size of 96 participants.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average monthly # of service case management participants receiving services	8,068	8,000	8,068	8,393 ¹
Outcome	% of service participants in a stable, safe living situation ²	95%	95%	95%	95%
Output	Ratio of nursing facility eligible service participants in community versus nursing facility	84%	83%	84%	84%
Outcome	% of participants who received SNAP benefits within 30-days	98.25%	98.25%	98.25%	98.25%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

¹Projected increase in average number of participants is due to caseload growth, but offset by proposed changes to the State's eligibility criteria. ²Residents in adult care homes can be moved involuntarily if the ACH loses its operating license.

Legal / Contractual Obligation

ADVSD has a contract with Oregon Department of Human Services to administer the Medicaid and SNAP programs in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities. The programs are guided by federal regulations or rules including those in the Social Security Act, Medicaid Administration, and SNAP.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$21,616,065	\$0	\$22,209,309
Contractual Services	\$1,901,419	\$169,989	\$2,760,852	\$129,000
Materials & Supplies	\$0	\$541,657	\$0	\$502,976
Internal Services	\$0	\$6,518,033	\$0	\$8,016,675
Total GF/non-GF	\$1,901,419	\$28,845,744	\$2,760,852	\$30,857,960
Program Total:	\$30,747,163		\$33,618,812	
Program FTE	0.00	246.00	0.00	246.00

Program Revenues				
Indirect for Dept. Admin	\$1,305,609	\$0	\$2,260,907	\$0
Intergovernmental	\$0	\$28,662,161	\$0	\$30,661,107
Other / Miscellaneous	\$0	\$183,583	\$0	\$196,853
Total Revenue	\$1,305,609	\$28,845,744	\$2,260,907	\$30,857,960

Explanation of Revenues

\$30,661,107 – Title XIX
 \$59,500 – Providence Medical Center
 \$137,353 – Oregon Health Sciences University Case Manager (FTE) grant.

Significant Program Changes

Last Year this program was: FY 2017: 25023 ADVSD Long Term Care Program

In FY18, Program Offer 25023 ADVSD Long Term Care Program has been split into two Program Offers: 25023 ADVSD Long Term Services & Supports (Medicaid) and 25029 ADVSD LTSS Transition & Diversion (Medicaid). Increasing County General Fund match by \$0.9M.

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

Aging, Disability & Veterans Services Division (ADVSD) Adult Protective Services program (APS) helps older adults, people with disabilities, and Veterans have improved quality of life by being free of abuse, financial exploitation, and neglect by equitable and efficient access to quality protective services that meet their diverse needs and expectations. APS provides community education about abuse prevention, conducts abuse investigations, provides risk management for neglect, and prevents harm by linking victims of abuse to health, legal, and human services to improve safety for vulnerable adults.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans can be at risk of abuse, financial exploitation, neglect, and self-neglect due to social isolation, physical impairment, health concerns, and dependence on others to meet their needs. It is estimated that one in nine vulnerable adults is the victim of abuse at some time during their life.

PROGRAM GOAL: The primary goal of the Adult Protective Services program is to protect older adults, people with disabilities, and Veterans from abuse, neglect, self-neglect, and financial exploitation. APS serves a critical department-wide goal of ending abuse and neglect, stabilizing vulnerable adults, holding perpetrators accountable, and providing community education.

PROGRAM ACTIVITY: The APS program receives referrals and investigates allegations of abuse, self-neglect, and financial exploitation of older adults, people with disabilities, and Veterans through a centralized screening number (503-988-4450). Thirty APS investigators review all reported incidents of abuse both for those living in the community and in one of the 104 long-term care facilities such as nursing facilities or in one of 636 adult care homes in Multnomah County. APS coordinates with law enforcement and the District Attorney's Office to prosecute offenders. APS staff link vulnerable adults to needed health care, housing, social services, and legal and participant advocacy agencies. The APS team consists of clinical services specialists, human services investigators, a risk case manager, and APS screeners. The District Attorney's Office, law enforcement officers, the Public Guardian, and Multnomah County Counsel participate monthly in law enforcement meetings to discuss criminal cases. The APS risk case manager provides short-term case management for vulnerable adults without a substantiated abuse claims but who are at high risk for abuse, self-neglect or have a significant threat to their health and safety. Risk case management services stabilize individuals, providing intensive oversight for up to a year by creating linkages to appropriate agencies and ongoing services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of abuse calls received	7,987	7,987	7,987	7,900
Outcome	Re-abuse rate for individuals involved with APS	5.0%	3.8%	5.0%	5.0%
Output	# of Adult Protective Service investigations completed	2,862	2,800	2,862	2,900
Outcome	% of people receiving risk management who did not have a reported abuse case after receiving services	100%	100%	100%	100%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Legal / Contractual Obligation

Adult Protective Services 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$90,106	\$3,882,276	\$105,673	\$3,954,490
Contractual Services	\$144,641	\$2,500	\$466,311	\$2,000
Materials & Supplies	\$7,022	\$92,415	\$0	\$95,491
Internal Services	\$0	\$911,431	\$19,113	\$1,126,688
Total GF/non-GF	\$241,769	\$4,888,622	\$591,097	\$5,178,669
Program Total:	\$5,130,391		\$5,769,766	
Program FTE	1.00	37.28	1.07	37.28

Program Revenues				
Indirect for Dept. Admin	\$234,489	\$0	\$402,567	\$0
Intergovernmental	\$0	\$4,888,622	\$0	\$5,178,669
Total Revenue	\$234,489	\$4,888,622	\$402,567	\$5,178,669

Explanation of Revenues

\$5,178,669 – Title XIX

Note: \$130,776 State Mental Health Grant (Older/Disabled) Mental Health Services and \$200,977 General Fund is budgeted in Health Department program 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 2017: 25024A ADVSD Adult Protective Services

In FY18, Program Offer 25024A ADVSD Adult Protective Services has been split into two Program Offers: 25024 ADVSD Adult Protective Services and 25028 ADVSD Multi-Disciplinary Team.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) operates the County Veterans Service Office as part of the continuum of services the Division provides. The office works with Veterans to ensure they receive equitable and efficient access to quality services and programs that meet their diverse needs. The Veterans Service Office supports anyone who served on active duty with the U.S. Armed Forces and their families by providing advocacy, access, and assistance to obtain all entitlements and benefits through the federal Veterans Administration contributing to overall quality of life.

Program Summary

ISSUE: The process to access federal Veterans' benefits is complex and the wait time to obtain a decision can be long thereby delaying access to needed benefits for Veterans.

PROGRAM GOAL: The goals of Veterans Services are to provide information, assistance, and advocacy to all who served in the military in order to improve their access to pension, disability, and health benefits. Veterans Services aims to improve access to benefits for those who served in the military who are underrepresented through targeted outreach to Veterans of color and LGBTQ Veterans.

PROGRAM ACTIVITY: Veterans Service Officers (VSOs) are trained and accredited by the Oregon Department of Veterans Affairs to represent Veterans in their claims for benefits. VSOs are versed in applicable federal and state laws to provide the best representation possible, free of charge. VSOs provide comprehensive counseling on Veterans Administration (VA) benefits; assist with VA healthcare enrollment; prepare and submit claims; initiate and develop appeals; network with federal, state and local agencies; and provide outreach to Veterans involved with the justice system.

ADVSD has committed to supporting Veterans by 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. This Covenant is overseen by the Multnomah County Veterans Task Force, which is staffed by the Veterans Service Office. The 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 increase awareness about VSOs and the services they provide in assisting Veterans to navigate the claims process as quickly and smoothly as possible. The Veterans Service Office has a goal to expand outreach to serve additional Veterans and military families. VSOs promote equity to Veterans and military families identified within underrepresented communities who face barriers to accessing federal, state, and local benefits. The five VSOs help Veterans apply for various services with different eligibility standards and conduct over 2,100 face-to-face appointments in a year. The VSOs implement an intentional and targeted outreach strategy with multiple access options for LGBTQ Veterans, women Veterans, Veterans within communities of color, Veterans experiencing homelessness, justice-involved Veterans, as well as Veterans and military families experiencing socio-economic disparities.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of Veterans who received representation by County VSOs	917	900	917	917
Outcome	% of those who received representation by County VSO who were Veterans of color	15%	15%	15%	15%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$420,513	\$209,734	\$483,360	\$174,904
Materials & Supplies	\$11,889	\$5,013	\$10,939	\$12,294
Internal Services	\$91,028	\$23,212	\$71,735	\$48,380
Total GF/non-GF	\$523,430	\$237,959	\$566,034	\$235,578
Program Total:	\$761,389		\$801,612	
Program FTE	4.41	2.59	4.91	2.09

Program Revenues				
Intergovernmental	\$0	\$220,757	\$0	\$217,972
Beginning Working Capital	\$0	\$17,202	\$0	\$17,606
Total Revenue	\$0	\$237,959	\$0	\$235,578

Explanation of Revenues

\$217,972 – Oregon Department of Veterans Affairs
 \$17,606 – Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2017: 25025 ADVSD Veterans Services

In 2016, ADVSD developed and implemented a division-wide performance management system to articulate and test participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measurements.

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 Aging, Disability & Veterans Services Division (ADVSD) Public Guardian and Conservator program (PGC) supports older adults, people with disabilities, and Veterans under court authority and protects and enhances the quality of life for mentally incapacitated and impoverished adults who are victims of abuse, neglect, and financial exploitation by improving their safety and well-being. PGC also diverts at-risk individuals to less restrictive and costly alternatives to publicly funded guardianship.

Program Summary

ISSUE: Without the Public Guardian/Conservator program making vital decisions under court authority, extremely vulnerable adults would 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. The demand for PGC services is increasing due to the aging population and the rising incidence of abuse among older adults and people with disabilities.

PROGRAM GOAL: The PGC goal is to provide legal protection and access to services and benefits while promoting the health and well-being for those served by minimizing unnecessary emergency department or hospital visits and arranging medical care. The PGC program is an essential part of the County response system to reduce financial fraud, abuse, and neglect when legal authority is required. PGC supports the DCHS strategy to reduce abuse and neglect in order to improve independence, health, and safety.

PROGRAM ACTIVITY: Public guardians serve as the court-appointed representative for adults with mental incapability who are characterized by an IQ below 70, severe and persistent mental illness, Alzheimer's, and other dementias or brain injury. PGC participants are also functionally incapacitated, requiring intensive supports and specialized housing arrangements to balance the need for protection with the right to autonomy. Person-centered care plans address immediate risks, ensure adequate care arrangements, and stabilize medical and psychiatric conditions by achieving personal goals through social connections and community engagement. Public guardians are available 24/7 to make medical, psychiatric, financial, and life decisions for program participants. The average caseload is between 35-40 participants monthly.

Public guardians also provide community consultation for individuals who may not meet the legal or program criteria for needing a guardian yet still need assistance. They provide information and services, and identify less restrictive alternatives to address problems. The program provides training and outreach to community partners and culturally specific providers. Program staff work with Adult Protective Services, families, community partners, law enforcement, area hospitals, and the court to intervene early to resolve fraud, abuse, and neglect of vulnerable adults. This includes participation on Multi-Disciplinary Teams and critical case review committees to ensure that alternatives are considered to focus public funds on at-risk individuals without other resources.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# County residents with a Public Guardian/Conservator ¹	178	178	175	185
Outcome	% of new high-risk PGC participants with a reduction in hospital/emergency department visits within a year	90%	90%	90%	90%
Outcome	% of PGC participants with properly managed assets to ensure ongoing eligibility and fraud protection	100%	100%	100%	100%
Outcome	% of PGC contacts diverted to a less costly and less restrictive resource	36%	36%	36%	36%

Performance Measures Descriptions

New Measures – See Significant Program Changes section for explanation and previous measures.

¹The PGC program ensures a maximum caseload of about 185 County residents due to current program funding constraints. The growth in PGC participants is due to an additional PGC staff position. Total number of PGC participants may be higher due to those who have their guardianship/conservatorship terminated during the year, primarily due to death.

Legal / Contractual Obligation

The decision to provide PGC service is established and guided by ORS Ch. 125 and County Ordinance, Ch. 23.501. If the County chooses to reduce the service, it remains obligated to current participants that are open with the court, but can stop taking new participants if the Board of County Commissioners makes a finding that the service is no longer needed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,193,954	\$0	\$1,224,412	\$0
Contractual Services	\$28,389	\$0	\$81,725	\$0
Materials & Supplies	\$36,404	\$0	\$34,222	\$0
Internal Services	\$178,202	\$0	\$217,120	\$0
Total GF/non-GF	\$1,436,949	\$0	\$1,557,479	\$0
Program Total:	\$1,436,949		\$1,557,479	
Program FTE	11.00	0.00	11.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 25026A ADVSD Public Guardian/Conservator

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

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) supports older adults, people with disabilities, and Veterans to have equitable and efficient access to quality services that meet their diverse needs and expectations through a service system that works to improve independence, health, safety, and quality of life. Administrative Services provides division-wide leadership, budget development, performance management, program evaluation, data analysis, HIPAA compliance, and workforce equity strategies to ensure fiscal responsibility, compliance, and participant-focused outcomes.

Program Summary

ISSUE: To support quality performance and positive outcomes for program participants, ADVSD has a strategic direction and infrastructure that leads quality improvement, accountability, and program performance.

PROGRAM GOAL: Administrative Services promotes efficient, effective use of resources through maximizing budget resources, utilizing customer feedback, supporting data-informed decisions, and deploying continuous quality improvement projects. Administrative Services supports DCHS goals of protecting program participants through HIPAA compliance and participates with department performance management plans.

PROGRAM ACTIVITY: ADVSD is the Area Agency on Aging for the county and is responsible for developing and ensuring access for 235,000 older adults, people with disabilities, and Veterans to a comprehensive, coordinated service system. Administrative Services serves more than 390 ADVSD employees through organizational and management functions. The core activities include leadership, advocacy, budget development and monitoring, data analysis and reporting, performance management, customer satisfaction initiatives, and program evaluation. Administrative Services is also responsible for protecting vulnerable adults' privacy through HIPAA compliance involving training and communication to staff, managing an auditing process for compliance, and investigating and mitigating breaches. Partnerships in this division-wide unit include County Privacy Oversight Committee and DCHS Performance Management Council. In 2016, Administrative Services developed and implemented a performance management system resulting in improved program administration and new FY18 Program Offers. Administrative Services oversees workforce equity activities including developing diverse recruitment strategies, supporting work-out-class opportunities, providing diversity training for management, and implementing workforce development and succession planning to increase racial and ethnic minorities in the workplace. From FY11 - FY16 ADVSD has increased the percentage of employees of color from 19.6 % to 30.6 % resulting in an 11% increase over five years.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Development of a division-wide performance management system to improve participant outcomes	N/A	N/A	1	1
Outcome	% of ADVSD employees who completed required annual HIPAA training	100%	100%	100%	100%
Outcome	% of employees of color	30.6%	30.6%	30.0%	31.0%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Legal / Contractual Obligation

ADVSD is designated the Type B Transfer Area Agency on Aging (AAA) for Multnomah County through contract with Oregon Department of Human Services and as guided by ORS Ch 410, to provide mandatory functions for older adults, and people with disabilities. These include: provision of quality staffing, service planning, senior and disability advisory councils, and comprehensive and coordinated service delivery for older adults, and people with disabilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$88,758	\$897,459	\$91,706	\$927,253
Contractual Services	\$155,968	\$114,995	\$139,380	\$137,000
Materials & Supplies	\$18,502	\$177,402	\$21,428	\$216,261
Internal Services	\$14,793	\$183,818	\$14,598	\$222,455
Total GF/non-GF	\$278,021	\$1,373,674	\$267,112	\$1,502,969
Program Total:	\$1,651,695		\$1,770,081	
Program FTE	0.63	6.37	0.72	7.28

Program Revenues				
Indirect for Dept. Admin	\$52,420	\$0	\$91,283	\$0
Intergovernmental	\$0	\$1,367,674	\$0	\$1,497,969
Other / Miscellaneous	\$0	\$3,000	\$0	\$2,000
Beginning Working Capital	\$0	\$3,000	\$0	\$3,000
Total Revenue	\$52,420	\$1,373,674	\$91,283	\$1,502,969

Explanation of Revenues

\$3,000 – Federal/State Beginning Working Capital
 \$2,000 – Special Risk Fund
 \$30,569 – Title IIIB
 \$1,467,400 – Title XIX

Significant Program Changes

Last Year this program was: FY 2017: 25027 ADVSD Administration

In 2016, ADVSD developed and implemented a division-wide performance management system to articulate and test participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measurements. 1.0 FTE Limited Duration Division Director position in ADVSD is converted to Permanent.

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

Through the Multi-Disciplinary Team, Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans with complex health, mental health, and social needs to have equitable and efficient access to quality services and programs that meet their diverse needs and expectations. The Multi-Disciplinary Team program provides complex case consultation and in-home mental health and nursing services to isolated and unconnected individuals with the goal of improving safety and quality of life.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex issues related to health, mental health, functional care, and social issues that impact their ability to live safely in the community. These individuals often interact with multiple social, health, and public safety systems in an uncoordinated manner.

PROGRAM GOAL: The Multi-Disciplinary Team program supports Medicaid and District Senior Center case managers and Adult Protective Services (APS) specialists to improve participant utilization of mental health and medical services and ADVSD programs with the goal of improving participant stability and ability to live in the community safely.

PROGRAM ACTIVITY: The Multi-Disciplinary Team program serves older adults, people with disabilities, and Veterans who have complex medical, mental health, and psycho-social needs and who have barriers to receiving needed support and assistance. Case coordination occurs in six branch offices located throughout the County. Each Multi-Disciplinary Team consists of an APS clinical services specialist, a community health nurse, a contracted mental health specialist, and a human services investigator or case manager; other professionals are involved as needed. These teams provide consultation, in-home assessments, and direct interventions to improve participant safety and stabilize participants in their own homes. Multi-Disciplinary Team staff may provide short-term monitoring following the closure of an APS investigation for people with complex care plans. A detailed program evaluation of the Multi-Disciplinary Team program was conducted in FY16 which led to substantive program improvements including targeting participants who are most likely to benefit from Multi-Disciplinary Team services. The evaluation also led to recommended changes in how program impact is measured for participants and changes are scheduled to be implemented in FY18.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of Multi-Disciplinary Team (MDT) participants	672	672	559	675
Outcome	% of participants with improved ADVSD service utilization after MDT as compared to before	N/A	N/A	N/A	32.00%
Output	# of participants who received nursing clinical supports and/or mental health services through MDT	533	533	450	500
Outcome	% of staff who report that MDT provides support they could not find elsewhere	47.11%	47.11%	47.11%	47.00%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$431,779	\$345,036	\$433,335	\$353,254
Contractual Services	\$211,875	\$259	\$206,060	\$1,000
Materials & Supplies	\$8,905	\$9,585	\$2,500	\$6,844
Internal Services	\$55,354	\$89,540	\$46,841	\$95,893
Total GF/non-GF	\$707,913	\$444,420	\$688,736	\$456,991
Program Total:	\$1,152,333		\$1,145,727	
Program FTE	3.36	2.76	3.29	2.76

Program Revenues				
Indirect for Dept. Admin	\$20,841	\$0	\$35,961	\$0
Intergovernmental	\$0	\$444,420	\$0	\$456,991
Total Revenue	\$20,841	\$444,420	\$35,961	\$456,991

Explanation of Revenues

\$456,991 – Title XIX

Significant Program Changes

Last Year this program was: FY 2017: 25024A ADVSD Adult Protective Services

This Program Offer was part of FY17 25024A ADVSD Adult Protective Services and is not a request for new funding.

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

Aging, Disability & Veterans Services Division (ADVSD) provides older adults, people with disabilities, and Veterans with equitable and efficient access to quality Medicaid long-term services and supports. Transition & Diversion is a targeted program of LTSS directed toward people in hospitals and currently living in nursing facilities. Services promote home and community living with person-centered planning that addresses their specific needs, wishes, and desires and improves their quality of life.

Program Summary

ISSUE: Multnomah County and the State of Oregon are national leaders in supporting older adults, people with disabilities, and Veterans to live in community settings which are less costly and less restrictive than nursing facilities. The Centers for Medicare and Medicaid Services recognizes this goal as a best practice for controlling health care costs and ensuring a better experience for individuals needing Medicaid long-term services and supports.

PROGRAM GOAL: The Transition & Diversion program goal is to help older adults, people with disabilities, and Veterans live in the community and setting of their choice rather than in institutional settings. The results from the Transition & Diversion program include minimizing the use of more costly nursing facility care and reducing unnecessary hospitalizations and readmissions.

PROGRAM ACTIVITY: Transition & Diversion staff work with individuals discharging from the hospital, who do not want to live permanently in a nursing facility, to return home or find a community living option (adult care home, assisted living facility, or residential living facility). They arrange for supports to ensure the safety of the individual returning to community living. Transition & Diversion staff also help individuals who live in nursing facilities to relocate to community living settings if they desire to leave the nursing facility. This is done by connecting them with services and assistance to help them live safely in the community. The Transition & Diversion program serves all nursing facility eligible individuals in Multnomah County with an average caseload of 35 participants per case manager.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of nursing facility eligible individuals transitioned on a monthly basis by Transition & Diversion	1,297	1,297	1,297	1,300
Outcome	% of nursing facility eligible individuals transitioned on a monthly basis through Transition & Diversion	4%	4%	4%	4%
Outcome	Average monthly % of transitioned participants to home	40%	40%	40%	44%
Outcome	Average monthly % of transitioned participants to a community-based setting	34%	34%	34%	35%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Legal / Contractual Obligation

ADVSD has a contract with Oregon Department of Human Services to administer the Medicaid and Supplemental Nutrition Assistance Program (SNAP) programs in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities. The programs are guided by federal regulations or rules including those in the Social Security Act, Medicaid Administration, and SNAP.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,717,972	\$0	\$2,794,417
Contractual Services	\$231,112	\$4,283	\$338,253	\$5,000
Materials & Supplies	\$0	\$83,153	\$0	\$68,905
Internal Services	\$0	\$654,085	\$0	\$888,209
Total GF/non-GF	\$231,112	\$3,459,493	\$338,253	\$3,756,531
Program Total:	\$3,690,605		\$4,094,784	
Program FTE	0.00	28.00	0.00	28.00

Program Revenues				
Indirect for Dept. Admin	\$164,166	\$0	\$284,472	\$0
Intergovernmental	\$0	\$3,459,493	\$0	\$3,756,531
Total Revenue	\$164,166	\$3,459,493	\$284,472	\$3,756,531

Explanation of Revenues

\$3,756,531 – Title XIX

Significant Program Changes

Last Year this program was: FY 2017: 25023 ADVSD Long Term Care Program

This Program Offer was part of FY17 25023 ADVSD Long Term Care Program and is not a request for new funding.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans through a continuum of access and early intervention programs. Outreach and information services is the entry point for helping people maintain their independence and contributes to quality of life through service access. The Aging and Disability Resource Connection Helpline (ADRC) is a contact center that provides people with access to information, assistance, and resources specific to their needs.

Program Summary

ISSUE: The network of public and private sector services and resources is complex and can be difficult to navigate and access. Multnomah County's Aging and Disability Resource Connection Helpline (ADRC) assists older adults, people with disabilities, Veterans, and their family members to navigate this complex system by providing appropriate information, assistance, and connection to community programs and benefits through their first contact with a trained specialist.

PROGRAM GOAL: The goal of the ADRC is to increase awareness of and access to services. The core service of the ADRC is Information and Assistance (I&A) which is governed by rigorous national standards through the Association of Information & Referral Services. Aging, Disability & Veterans Services Division's outreach and information services help meet a department-wide goal to increase ease of resource navigation and equity in access for our community.

PROGRAM ACTIVITY: ADVSD and contracted partners have certified I&A specialists who provide comprehensive service delivery through information and assistance, follow-up, and crisis intervention. Specialists ensure vulnerable individuals in difficult circumstances get the help they need and perform crisis intervention to ensure the safety of the participant or others. I&A specialists screen and refer individuals for Medicare and long-term care options counseling, public benefits such as Medicaid and the Supplemental Nutrition Assistance Program, and more intensive services such as Oregon Project Independence, Medicaid in-home services, Adult Protective Services, Developmental Disabilities, Weather & Disaster Line, and the Mental Health Crisis Line. The ADRC partners with 211Info to create a cohesive information and assistance system. The top referrals for the ADRC include Medicare, housing assistance, energy assistance, and District Senior Centers. Community partnerships are central to the work as contracted District Senior Centers and Enhancing Equity partners provide 21% of all I&A client contacts for our region. These partners serve as a culturally responsive and culturally specific entry point for the community by providing education, recreation opportunities, and person-centered intergenerational services, and leveraging resources including volunteer hours and in-kind and cash donations. I&A staff at these community sites provide individuals with information about services and opportunities available in the community, link them with services and opportunities, and provide follow-up.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of County ADRC calls ¹	56,963	60,000	56,963	57,300
Outcome	% of participants who would recommend ADRC	90%	90%	90%	90%
Output	# of referrals to County and community partner agencies from ADRC	37,252	37,253	37,252	37,500
Outcome	% of participants with increased ADVSD service utilization after contact with the ADRC	83%	83%	83%	83%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.
¹ADRC includes Multnomah County staff and contracted partners.

Legal / Contractual Obligation

ADVSD has a contract with Oregon Department of Human Services to administer programs under the federal Older Americans Act, in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$560,653	\$609,493	\$267,336	\$842,684
Contractual Services	\$500,748	\$839,428	\$829,860	\$261,545
Materials & Supplies	\$29,457	\$19,500	\$6,809	\$35,164
Internal Services	\$0	\$327,714	\$47,649	\$179,701
Total GF/non-GF	\$1,090,858	\$1,796,135	\$1,151,654	\$1,319,094
Program Total:	\$2,886,993		\$2,470,748	
Program FTE	5.68	4.94	2.61	8.59

Program Revenues				
Indirect for Dept. Admin	\$15,380	\$0	\$70,261	\$0
Intergovernmental	\$0	\$1,460,478	\$0	\$1,307,094
Beginning Working Capital	\$0	\$0	\$0	\$12,000
Total Revenue	\$15,380	\$1,460,478	\$70,261	\$1,319,094

Explanation of Revenues

\$10,000 – Senior Medicaid Patrol Grant
 \$1,850 – City of Faiview
 \$3,000 – City of Troutdale
 \$12,000 – Federal/State Beginning Working Capital
 \$224,407 – Outreach & Enrollment Assistance - MIPPA
 \$20,000 – Senior Health Insurance Benefits Assistance (SHIBA)
 \$64,593 – Title IIIB; \$10,240 – Title VIIB
 \$2,000 – Title IIIE; \$857,410 – Title XIX; \$113,595 – State of Oregon General Fund

Significant Program Changes

Last Year this program was: FY 2017: 25020A ADVSD Access & Early Intervention Services

In FY18, Program Offer 25020 ADVSD Access & Early Intervention Services has been split into seven Program Offers: 25032 ADVSD Outreach, Information & Referral, 25033 ADVSD Nutrition Program, 25034 ADVSD Health Promotion, 25035 ADVSD Case Management & In-home Services, 25036 ADVSD Safety Net Services, 25037 ADVSD Transportation Services, and 25038 ADVSD Advocacy & Community Program Operations.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides older adults, people with disabilities, and Veterans equitable and efficient access to quality nutrition services that meet their diverse needs and expectations. Nutrition services increase health and reduce social isolation through culturally-responsive and culturally-specific services to maintain participants' independence and improve quality of life. Through federal, state and county funding, a network of community partners provide nutrition education and nutritious congregate and home-delivered meals.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD conducted listening sessions in 2016 with participants from diverse communities who identified that barriers to nutrition include a lack of both affordable food as well as access to culturally-specific meals.

PROGRAM GOAL: The Nutrition Program provides meals to older adults, people with disabilities, and Veterans who may be at nutritional risk, which is measured through a validated nutrition risk assessment. This program provides access to healthy meals; promotes health and prevents disease; reduces malnutrition risk and improves nutritional status; reduces social isolation, and links people to community-based services. Adequate nutrition, on a daily basis, is the key to a person maintaining adequate health necessary to live at home according to the U.S. Administration on Community Living.

PROGRAM ACTIVITY: The Nutrition Program is part of the access and early intervention continuum of care designed to support independent living. ADVSD funds organizations who provide congregate and home-delivered meals throughout Multnomah County that meet the tastes and preferences of diverse participants. Contracted providers serve those who have the greatest social and economic needs with special attention to individuals who are isolated, low-income, minority, and have limited English proficiency. In FY16, 28% of program participants said they were an ethnic or racial minority. Nutrition services are supported by the federal Older Americans Act, State, and County funding. All nutrition providers are required to be culturally responsive to the priorities and challenges facing diverse communities, while culturally-specific providers improve outcomes and meet preferences of a particular culture or group of cultures. In FY18, ADVSD will increase the percentage of funding to culturally-specific providers.

Congregate meals are provided at nutrition sites, District Senior Centers, or other group settings. Home delivered meals are delivered to homebound individuals; frozen meals may be provided to cover weekends, holidays, and severe weather events. Meal contractors also provide nutrition education to promote better health by providing accurate nutrition and health information or instruction. ADVSD partners with the Multnomah County Health Department to provide a registered dietitian to review menu planning and ensure compliance with federal and state nutrition guidelines.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of meals served	636,231	636,231	636,231	625,000
Outcome	% of high nutritional risk participants who experienced a reduction in their annual risk score	11%	11%	11%	12%
Outcome	% of participants with increased ADVSD service utilization after receiving nutrition services	33%	33%	33%	40%
Outcome	% of home delivered meal participants satisfied or very satisfied with nutritional services	95%	95%	95%	95%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Legal / Contractual Obligation

ADVSD has a contract with Oregon Department of Human Services to administer programs under the federal Older Americans Act, in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$22,244	\$0	\$55,650
Contractual Services	\$464,716	\$1,633,524	\$461,716	\$1,570,130
Materials & Supplies	\$0	\$0	\$0	\$734
Internal Services	\$0	\$1,931	\$0	\$6,184
Total GF/non-GF	\$464,716	\$1,657,699	\$461,716	\$1,632,698
Program Total:	\$2,122,415		\$2,094,414	
Program FTE	0.00	0.28	0.00	0.50

Program Revenues				
Indirect for Dept. Admin	\$1,344	\$0	\$0	\$0
Intergovernmental	\$0	\$1,652,699	\$0	\$1,627,698
Beginning Working Capital	\$0	\$5,000	\$0	\$5,000
Total Revenue	\$1,344	\$1,657,699	\$0	\$1,632,698

Explanation of Revenues

\$5,000 – Federal/State Beginning Working Capital
 \$78,000 – OPI PWD Pilot Project
 \$62,568 – Title IIIB
 \$386,251 – Title IIIC-1
 \$627,142 – Title IIIC-2
 \$473,737 – U.S. Department of Agriculture

Significant Program Changes

Last Year this program was: FY 2017: 25020A ADVSD Access & Early Intervention Services

In FY18, Program Offer 25020 ADVSD Access & Early Intervention Services has been split into seven Program Offers: 25032 ADVSD Outreach, Information & Referral, 25033 ADVSD Nutrition Program, 25034 ADVSD Health Promotion, 25035 ADVSD Case Management & In-home Services, 25036 ADVSD Safety Net Services, 25037 ADVSD Transportation Services, and 25038 ADVSD Advocacy & Community Program Operations.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans by providing health promotion activities and interventions that support healthy, active living, and chronic disease self-management that contribute towards quality of life. Working with culturally-specific and culturally-responsive community organizations, ADVSD employs proven practices to maintain or improve health through exercise, disease self-management, healthy eating, and other activities. These services are part of ADVSD's access and early intervention continuum.

Program Summary

ISSUE: Older adults are at risk of developing chronic health conditions and have risk factors for falling, precipitating further health decline, and potential hospitalization.

PROGRAM GOAL: As a federally designated Area Agency on Aging, ADVSD is required by the U.S. Administration for Community Living to provide Evidence-Based Health Promotion and Disease Prevention (EBHP) programs that support older adults, people with disabilities, Veterans, and caregivers to adopt healthy behaviors, improve health status, better manage chronic conditions, reduce hospitalizations, and reduce risk of falling. Evidence-based programs have been proven by scientific research to improve health outcomes and reduce healthcare costs.

PROGRAM ACTIVITY: Evidence-based health promotion activities include physical activity and exercise, healthy eating, chronic disease self-management, fall prevention, medication management, anxiety and depression management, and Alzheimer's disease and dementia support. This Program Offer provides health promotion programs and outreach to minority and at-risk populations. With numerous community partnerships hosting preventative activities, ADVSD coordinates to streamline access to services and support healthy aging. Community agencies provide evidence-based programs including Tai Chi Moving for Better Balance; Living Well with Chronic Conditions; PEARLS— treatment program for depression; Diabetes Prevention Program; and Powerful Tools for Caregivers. Each program has required elements that are conducted with fidelity to the curriculum proven in clinical trials. In the coming year, ADVSD will increase access to these services by establishing a calendar of activities on the County's website and will utilize a new statewide database that will manage registration and data collection. Evidence-based health promotion programs serve a wider department goal of preventing health decline and supports the ability for individuals to age in place while providing proven health care cost savings.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of people enrolled in evidence-based health promotion activities	744	744	744	750
Outcome	% of EBHP participants who had a reduction in fall risk compared to non-EBHP participants ¹	55%	55%	55%	55%
Outcome	% of EBHP participants with a reduction in hospitalizations compared to non-EBHP participants ¹	36%	36%	36%	36%

Performance Measures Descriptions

New Measures – See Significant Program Changes section for explanation.

¹Outcomes are from national EBHP clinical trials and are not data from Multnomah County participants; however, ADVSD undertakes fidelity monitoring to ensure similar outcomes. Information regarding falls prevention taken from clinical trials from the Tai Chi: Moving for Better Balance Program, created at the Oregon Research Institute. Hospitalization reduction is taken from clinical trials for Stanford's Chronic Disease Self-Management suite of programs.

Legal / Contractual Obligation

The federal Older Americans Act requires funding be used for evidence-based activities that meet their standards for effectiveness as tested through clinical trials.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$91,503	\$383,958	\$0	\$513,883
Contractual Services	\$0	\$501,178	\$0	\$520,572
Materials & Supplies	\$0	\$6,350	\$0	\$4,216
Internal Services	\$0	\$8,758	\$46,130	\$49,197
Total GF/non-GF	\$91,503	\$900,244	\$46,130	\$1,087,868
Program Total:	\$991,747		\$1,133,998	
Program FTE	1.01	3.80	0.00	4.70

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$13,556	\$0
Intergovernmental	\$0	\$900,244	\$0	\$1,087,868
Total Revenue	\$0	\$900,244	\$13,556	\$1,087,868

Explanation of Revenues

\$290,630 – ADRC Mental Health Grant
 \$98,655 – Evidence Based Health Promotion
 \$96,135 – OHSU Care Transition Program
 \$258,778 – Older & Disabled Mental Health Services
 \$249,544 – Options Counseling & Gatekeeper Services
 \$55,650 – Title IIIB
 \$38,476 – Title IIID

Significant Program Changes

Last Year this program was: FY 2017: 25020A ADVSD Access & Early Intervention Services

In FY18, Program Offer 25020 Access & Early Intervention Services has been split into 7 Program Offers: 25032 Outreach, Information & Referral, 25033 Nutrition, 25034 Health Promotion, 25035 Case Management & In-home Services, 25036 Safety Net Services, 25037 Transportation Services, and 25038 Advocacy & Community Program Operations.

In 2016, ADVSD developed and implemented a division-wide performance management system to articulate and test participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measurements.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans, through a continuum of access and early intervention programs, to have equitable and efficient access to quality services and programs that meet their diverse needs and expectations. For individuals living at home, at risk for nursing facility placement, and not receiving Medicaid, Oregon Project Independence (OPI) provides critical case management and in-home supports that helps them remain at home.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex or multiple problems that interfere with their ability to remain in their homes. As the federally designated Area Agency on Aging, ADVSD creates a strategic plan for service delivery every 4 to 7 years. To understand participant's needs in relation to this year's plan, ADVSD conducted listening sessions in 2016 with participants from diverse communities who recommended bolstering our coordinated delivery system and providing culturally specific, trauma-informed case management, and in-home supports.

PROGRAM GOAL: The goal of case management and in-home services, funded by OPI and other sources, is to engage participants in a person-centered, comprehensive approach to support their ability to remain at home, maintain independence, and achieve cost savings. These services have been shown to delay an individual's need for more costly Medicaid services and nursing facility care. Case management contributes to DCHS goals of contributing to housing security and maintaining or increasing independence of vulnerable adults. Research conducted by Boston University Center for Psychiatric Rehabilitation (2009) showed that case management can improve housing stability. The study found that integration of services such as housekeeping or grocery shopping led to improvements in housing outcomes and demonstrated the need for programs to provide community integration and prevent isolation.

PROGRAM ACTIVITY: The ADVSD Case Management and In-Home Services program is part of the access and early intervention continuum. This program provides resources and supports through partnerships with culturally responsive and culturally specific community organizations. Case managers work with participants to assess their need for services, determine eligibility, authorize and coordinate services, and develop, implement, monitor, and evaluate the person-centered care plan. Examples of in-home services that may be provided include housekeeping, personal care, grocery shopping and adult day respite services. Case managers regularly reassess the needs of participants, advocate on their behalf, and provide follow-up. Individuals may also receive counseling on community and long-term services and support care options. Options Counseling helps people to build a person-centered care plan so they can determine the resources that are best for them. These services are funded through a variety of sources including: County General Funds; the federal Older Americans Act; Oregon Project Independence (State General Funds); and the U.S. Veterans Administration.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of people receiving case management and/or in-home services	3,258	3,258	3,258	3,200
Outcome	% of participants who believe they are more independent as a result of Options Counseling services ¹	76%	76%	76%	76%
Outcome	% of family caregivers who report services received were excellent or good	85%	85%	85%	85%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget. ¹Option Counseling participant perception of independence based on statewide survey for the Aging and Disability Resource Connection of Oregon: 50% of Options Counseling participants reside in Multnomah County statewide.

Legal / Contractual Obligation

ADVSD has a contract with Oregon Department of Human Services to administer programs under the Federal Older Americans Act, in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$629,783	\$140,768	\$551,519
Contractual Services	\$1,244,770	\$3,559,770	\$1,044,183	\$3,432,343
Materials & Supplies	\$0	\$0	\$11,484	\$0
Internal Services	\$0	\$0	\$79,156	\$0
Total GF/non-GF	\$1,244,770	\$4,189,553	\$1,275,591	\$3,983,862
Program Total:	\$5,434,323		\$5,259,453	
Program FTE	0.00	6.26	1.13	5.27

Program Revenues				
Intergovernmental	\$0	\$3,706,104	\$0	\$3,937,392
Beginning Working Capital	\$0	\$32,000	\$0	\$12,000
Service Charges	\$0	\$40,470	\$0	\$34,470
Total Revenue	\$0	\$3,778,574	\$0	\$3,983,862

Explanation of Revenues

\$34,470 – Client Employer Provider Fees
 \$12,000 – Federal/State Beginning Working Capital
 \$51,358 – Oregon Money Management Program
 \$469,808 – Oregon Project Independence
 \$380,736 – OPI PWD Pilot Project
 \$110,343 – State General Fund – Sequestration Assistance
 \$209,040 – Title IIIB; \$260,957 – Title IIIE
 \$\$6,811 – Title IIID; \$2,448,339 – Veteran's Self Directed Home & Community

Significant Program Changes

Last Year this program was: FY 2017: 25020A ADVSD Access & Early Intervention Services

In FY18, Program Offer 25020 ADVSD Access & Early Intervention Services has been split into seven Program Offers: 25032 ADVSD Outreach, Information & Referral, 25033 ADVSD Nutrition Program, 25034 ADVSD Health Promotion, 25035 ADVSD Case Management & In-home Services, 25036 ADVSD Safety Net Services, 25037 ADVSD Transportation Services, and 25038 ADVSD Advocacy & Community Program Operations.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans to have equitable and efficient access to quality services and programs provided by community organizations that can meet their diverse needs and expectations. In FY18, ADVSD will be conducting a competitive solicitation for contractors providing case management and nutrition services. Because of the risk in disrupting services to vulnerable individuals, ADVSD is proposing to use one-time-only funds to provide an overlap in services if there is a change in contracted providers.

Program Summary

ISSUE: In FY18, ADVSD will conduct a competitive solicitation for case management and nutrition services. There will likely be changes in provider organizations based on a decision to focus on culturally-specific services, which could lead to disruption in services for participants unless there is adequate transition planning and resources.

PROGRAM GOAL: The goal is to ensure that participants affected by a change in provider will be transitioned to a new provider without disruption in services. Case management and nutrition services contribute to DCHS goals of maintaining or increasing independence.

PROGRAM ACTIVITY: ADVSD case management and nutrition services are provided through partnerships with culturally-responsive and culturally-specific community organizations. During a competitive solicitation for community providers, it is likely that there may be a change in organizations providing these services to older adults, people with disabilities, and Veterans who are living in the community based on a change in the way services are being procured to align with changing demographics. The County believes in the role of culturally specific services to build a sense of belonging and identity while providing vital services. This Transition Support Program Offer will enable ADVSD to mitigate disruption of services for program participants and support affected provider agency staff. Case managers assess the need for services with the program participants, determine eligibility, authorize and coordinate services, and develop, implement, monitor, and evaluate the care plan. Nutrition services provide healthy meals in congregate and in-home settings, targeting individuals who are isolated at home or at high nutritional risk.

This one-time-only funding will ensure careful coordination of the transition of participant services from one vendor to another. Funding will allow time for provider overlap to ensure clear and consistent communication and coordination of shared participant and service information. This out-of-target program offer will minimize disruption and negative impact to participants.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of participants affected by agency change who were successfully transitioned to a new provider ¹	N/A	N/A	N/A	650
Outcome	% of participants affected by agency change indicate they know their new case manager or coordinator	N/A	N/A	N/A	100%

Performance Measures Descriptions

¹Potential affected participants is unknown and number is based on total number of case managed and in-home service participants divided by the five existing District Senior Centers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
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

Significant Program Changes

Last Year this program was:

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans to have equitable and efficient access to quality services and programs that meet their diverse needs and expectations. The Safety Net program provides emergency funds, eviction prevention assistance, and housing stabilization services to secure clean and safe housing. The program also provides medical equipment and prescription assistance to those with no other financial options to prevent health decline, increase independence, and improve quality of life.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may be unable to attain or retain housing, medical equipment, dentures and prescription medication due to limited financial resources, lack of insurance coverage, limited mobility, and other health and public health factors.

PROGRAM GOAL: The first goal of the Safety Net program is to provide access or help maintain safe and stable housing for older adults, and people with disabilities who are experiencing homelessness, or are at risk of losing their housing, through emergency housing assistance and services. The second goal is to increase independence and prevent health decline by ensuring older adults and people with disabilities get their prescribed treatments through emergency medical and prescription assistance. The third goal is to reduce nutrition barriers, experienced by older adults and people with disabilities, by providing denture assistance. Collectively, these three goals address significant gaps experienced by low-income older adults and people with disabilities.

PROGRAM ACTIVITY: The Safety Net program is part of the access and early intervention continuum of ADVSD services. The Aging & Disability Resource Connection Helpline contact center is the primary access point for these services. Specific to the goal of providing or maintaining safe, stable housing, the Safety Net program provides direct housing assistance by facilitating housing support services such as extreme cleaning and bedbug mitigation. To ensure individuals can get their prescribed treatments and prevent health decline, the Safety Net program provides financial assistance for special medical needs, such as dentures, eyeglasses, and other durable medical equipment not covered by Medicaid, Medicare, or other programs. Short-term emergency prescription assistance is provided to cover the cost of medications and help to develop a long-term prescription coverage plan.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of people who received Safety Net Services	491	491	491	485
Outcome	% of participants in stable housing six months after receiving services	94%	94%	94%	94%
Outcome	% of fulfilled requests for medical needs assistance	82%	82%	82%	82%
Outcome	% of participants who averted eviction because of receiving Safety Net services	77%	77%	77%	77%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$145,109	\$0	\$150,441	\$0
Contractual Services	\$531,778	\$0	\$573,731	\$0
Internal Services	\$0	\$0	\$18,553	\$0
Total GF/non-GF	\$676,887	\$0	\$742,725	\$0
Program Total:	\$676,887		\$742,725	
Program FTE	1.50	0.00	1.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 25020A ADVSD Access & Early Intervention Services

In FY18, Program Offer 25020 ADVSD Access & Early Intervention Services has been split into seven Program Offers: 25032 ADVSD Outreach, Information & Referral, 25033 ADVSD Nutrition Program, 25034 ADVSD Health Promotion, 25035 ADVSD Case Management & In-home Services, 25036 ADVSD Safety Net Services, 25037 ADVSD Transportation Services, and 25038 ADVSD Advocacy & Community Program Operations.

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans to have equitable and efficient access to quality services and programs that meet their diverse needs and expectations by providing transportation services that help individuals with transportation and mobility barriers to maintain their independence and quality of life. Transportation services provide participants with transportation coordination, bus passes and tickets, and emergency rides for increased mobility and access to health and social services.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD held community listening sessions in 2016 with individuals from diverse communities who identified transportation coordination and services as a top priority. People with limited English proficiency were nearly twice as likely to indicate transportation was an important unmet need when compared to people fluent in English. Community listening sessions participants specifically said lack of transportation hindered their ability to go to District Senior Centers and culturally specific organizations. According to American Association of Retired Persons, more than 20% of Americans 65 and older do not drive and require mobility assistance.

PROGRAM GOAL: The goal of ADVSD transportation services is to support older adults, people with disabilities, and Veterans to have access to social services, medical care and community activities. Availability of transportation aligns with DCHS goals to improve equitable access services and health of program participants.

PROGRAM ACTIVITY: ADVSD services help address the persistent need for older adults, people with disabilities, and Veterans to access affordable transportation services for a variety of social services, go to medical appointments, and participate in community activities that reduce social isolation. Transportation services are funded through Medicaid and county funding. Medicaid service case managers and contracted community partners, including District Senior Centers, assist individuals with transportation scheduling and coordination. Transportation services include screening for eligibility, assessing needs, assisting in applications, authorizing and coordinating rides, and distributing bus passes and tickets purchased through contracts with local transportation providers. An additional component is conducting advocacy on behalf of older adults, people with disabilities, and Veterans requesting transportation services and bringing attention to the service network when demand exceeds transportation assistance supply.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of participants who received bus passes and tickets	927	927	927	950
Outcome	% of participants with improved utilization of ADVSD services after receiving transportation services	44%	44%	44%	45%
Outcome	% of participants who report increased mobility because of transportation services	N/A	N/A	N/A	75%

Performance Measures Descriptions

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

Legal / Contractual Obligation

ADVSD has a contract with Oregon Department of Human Services to administer programs under the federal Older Americans Act, in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$76,570	\$0	\$49,171
Contractual Services	\$166,942	\$2,559,114	\$168,542	\$2,266,332
Internal Services	\$0	\$8,567	\$0	\$8,020
Total GF/non-GF	\$166,942	\$2,644,251	\$168,542	\$2,323,523
Program Total:	\$2,811,193		\$2,492,065	
Program FTE	0.00	1.00	0.00	0.50

Program Revenues				
Indirect for Dept. Admin	\$5,961	\$0	\$1,452	\$0
Intergovernmental	\$0	\$2,666,377	\$0	\$2,323,523
Total Revenue	\$5,961	\$2,666,377	\$1,452	\$2,323,523

Explanation of Revenues

\$1,690,908 – Medicaid Community Transportation
 \$42,000 – OPI PWD Pilot Project
 \$34,911 – State General Fund – Sequestration Assistance
 \$5,600 – Title IIIB
 \$550,104 – TriMet Community Transportation Local Match

Significant Program Changes

Last Year this program was: FY 2017: 25020A ADVSD Access & Early Intervention Services

In FY18, Program Offer 25020 ADVSD Access & Early Intervention Services has been split into seven Program Offers: 25032 ADVSD Outreach, Information & Referral, 25033 ADVSD Nutrition Program, 25034 ADVSD Health Promotion, 25035 ADVSD Case Management & In-home Services, 25036 ADVSD Safety Net Services, 25037 ADVSD Transportation Services, and 25038 ADVSD Advocacy & Community Program Operations.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) supports older adults, people with disabilities, and Veterans to have equitable and efficient access to quality services and programs through advocacy and program operations. Advocacy & Community Program Operations support a consumer directed service system through ADVSD advisory councils management, Area Plan development and management, contract administration, network advocacy, program support, and management of the volunteer Personal Advocate Program.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD engages older adults, people with disabilities, and Veterans in a variety of ways to advise ADVSD on the needs of the community and assist in planning and development of services. To do this effectively, ADVSD must engage diverse communities who can reflect on the needs and issues that they and their community face. ADVSD must also ensure that publicly funded programs are operated effectively to meet the needs of diverse communities.

PROGRAM GOAL: ADVSD Advocacy efforts ensure diverse feedback and enhances equity for volunteers, staff, and participants. Program Operations supports community-based contracted organizations to ensure consistent, quality services are available to participants.

PROGRAM ACTIVITY: The Advocacy program includes contract monitoring, Area Plan development, participant advocacy, management of three advisory councils (Multicultural Action Committee, Disability Services Advisory Council, and Senior Advisory Council), and management of the volunteer Personal Advocates program. ADVSD develops and monitors contracts for social services and nutrition programs. The Area Plan, a requirement of the Older Americans Act, describes the scope of diverse needs in the service area and outlines the goals, objectives, and key tasks to be undertaken and are reported upon annually to the federal Administration of Community Living. The councils advise ADVSD on the development and implementation of the Area Plan, ensure policies and activities meet the needs of those served and advocate by commenting on community policies, programs, and actions. Management of the advisory councils includes recruiting and retaining racially, ethnically, culturally, and regionally diverse membership, supporting regular meetings, and coordinating opportunities for member engagement and advocacy. Additionally, ADVSD manages the Personal Advocate Program which provides one-on-one peer support through specially trained volunteers to individuals facing complicated problems.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of opportunities for participant and community members to give feedback to ADVSD ¹	72	70	72	51
Outcome	% of minority representation on ADVSD Advisory Councils	11%	11%	25%	25%
Outcome	% of ADVSD contract funds dedicated to culturally specific providers ²	20%	20%	20%	38%
Output	# of volunteer hours donated through the Personal Advocates Program	8,445	8,445	8,445	8,500

Performance Measures Descriptions

New Measures – See Significant Program Changes section for explanation and previous measures.

¹FY18 numbers are lower because FY16 and FY17 involved extensive community outreach for the development of our Area Plan mandated by the Older Americans Act. Outreach involved public hearings that occur once every four years.

²Contracts are specific to the federal Older Americans Act and Oregon Project Independence and exclude Adult Care Home Program, Adult Protective Services, Public Guardian/Conservator, and Long Term Services & Supports.

Legal / Contractual Obligation

ADVSD is designated the Type B Transfer Area Agency on Aging for Multnomah County through contract with Oregon Department of Human Services and as guided by ORS Ch 410, to provide mandatory functions for older adults and people with disabilities. These include: provision of quality staffing, service planning, senior and disability advisory councils, and comprehensive and coordinated service delivery for older adults and people with disabilities.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$44,704	\$990,411	\$283,779	\$770,811
Contractual Services	\$581,401	\$36,801	\$297,931	\$320,728
Materials & Supplies	\$12,088	\$100,980	\$34,270	\$69,733
Internal Services	\$578,260	\$489,482	\$492,396	\$593,777
Total GF/non-GF	\$1,216,453	\$1,617,674	\$1,108,376	\$1,755,049
Program Total:	\$2,834,127		\$2,863,425	
Program FTE	0.25	10.38	2.86	7.74

Program Revenues				
Indirect for Dept. Admin	\$61,466	\$0	\$31,121	\$0
Intergovernmental	\$0	\$2,124,457	\$0	\$1,547,989
Other / Miscellaneous	\$0	\$4,500	\$0	\$4,500
Service Charges	\$0	\$213,227	\$0	\$202,560
Total Revenue	\$61,466	\$2,342,184	\$31,121	\$1,755,049

Explanation of Revenues

\$202,560 – Contractor Rentals
 \$232,051 – Foster Grandparent Program
 \$169,443 – Medicaid Community Transportation
 \$53,642 – Oregon Money Management Program
 \$104,008 – Oregon Project Independence
 \$36,154 – OPI PWD Pilot Project; \$382,304 – Title XIX
 \$499,302 – Title IIIB; \$58,585 – Veteran's Self Directed Home & Community
 \$12,500 – Title IIIC-1; \$4,500 – Volunteer Foster Grandparent Program

Significant Program Changes

Last Year this program was: FY 2017: 25020A ADVSD Access & Early Intervention Services

In FY18, Program Offer 25020 ADVSD Access & Early Intervention Services has been split into seven Program Offers: 25032 ADVSD Outreach, Information & Referral, 25033 ADVSD Nutrition Program, 25034 ADVSD Health Promotion, 25035 ADVSD Case Management & In-home Services, 25036 ADVSD Safety Net Services, 25037 ADVSD Transportation Services, and 25038 ADVSD Advocacy & Community Program Operations.

In 2016, ADVSD implemented a division-wide performance management system to measure participant outcomes and improve program administration. As a result, all ADVSD Program Offers were redesigned for FY18 to reflect the new measures. The FY17 Purchased amounts are estimates and differ from measures shown in the FY17 Adopted Budget.

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

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence need access to the type and level of service they desire when the time is right for them. Services include 24-hour wrap-around shelter support and mobile advocacy services that provide crisis services to victims who are unable to access established shelters or other crisis diversion services.

Program Summary

ISSUE: Individuals fleeing domestic violence need immediate tailored services that are mobile and culturally responsive.

PROGRAM GOAL: This offer helps meet our community goal to immediate safety and emergency response systems for those fleeing domestic violence. It is part of the County's regional response to domestic violence. Services reach more than 800 individuals annually and serve a racially and ethnically diverse population.

PROGRAM ACTIVITY: There are two main program activities:

1. This program provides supports and wrap-around services to individuals and families staying in shelters funded by the Joint Office of Homeless Services. Comprehensive shelter support services are designed to provide secure, confidential, 24-hour specialized support for victims who are fleeing domestic violence. These services include basic needs such as food and clothing, ongoing safety planning, intensive domestic violence support, specialized children's programming, advocacy, assistance accessing housing, legal referrals and assistance accessing other services.
2. Mobile advocacy services provide confidential, community-based, comprehensive crisis support to victims who are fleeing or attempting to flee domestic violence for whom existing shelter services are not adequate, such as large families or those needing accommodation for disabilities. Services are used by victims who are at risk of homelessness due to domestic violence. To reduce transportation or location barriers, mobile advocates are available to meet victims throughout the County. Services include basic needs such as food and clothing, ongoing risk assessment and safety planning, intensive domestic violence support, emergency short-term motel stays, advocacy and assistance accessing other services. The mobile advocacy program leverages funds from the Short-Term Rent Assistance program administered by Home Forward, as well as private funds raised by non-profits, to provide comprehensive emergency services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of domestic violence victims and children receiving comprehensive, specialized crisis services.	720	600	600	600
Outcome	% of adult victims who exit services with a lower perception of risk.	85%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$423,789	\$0	\$432,002	\$0
Total GF/non-GF	\$423,789	\$0	\$432,002	\$0
Program Total:	\$423,789		\$432,002	
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 2017: 25041 Domestic Violence Crisis Services

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

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence need access to the type and level of service they desire when the time is right for them. Domestic and Sexual Violence Administration and Coordination provides administration, planning, coordination, evaluation, technical assistance and policy support for domestic and sexual violence intervention in Multnomah County.

Program Summary

ISSUE: Domestic violence is a complex issue that requires a coordinated countywide response. Domestic violence is also a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends at least \$10 million addressing domestic violence-related criminal costs and \$2.5 million in victim services annually.

PROGRAM GOAL: The goal of the program is to eliminate domestic and sexual violence by providing system-wide coordination and leadership for the community, as well as professional staffing and administration for the county's Domestic and Sexual Violence Coordination office.

PROGRAM ACTIVITY: Program activities include system-wide leadership and policy work; administration of county, state, and federal funds; coordinating collaborative responses to domestic violence; developing and coordinating effective intervention and prevention strategies; evaluating and assessing system responses in order to improve them; and providing technical assistance and policy advice to partners throughout Multnomah County. This offer also includes administration of the federal Open Doors grant, which provides technical assistance to both disability and domestic violence agencies to improve services for survivors with disabilities.

Initiatives and projects include the Family Violence Coordinating Council, a multidisciplinary stakeholders group; the Domestic Violence Fatality Review Team that analyzes cases that lead to a domestic violence fatality and identify system improvements; monthly community-based training for providers; and providing subject matter expertise in training, consultation and capacity-building within County programs and departments. The office oversees victim services contracts and economic empowerment and employment program contracts including technical assistance, monitoring, and performance measurement to assess the impact and quality of contracted services. This offer also includes support for operations of the Gateway Center, a coordinated one-stop center providing a wide range of services for survivors of domestic violence.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of professionals trained to understand dynamics of domestic violence and children's exposure to violence.	2486	2,000	2,000	2,000
Outcome	Percentage of non-profit partners receiving higher scores on the Open Door Disability Accessibility Tool	N/A	N/A	90%	100%
Output	Number of training events provided to public employees, law enforcement, and other community members.	100	75	75	75

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$357,420	\$74,515	\$291,035	\$80,827
Contractual Services	\$104,750	\$56,300	\$106,583	\$52,300
Materials & Supplies	\$24,667	\$8,324	\$31,948	\$4,789
Internal Services	\$79,545	\$0	\$34,899	\$18,054
Total GF/non-GF	\$566,382	\$139,139	\$464,465	\$155,970
Program Total:	\$705,521		\$620,435	
Program FTE	2.50	0.80	2.63	0.80

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$8,228	\$0
Intergovernmental	\$0	\$137,425	\$0	\$154,470
Other / Miscellaneous	\$0	\$1,700	\$0	\$1,500
Total Revenue	\$0	\$139,125	\$8,228	\$155,970

Explanation of Revenues

\$154,270 - 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 2017: 25044A Domestic Violence Coordination

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

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence need access to the type and level of service they desire when the time is right for them. This offer funds the Defending Childhood Initiative (DCI) which provides technical assistance and staffing to coordinate efforts that recognize, respond to and prevent childhood exposure to violence and trauma.

Program Summary

ISSUE: 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 GOAL: The goal of the Defending Childhood Initiative is to eliminate children's exposure to violence and to promote healthy relationships.

PROGRAM ACTIVITY: Preventing children and youth exposure to violence and providing a strong response to violence are complex goals that require multiple, informed solutions. The Defending Childhood Initiative works with partners from a variety of service systems to enhance professionals' capacity to recognize, respond to and prevent childhood exposure to all forms of violence and trauma.

Defending Childhood Initiative activities include:

1. Provide professional development and training to ensure that professionals who spend time with children and youth, such as teachers and daycare providers, have the tools and skills to recognize and respond to childhood exposure to violence in a way that is trauma informed and culturally competent.
2. Collaborate with mental health, education, health care, early childhood, human services, juvenile justice, etc. professionals and partners to ensure that policies and programs are developed to best support children, youth and families impacted by violence and trauma.
3. Public awareness campaigns to highlight the issue of childhood exposure to violence so that communities are educated and possess the tools needed to prevent violence from happening.
4. Collaboration with other departments and systems to coordinate prevention and response efforts around childhood exposure to violence including LPSCC, Health Department, Dept of Community Justice, all local school districts and local social service providers.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of child and youth-serving professionals trained to recognize and respond to childhood exposure to violence	1598	700	700	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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$285,694	\$0	\$132,529
Contractual Services	\$50,000	\$0	\$0	\$130,000
Materials & Supplies	\$0	\$24,733	\$0	\$11,305
Internal Services	\$0	\$79,719	\$0	\$41,302
Total GF/non-GF	\$50,000	\$390,146	\$0	\$315,136
Program Total:	\$440,146		\$315,136	
Program FTE	0.00	1.80	0.00	1.17

Program Revenues				
Indirect for Dept. Admin	\$17,256	\$0	\$21,440	\$0
Intergovernmental	\$0	\$390,146	\$0	\$315,136
Total Revenue	\$17,256	\$390,146	\$21,440	\$315,136

Explanation of Revenues

\$315,136 OJJDP DCI Safe & Thriving based on current grant award

Significant Program Changes

Last Year this program was: FY 2017: 25045 Defending Childhood Initiative

Eliminates 1.0 FTE Research and Evaluation Analyst 2 position due to reduced funding as part of ending Defending Childhood grant. Adds .3 FTE program specialist to support the new Defending Childhood Safe and Thriving Communities grant. Eliminates \$50,000 funding for the TOSA program.

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

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence need access to the type and level of service they desire when the time is right for them. This offer funds legal advocacy and civil legal services for survivors of domestic violence through contracted services at local non-profit agencies. It also supports advocacy in the restraining order services room at the Multnomah County courthouse.

Program Summary

ISSUE: The cost of legal representation can be prohibitive for survivors who have low or no income and have been financially exploited by their abusers. There are very few resources for legal assistance available for low-income survivors. As a result, survivors of domestic violence often are forced to appear in court without representation or legal advocacy. Domestic violence survivors and provider agencies report that civil legal services are one of the highest unmet needs for domestic violence survivors.

PROGRAM GOAL: The goal of the program is reduce domestic violence by providing civil legal advocacy and civil legal services to help survivors to safely end abusive relationships and resolve issues that cannot be addressed by human service or criminal justice interventions.

PROGRAM ACTIVITY: Program activities focus on the provision of legal assistance. Civil legal assistance is related to the reduction in reported domestic violence crimes and improves the likelihood that survivors will be able to obtain protective orders from courts, which is a significant factor in reducing rates of violence. These specialized legal services for domestic and sexual violence survivors ensure better outcomes in legal proceedings 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 non-profit agencies including Legal Aid Services of Oregon. This funding also supports advocacy in the restraining order services room at Multnomah County courthouse.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of domestic violence survivors assisted with courthouse-based restraining order advocacy.	N/A	800	800	800
Outcome	% of retained cases with a court action filed or contested by an attorney.	N/A	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$199,844	\$30,637	\$172,452	\$30,637
Materials & Supplies	\$0	\$491	\$0	\$0
Total GF/non-GF	\$199,844	\$31,128	\$172,452	\$30,637
Program Total:	\$230,972		\$203,089	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$31,128	\$0	\$30,637
Total Revenue	\$0	\$31,128	\$0	\$30,637

Explanation of Revenues

\$30,637 - OJD Court Care Center based on current grant award

Significant Program Changes

Last Year this program was: FY 2017: 25046A Domestic Violence Legal Services

Reduction in Proposed County General Fund due to the Constraint

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25046
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence need access to the type and level of service they desire when the time is right for them. This offer provides funding for the Court Care program, providing child care for children while their parents participate in domestic violence-related court activities.

Program Summary

ISSUE: The cost of legal representation can be prohibitive for survivors who have low or no income and have been financially exploited by their abusers. There are very few resources for legal assistance available for low-income survivors. There are also few child care options for parents whose children cannot attend court hearings due to age or sensitivity.

PROGRAM GOAL: The goal of the program is reduce domestic violence, childhood exposure to violence and financial burden for survivors of domestic violence by providing child care during court activities.

PROGRAM ACTIVITY: This program provides no cost, trauma informed child care for children while their parents are at the courthouse for domestic violence related activities, such as attending restraining order hearings, custody and parenting determinations and other civil matters. Reducing barriers to seeking 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served	190	198	198	198
Outcome	% of households able to access childcare when needed	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	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$31,000	\$0
Total GF/non-GF	\$0	\$0	\$31,000	\$0
Program Total:	\$0		\$31,000	
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: 60076
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence should have access to the type and level of service they desire when the time it is right for them. Multnomah County's Domestic Violence Enhanced Response Team (DVERT) provides intervention for domestic violence cases that have a high risk of ongoing, severe violence or lethality. DVERT works closely with law enforcement to provide after-hours victim services and crisis response.

Program Summary

ISSUE: Complex domestic violence cases with a high risk of ongoing, severe abuse or potentially lethal outcomes require an immediate multidisciplinary collaborative response in order to de-escalate violence and prevent domestic violence related deaths in our community.

PROGRAM GOAL: The goal of DVERT interventions is to reduce repeated violence and prevent deaths.

PROGRAM ACTIVITIES: DVERT provides after-hours victim advocates to provide immediate on-scene crisis response, safety planning and victim support following police response to domestic violence crimes. DVERT advocates are co-located with police.

DVERT provides immediate crisis response, ongoing victim support services, client financial assistance, criminal justice intervention, and coordination across multiple agencies. 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 service improvement at the intersection of high-risk domestic violence and other interventions. Historically, advocates have been available seven nights per week within all Portland Police Bureau Precincts and four nights a week for East County jurisdictions to provide immediate response at night and on weekends when most other services are unavailable. With staffing changes in FY18, services will expand to offer advocate availability 7 days a week throughout the county.

DVERT staff participate 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 partners include Multnomah County Domestic and Sexual 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).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of victims receiving multi-disciplinary, intensive intervention.*	293	200	200	300
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.	771	650	650	650

Performance Measures Descriptions

* Numbers expected to increase with additional staffing capacity

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$109,392	\$0	\$347,576	\$0
Contractual Services	\$327,500	\$165,689	\$99,431	\$118,196
Materials & Supplies	\$2,678	\$15,796	\$3,139	\$3,700
Internal Services	\$12,763	\$0	\$13,585	\$0
Total GF/non-GF	\$452,333	\$181,485	\$463,731	\$121,896
Program Total:	\$633,818		\$585,627	
Program FTE	1.00	0.00	4.00	0.00

Program Revenues				
Intergovernmental	\$0	\$181,485	\$0	\$121,896
Total Revenue	\$0	\$181,485	\$0	\$121,896

Explanation of Revenues

\$121,896 - US Department of Justice Office on Violence Against Women, Award#2014-WE-AX-0043

Significant Program Changes

Last Year this program was: FY 2017: 25047 Domestic Violence Enhanced Response Team

A portion of contracted advocate services will be reallocated as Multnomah County staffing to increase capacity and availability of services - 3.0 FTE.

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

Domestic Violence Crisis Services improve the quality of life for victims who are currently fleeing or attempting to flee domestic violence. Individuals attempting to flee domestic violence should have access to the type and level of service they desire when the time is right for them. This offer provides culturally-specific and targeted services to under-served populations who are experiencing domestic violence. Services include risk assessment and safety planning, advocacy, intensive and confidential support, case management, and assistance accessing broader community resources.

Program Summary

ISSUE: Domestic violence manifests itself differently in different communities. Survivors report an increased level of comfort when they are able to access services from within their own community.

PROGRAM GOAL: The goal of this offer is to provide access to culturally specific and population-specific services in order to increase the efficacy of domestic violence services.

PROGRAM ACTIVITY: This offer provides specialized domestic violence services for the following populations: African American, Latino, Native American, Slavic/Russian immigrants, African immigrants, LGBTQ, seniors and people with disabilities.

Services that are developed and delivered by specific communities are more accessible to and a better match for the needs and values of the survivors they are intended to serve. This program provides specialized, population-specific domestic and sexual violence services, including trauma-informed care, ongoing risk assessment, safety planning, intensive support, advocacy, case management, and help accessing other community resources. Services include: assistance with legal issues, access to government benefits, housing, financial education, assistance accessing benefits, access to mental and physical healthcare services, employment, immigration and disability services. Services are contracted out through a variety of service providers from within the communities they serve.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of individuals receiving culturally/population-specific domestic violence services.	1094	800	800	800
Outcome	Percentage of victims who exit services with a lower perception of risk.	87%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$484,668	\$0	\$494,746	\$0
Total GF/non-GF	\$484,668	\$0	\$494,746	\$0
Program Total:	\$484,668		\$494,746	
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 2017: 25048A Culturally Specific and Underserved Domestic & Sexual Violence Services

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25048
Program Characteristics: One-Time-Only Request

Executive Summary

Individuals leaving domestic violence require access to employment opportunities to reduce dependency on abusers. An improved quality of life is achieved when people experience autonomy, economic stability and a life without violence. This offer adds economic empowerment programming by funding a job coach specializing in working with the LGBTQ population at the Gateway Center for Domestic Violence.

Program Summary

ISSUE: Economic dependence is one of the primary reasons victims of domestic violence cite as a barrier to leaving an unsafe situation. The intersectionality of sexual orientation and gender adds another layer of complexity when providing services; LGBTQ populations are often hesitant to access traditional domestic violence programs and/or employment programs for fear of discrimination.

PROGRAM GOAL: LGBTQ individuals who are survivors of domestic violence will have access to culturally appropriate workforce and employment services.

PROGRAM ACTIVITY: This program offer expands services available to the LGBTQ population by adding an economic empowerment position at the Gateway Center that is focused on employment, outreach and job training services for the LGBTQ population.

One position will be contracted out to a local service provider with expertise in both domestic violence and LGBTQ populations to provide staffing to work with LGBTQ survivors seeking employment and training services through Gateway.

The economic opportunity position provides survivors with access to a variety of job-related services including job training, resume preparation services, job development, skill building, interview practice, application assistance, job search and job referrals. The position works with both traditional employment services such as WorkSystems and the Employment Department as well as private job developers to help LGBTQ individuals become economically independent and escape domestic violence by securing stable employment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Survivors engaging in job-related services	N/A	N/A	N/A	100
Outcome	% of survivors obtaining employment	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	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$68,000	\$0
Total GF/non-GF	\$0	\$0	\$68,000	\$0
Program Total:	\$0		\$68,000	
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-Based Sexual Assault services improve the immediate safety and quality of life for victims of sexual assault. Individuals who have experienced sexual assault should have access to the type and level of service they desire when the time is right for them regardless of whether or not they choose to work with the criminal justice system to prosecute the attacker. This offer provides services to victims of sexual assault and includes specialized services for medical and legal advocacy, case management, support groups, and counseling.

Program Summary

ISSUE: Oregon has the second-highest lifetime prevalence of rape in the country according to research completed by the Centers for Disease Control and Prevention. Crisis lines report more than 2,000 calls each year seeking sexual assault services. The majority of sexual assault survivors -- at least 75% -- choose to avoid working with the criminal justice system for various reasons, and thus are not eligible for traditional sexual assault victim services. Victims often are unaware of their rights or fear approaching law enforcement to report crimes, and subsequently never receive specialized trauma or medical services that can help them with their recovery.

PROGRAM GOAL: Community based sexual assault and trauma services are available regardless of victim willingness to engage with police.

PROGRAM ACTIVITY: This offer funds two staff to provide comprehensive community-based services to victims of rape or sexual assault. Services are offered in a variety of non-traditional settings including community health clinics, urgent care centers, homeless shelters and schools.

Services are provided through community based service providers and include medical and legal advocacy, case management, support groups, counseling, and flexible client funds for emergency needs. Limited relocation funds are also available. Contracted partners work with Multnomah County, the Sexual Assault Task Force, local criminal justice systems, medical and mental health providers, and victim services providers to coordinate response and increase capacity in the community for these services through documentation of need and technical assistance and training for new providers.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of sexual assault survivors who receive comprehensive, specialized advocacy services.	N/A	65	65	65
Outcome	Percent of sexual assault survivors who report feeling supported by working with an advocate.	N/A	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$200,000	\$0	\$204,500	\$0
Total GF/non-GF	\$200,000	\$0	\$204,500	\$0
Program Total:	\$200,000		\$204,500	
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 2017: 25049 Sexual Assault Services

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

A stable source of income is critical to stabilizing individuals and families and helping them reach their personal goals and achieve economic stability. Having an income source empowers individuals and allows them the ability to focus on other service needs and goals. The Benefits Acquisition Program utilizes a proven program model to assist individuals with mental illness, addictions, and other disabilities in accessing federal disability benefits, such as Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI).

Program Summary

ISSUE: The application process for federal benefits is long and complicated. Many individuals have disabilities that entitle them to benefits yet they have been unable to access them because the application and appeals processes are not easily navigated, and require a high level of documentation.

PROGRAM GOAL: The goal of the program is to ensure that anyone entitled to disability benefits is able to access them as quickly as possible. Seventy-five percent of those served receive benefits, a significantly higher percentage than would have received benefits without the program's assistance. Based on Census data estimates and data from the Social Security Administration, locally only 11% of those eligible receive benefits without assistance. Without benefits, individuals are either without services and utilizing expensive, locally-funded safety net services (including jail or hospital/medical care), or have their treatment paid for with scarce local community (non-federal) funds. The Benefits Acquisition Program assists an average of 245 individuals annually who are served in County-funded programs such as the Multnomah Treatment Fund, the Homeless Families System of Care, or other County-funded programs.

PROGRAM ACTIVITY: Services include eligibility screening, application assistance, appeals process advocacy, case management, transportation to appointments and hearings, and medical and other documentation to individuals evaluated to be potentially eligible for SSI/SSDI.

At the start of services, clients were receiving an average of \$107 per month, and at exit, they were receiving \$788 per month. Forty-one percent of clients had no primary health care option at the start of services and 99% are now covered 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 Benefits and Entitlement Specialist Team (BEST) program that are jointly contracted with the Benefits Acquisition Program to provide similar services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals served	351	175	175	175
Outcome	Percentage of individuals served who receive benefits	44%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$443,453	\$223,000	\$453,431	\$223,000
Total GF/non-GF	\$443,453	\$223,000	\$453,431	\$223,000
Program Total:	\$666,453		\$676,431	
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 2017: 25115A Benefit Recovery Program

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Through the Youth & Family Services Division (YFS), individuals and families have the opportunity to engage in the level and depth of culturally relevant services they want, in order to thrive. YFS Administration provides division-wide leadership, coordination of daily functions, budget development, performance management, and overall strategic direction toward this goal.

Program Summary

ISSUE: All activities and projects in the Youth & Family Services Division align with and lead toward two primary outcomes: 1. youth experience educational success; and 2. families are stable. YFS administrative staff provide accountability, leadership and data driven strategic direction toward those outcomes.

PROGRAM GOAL: The goal of the YFS Division Administration is to ensure efficient use of resources through maximizing budget resources, driving policy, effective program development, staff supervision, staff professional development, developing partnerships and overall leadership.

PROGRAM ACTIVITY: The YFS Division administers a variety of direct and contracted services that support educational success and family stability. The Division is responsible for providing, contracting for, and/or coordinating the County's investments in five core service/policy areas: Energy, Anti-Poverty/Prosperity, Education Supports, Early Childhood and Domestic and Sexual Violence. The Division functions as the County's legislatively mandated Community Action Office and is a co-convenor (with the United Way) of Early Learning Multnomah.

Activities in the area of budget development - YFS leadership develops the annual budget documents, reviews expenses quarterly, and ensures expenditures are in line with both revenue and funding guidelines. Activities to coordinate daily functions - direct supervision of staff, coordinate like activities across the division, establish procedures and practices and convene staff toward cohesion and teamwork. Performance management - create opportunities for staff to grow and learn professionally, set the overall framework for contractor data collection, reporting and program/system evaluation. YFS leadership provides strategic direction through the collaborative development of a Division strategic plan and directs projects. In addition, YFS is a partner-driven organization; staff have effective relationships and partnerships with other Divisions, organizations and jurisdictions (for example, nonprofit partners, the Joint Office of Homeless Services, the City of Portland, Home Forward, School Districts, District Attorney's office, Health Department, Library, Oregon Department of Human Services and Oregon Housing and Community Services), to increase the delivery of effective and culturally responsive services in this community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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 Division administrative services	NA	85%	80%	80%

Performance Measures Descriptions

¹ Stakeholder satisfaction will be 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	2017	2017	2018	2018
Personnel	\$1,324,506	\$0	\$1,309,847	\$49,995
Contractual Services	\$96,394	\$0	\$57,247	\$0
Materials & Supplies	\$29,950	\$0	\$154,424	\$5
Internal Services	\$177,524	\$0	\$138,357	\$0
Total GF/non-GF	\$1,628,374	\$0	\$1,659,875	\$50,000
Program Total:	\$1,628,374		\$1,709,875	
Program FTE	11.00	0.00	10.73	0.27

Program Revenues				
Intergovernmental	\$0	\$50,000	\$0	\$50,000
Total Revenue	\$0	\$50,000	\$0	\$50,000

Explanation of Revenues

\$50,000 - City of Portland Intergovernmental Agreement

Significant Program Changes

Last Year this program was: FY 2017: 25118 Community Services Administration (CSA)

This program offer now captures administrative activities, and staff, for the entire YFS Division. In the past some of these activities were described in PO: 25143- SUN Service System Administration and 25044 Domestic Violence Coordination.

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

Ensuring that there is sufficient heat in a home, the lights are on and water is hot is critical for households to have quality of life. Having functional utilities make it certain that a young person can study at home, an older adult is living safely and families remain stable. The Energy Assistance Program provides households who live on fixed or low income with financial assistance to help meet their energy costs, avoiding utility shutoffs and housing instability.

Program Summary

ISSUE: Energy costs disproportionately affect households who live on fixed or low income. 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.

PROGRAM GOAL: The goal of energy services is to provide one-time annual energy payments to utilities for households who live on a fixed or low income and who are struggling with energy costs, so they can remain stably housed.

PROGRAM ACTIVITY: The Energy Assistance Program helps households with fixed or low incomes to avoid utility shut off and potential loss of housing by providing a one-time payment for their heating and/or electricity bill. 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. Energy bill payment assistance is delivered through seven community non-profit agencies to make these utility payments for fixed and low-income households. On average, program participants receive \$452 in utility assistance.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households served	21,169	10,000	15,000	15,000
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection	100%	75%	75%	75%

Performance Measures Descriptions

* Program served higher than anticipated numbers due to higher state allocations; fluctuating funding allocations make estimating targets a challenge.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$539,565	\$0	\$641,700
Contractual Services	\$0	\$8,466,511	\$0	\$10,987,883
Materials & Supplies	\$0	\$102,118	\$0	\$102,729
Internal Services	\$0	\$99,260	\$0	\$174,837
Total GF/non-GF	\$0	\$9,207,454	\$0	\$11,907,149
Program Total:	\$9,207,454		\$11,907,149	
Program FTE	0.00	6.25	0.00	6.75

Program Revenues				
Indirect for Dept. Admin	\$32,556	\$0	\$65,065	\$0
Intergovernmental	\$0	\$9,207,454	\$0	\$11,907,149
Total Revenue	\$32,556	\$9,207,454	\$65,065	\$11,907,149

Explanation of Revenues

\$7,185,600 - OHCSO OEAP Energy based on current grant award; \$4,641,489 - OHCSO LIEAP Energy Program based on current grant award; \$80,000 PDX Water/Sewer D/A

Significant Program Changes

Last Year this program was: FY 2017: 25119 Energy Assistance

Offer includes \$1.5M of roll forward for OEAP award and a \$0.4M increase of the LIEAP award.

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

Homes that are safe and adequately weatherized contribute to the well-being and overall economic stability of households living on fixed and low incomes. The Weatherization Program provides energy use audits, weatherization services, furnace repair and replacement, and appliance replacement to fixed and low-income households. County staff and vendors provide these services.

Program Summary

ISSUE: 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.

PROGRAM GOAL: The goal of the Weatherization Program is to improve livability and affordability of housing for households living on fixed and low incomes. Weatherized homes have reduced energy consumption through updated appliances, windows, furnaces and related items in the home.

PROGRAM ACTIVITY: The Weatherization Program provides energy use audits, weatherization services, furnace repair and appliance replacement households living on fixed and low incomes. The audits indicate what repairs and/or improvements are necessary in a home in order to reduce energy use and lower utility bills. Weatherization services that result from the audit include the following services that are delivered by local contractors: insulating an attic, floor and walls, air and duct sealing, repair/replace heating systems, replacing windows and patio doors, safety checking combustion appliances, repairing/replacing old plumbing. All of these services include overall energy education for residents as well as providing information and resources for other services the household may be interested in. Services are primarily tax and ratepayer funded by the state and federal government.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households served	562	500	500	500
Outcome	Number of affordable housing units maintained for 10 years	562	500	500	500

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	2017	2017	2018	2018
Personnel	\$0	\$768,848	\$0	\$870,701
Contractual Services	\$0	\$2,584,467	\$0	\$2,635,839
Materials & Supplies	\$0	\$235,882	\$0	\$364,869
Internal Services	\$0	\$364,673	\$0	\$370,676
Total GF/non-GF	\$0	\$3,953,870	\$0	\$4,242,085
Program Total:	\$3,953,870		\$4,242,085	
Program FTE	0.00	8.75	0.00	9.25

Program Revenues				
Indirect for Dept. Admin	\$46,439	\$0	\$76,277	\$0
Intergovernmental	\$0	\$3,393,970	\$0	\$3,437,085
Other / Miscellaneous	\$0	\$339,900	\$0	\$500,000
Beginning Working Capital	\$0	\$220,000	\$0	\$305,000
Total Revenue	\$46,439	\$3,953,870	\$76,277	\$4,242,085

Explanation of Revenues

\$2,224,900 - OHCS D ECHO (SB1149) based on current grant award; \$759,730 - OHCS D LIEAP Weatherization based on current grant award; \$500,000 - County Weatherization rebates based on current revenues; \$330,259 - OHCS D DOE Weatherization based on current grant award; \$305,000 - Beginning Working Capital; \$60,000 - PDX Water and Sewer FR; \$42,196 - LIEAP Client Education based on current grant award; \$20,000 - Energy Conservation show rebates

Significant Program Changes

Last Year this program was: FY 2017: 25121 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

All families can meet their full potential through access to the supports and benefits they need to become economically stable. Everyone deserves safe and stable housing. Housing Stabilization for Vulnerable Populations provides rent assistance and housing placement to vulnerable households including those whose housing is vulnerable and 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

ISSUE: In today's rental market, families often need help to maintain stable housing. Multiple industry reports have stated that Portland is the 12th most expensive rental market in the country and rents are forecasted to increase 6% or more in the coming year. Meanwhile, tenants are receiving large rent increases -- some as high as 100% -- and entire buildings are receiving no cause eviction notices.

PROGRAM GOAL: Housing Stabilization programs strive to prevent homelessness by keeping people stably housed or helping those who are evicted from stable housing to locate and secure new housing.

PROGRAM ACTIVITY: This offer includes two primary initiatives:

(1) The Short-Term Rent Assistance program (STRA) - The program is a joint effort between Multnomah County, the City of Portland, and Home Forward, each of which contributes funds to the coordinated pool. STRA funds are distributed by local social service agencies and are geared towards households that are currently experiencing homelessness or are at risk of homelessness. Funds can be used for rent assistance, mortgage payment, and emergency hotel vouchers. Assistance is available for up to 24 months. These services help vulnerable and marginally housed families with children find homes, maintain housing, avoid homelessness, and work on creating a path to economic stability.

(2) The Housing Stability Team - This program is an innovative approach to stabilizing housing for households served by the County. A multi-department and multi-division team works across program silos to provide joint case staffing and coordinated access to holistic wrap around services. Services include eviction prevention, housing stabilization, assertive engagement, landlord retention services, short-term rent assistance and move-in flexible funds.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households served in STRA	741	800	800	800
Outcome	Percentage of households served who remain in permanent housing six months after exit ¹	90%	90%	90%	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	2017	2017	2018	2018
Personnel	\$120,938	\$67,643	\$72,585	\$44,135
Contractual Services	\$1,629,413	\$297,509	\$1,783,555	\$454,114
Materials & Supplies	\$817	\$17,614	\$13,966	\$4
Internal Services	\$19,732	\$8,019	\$12,088	\$9,477
Total GF/non-GF	\$1,770,900	\$390,785	\$1,882,194	\$507,730
Program Total:	\$2,161,685		\$2,389,924	
Program FTE	0.86	0.33	0.69	0.47

Program Revenues				
Indirect for Dept. Admin	\$3,144	\$0	\$4,493	\$0
Intergovernmental	\$0	\$378,502	\$0	\$507,730
Total Revenue	\$3,144	\$378,502	\$4,493	\$507,730

Explanation of Revenues

\$345,826 - OHCS D EHA based on current grant award; \$107,681 - OHCS D HSP based on current grant award; \$54,223 - OHCS D LIRHF based on current grant award

Significant Program Changes

Last Year this program was: FY 2017: 25133A Housing Stabilization for Vulnerable Populations (HSVP)

\$0.1M CGF moved from the Joint Office of Homeless Services to DCHS to provide Information and Referral services to clients.

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25133A
Program Characteristics: One-Time-Only Request

Executive Summary

All individual and families can meet their full potential through access to the supports and benefits they need to become economically stable. Everyone deserves safe and stable housing. The Housing Stability Team (HST) provides a cross-departmental approach to holistic housing stability for individuals and families engaged in County services. This offer builds on the successful FY17 demonstration program by continuing the program and providing additional stability services throughout the County.

Program Summary

ISSUE: In today's rental market, individuals and families often need help to maintain stable housing. Portland is the 12th most expensive rental market in the country and rents are forecasted to increase 6% or more in the coming year. Meanwhile, tenants are receiving large rent increases -- some as high as 100% -- and entire buildings are receiving no cause eviction notices. The rental market is causing instability for those in County services such as those in case management or other services.

PROGRAM GOAL: The Housing Stabilization Program strives to prevent homelessness by keeping people stably housed and ensuring that there is no disruption in county-provided services due to a housing crisis.

PROGRAM ACTIVITY: The HST is a cross-departmental effort that works to maintain stable housing for those engaged in county services by providing short term supports including rent assistance, utility assistance, legal clinic, and benefits acquisition. The team also provides access to other programs such as disability assistance, veterans services, health department programs, domestic violence services, etc.

The program is a partnership with the Youth and Family Services Division, Aging Disability and Veterans Services Division, Intellectual and Developmental Disabilities Division, the Joint Office of Homeless Services and the Health Department. All HST cases are jointly staffed by representatives from all partners and participants are offered a menu of services that not only help with their current rental crisis but also increase overall housing and financial stability.

The demand for HST is higher than the funds available. This offer will allow the program to continue, serve more clients and expand the program to include other County-funded programs in need of housing stability services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Households that will receive support to increase housing stability	N/A	N/A	N/A	50
Outcome	Percentage of households reporting increased housing stability post intervention.	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	2017	2017	2018	2018
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: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Thriving Communities is a place-based program in the Rosewood neighborhood to mobilize the community and customize county and partner investments to meet the unique needs and interests of the community. The activities of the program will focus on building social and economic stability. Through this program, a community-based organization will function as the coordinator of program activities with the purpose of delivering measurably improved outcomes for community members.

Program Summary

ISSUE: Rosewood is an area that historically has struggled with social and economic instability. It meets the 10-20-30 definition of persistent poverty, with over 20% of the population at less than 200% of the Federal Poverty level for 30 years. Utilizing a comprehensive and coordinated approach and working with the community will result in identifying and addressing the root issues surrounding social and economic instability.

PROGRAM GOAL: The goal of the Thriving Communities program is to improve the outcomes of county and partner investments in the neighborhood of Rosewood and to address the root causes of social and economic instability. This will be accomplished by supporting a community-based organization to drive revitalization efforts such as implementation of youth programming, providing access to antipoverty and anti-violence services, engaging the community in activities and decisions impacting their neighborhood, and building sustainable funding streams.

PROGRAM ACTIVITY: The community organization will work with DCHS to provide navigation for community members to a wide range of antipoverty, community stabilization and public safety services including: antipoverty services, domestic violence, benefits, legal services, youth services, income creation, job training, public safety events, and more. The community organization will provide a cross-section of activities that improve public safety, community income and create a demonstrated impact for families living in the area.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households given a warm hand off to community based services				200
Outcome	% of program participants who report increased income				25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$75,000	\$0
Total GF/non-GF	\$0	\$0	\$75,000	\$0
Program Total:	\$0		\$75,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

Children are entitled to grow up in an environment free of danger and abuse. Children who become victims of sexual exploitation and trafficking need a system of care that helps them move into a safe and stable adulthood. CSEC is a multi-department multi-agency collaborative that provides survivors with safety services, shelter, case management and other services to escape forced prostitution. These highly intensive and population-specific shelter and assertive engagement services are designed to intervene with this significantly traumatized group of children.

Program Summary

ISSUE: 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. Between 2009-2013, 469 children were identified as trafficking victims in Multnomah County.

PROGRAM GOAL: The goal of the CSEC program is to ensure that children who have been sex trafficked can move past trauma, create hope, address economic instability and obtain stable housing through a collaborative approach to services.

PROGRAM ACTIVITY: Funds in this offer support crisis and short-term shelter; assertive engagement services; outreach to survivors; education; system support and coordination; ongoing program development through the CSEC collaborative and administrative program support for the collaborative.

Services are provided in a holistic manner and include collaboration with Department of Community Justice, law enforcement, courts, DHS Child Welfare, juvenile justice, and community advocates including those specializing in mental health, trauma and crime victims services.

Seventy-seven percent of youth accessing services received services for six months or longer. Over half of the youth who leave services later return to engage in additional services. Fifty percent exit to stable housing and 84% avoid further contact with the criminal justice system.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	70	140	140	140
Outcome	Percentage of youth who remained enrolled in services for at least six months	55%	50%	50%	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$110,266	\$0	\$94,715	\$0
Contractual Services	\$485,183	\$191,151	\$496,100	\$98,617
Materials & Supplies	\$270	\$0	\$10,489	\$0
Internal Services	\$8,268	\$0	\$13,385	\$0
Total GF/non-GF	\$603,987	\$191,151	\$614,689	\$98,617
Program Total:	\$795,138		\$713,306	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$191,151	\$0	\$98,617
Total Revenue	\$0	\$191,151	\$0	\$98,617

Explanation of Revenues

\$98,617 - HHS Victims of Human Trafficking based on current grant award

Significant Program Changes

Last Year this program was: FY 2017: 25135 Commercial Sexual Exploitation of Children (CSEC) - Victims System of
 HHS Victims of Human Trafficking award was reduced by \$0.1M

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25139
Program Characteristics:

Executive Summary

All families can meet their full potential through access to the supports and benefits they need to become economically stable. A menu of services is provided focused on meeting family goals around stability and income creation. Multnomah Stability Initiative (MSI) services supplement the MSI case management programs and are part of the County's anti-poverty/prosperity initiative designed to assist households with low incomes in gaining the skills necessary to achieve increased income and future prosperity, as well as to address the root causes of societal poverty.

Program Summary

ISSUE: Families experiencing poverty often struggle to find the services and support they need to achieve economic stability.

PROGRAM GOAL: The goals of the MSI Initiative are aligned with six domains: income, housing, social capital, health & wellness, thriving children and education. MSI related services provide support for families eligible for MSI case management programs. Goals include: income stability for families, tax benefits are maximized and criminal records are cleaned up so families can successfully secure employment and/or housing.

PROGRAM ACTIVITY: This offer provides additional support services for families participating or otherwise eligible for the MSI case management program. Services include: (1) Information and education about the Earned Income Tax Credit; (2) No-cost tax preparation services; and (3) Legal Clinic services to resolve issues on criminal records including police calls, arrests that did not lead to convictions, and items eligible for expungement.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households accessing Legal Clinic services	N/A	N/A	N/A	100
Outcome	Percentage of households with improved criminal records after intervention	N/A	N/A	N/A	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$132,146	\$0
Total GF/non-GF	\$0	\$0	\$132,146	\$0
Program Total:	\$0		\$132,146	
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 2017: 25139A Multnomah Stability Initiative

FY17 offer 25139A was split into two separate offers to increase clarity

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

Positive youth academic outcomes are achieved when youth feel safe, have a sense of belonging and their culture and choices are honored. Promise Neighborhoods Initiative (PNI) agencies provide culturally specific, community based services and supports for children of color, age 12-17, and their families, who experience disparate outcomes due to racism, systemic oppression, inter-generational trauma, and poverty.

Program Summary

ISSUE: Educational disparities for children and youth of color in Multnomah County are pervasive and persistent. Investing in proven and promising culturally responsive and culturally specific practices, in partnership with school districts and school personnel, works to eliminate these disparities.

PROGRAM GOAL: PNI brings together community experts to help school districts and community agencies build more culturally specific services for communities of color. PNI improves culturally responsive, specific, and relevant service strategies in our school districts so that children of color succeed academically.

PROGRAM ACTIVITY: This initiative provides culturally responsive, specific and relevant services using a collective impact model to increase school readiness, academic achievement for successful adult transition. Activities demonstrate that a coordinated approach between effective culturally specific and responsive organizations, school districts willing to work collaboratively, County investments, and a strong backbone agency (that provides project leadership, accountability, partnership development, training and technical assistance and data and evaluation supports), can improve outcomes for students of color. Included are one on one activities with youth, group activities and parent engagement.

One-on-one activities include: youth engagement activities, youth leadership development, homework support, and college & career readiness. Group activities focus on topics such as: financial literacy for youth, healthy after-school engagement, sports, recreation and theater arts. Parent engagement efforts ensure parents have an understanding of the public school environment so they can support and advocate for their children, English Language Learner classes, and financial literacy. The combination of individual youth supports and family engagement increases a sense of belonging and identity for youth leading to stronger academic outcomes. The services of PNI are primarily provided in two school districts: Reynolds and David Douglas.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served*	536	1000	1000	1000
Outcome	Percent students served showing an increase in academic performance**	88%	80%	80%	80%
Output	Number of parents served	331	NA	700	700
Outcome	Percent of parents reporting increased engagement in their child's school and education	75%	NA	75%	75%

Performance Measures Descriptions

*536 youth were served by the by the core five partners receiving \$100,000 or more. An additional 2,276 youth and 243 parents were served through smaller investments of county funds. Overall number served lower than target due to start up of project.

**Measure is different than projected as attendance data not available for students served in FY16.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$2,032,000	\$0	\$2,000,000	\$0
Total GF/non-GF	\$2,032,000	\$0	\$2,000,000	\$0
Program Total:	\$2,032,000		\$2,000,000	
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 2017: 25137 Promise Neighborhoods

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25137A
Program Characteristics:

Executive Summary

Positive youth academic outcomes are achieved when youth feel safe, have a sense of belonging and their culture and choices are honored. Funding for the Backbone Agency to lead the Promise Neighborhood Initiative (PNI) provides leadership and drives the PNI on-the-ground programming, partnership development and overall success.

Program Summary

ISSUE: During the first two years of implementation, all funding for the PNI was pass-through funding contracted to the agencies delivering culturally responsive and specific direct services. To promote sustainability and success in this effort, the Backbone Agency requires staffing dedicated to the project to support the agencies delivering services, the school districts and their partnership, communication and program evaluation.

PROGRAM GOAL: The goals for the Backbone Agency are to: support a collaboration of agencies in order to generate critical partnerships and build relationships; produce measurable impacts and results; demonstrate fiscal transparency and accountability; leverage additional funds for the collaboration to further the work; and enhance public awareness of, and support for the Promise Neighborhoods Initiative. These specific functions are based on successful Federal models for similar Promise Neighborhood efforts.

PROGRAM ACTIVITY: Activities to be taken on by the Backbone Agency support the collaboration through effective project administration and include the following range of activities: serve as the convener to bring together and facilitate conversations between the contracted agency partners and school district leaders; develop strategic communication materials about the PNI; leverage funding by bringing on additional resources to support replication of effective services that may include grant writing (direct or supporting the organizations to do so); establish data collection and a results framework focused on positive youth academic outcomes; and provide comprehensive budget and fiscal oversight for the project.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of partnership meetings convened	N/A	N/A	N/A	12
Outcome	Percent of partner agencies who report satisfaction with backbone agency supports	N/A	N/A	N/A	70%
Outcome	Percent of partner agencies who report increased collaboration as a result of participating in PNI	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	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$77,720	\$0
Total GF/non-GF	\$0	\$0	\$77,720	\$0
Program Total:	\$0		\$77,720	
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

Children are entitled to grow up in an environment that preserves quality of life and provides access to education. Children who become runaways need a system of care that helps them get off the streets and into stable housing with appropriate services. 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 youth ages 12-17 who have run away, or who are at risk of running away, as well as their families.

Program Summary

ISSUE: It's estimated that over 1,000 youth run away in our community each year, due to a variety of factors including unsafe home environments, LGBTQ status, mental health or addictions issues. Unaccompanied youth living on the streets are at high risk of rape, assault and other trauma.

PROGRAM GOAL: The goal of the runaway system is to provide a safe place for runaway youth until they can reunite with family members, if possible, and to find appropriate foster care placement for those who can't return home.

PROGRAM ACTIVITY: 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 - Reception is a collaboration among law enforcement, DCJ, and DHS and offers a place for officers to drop off youth that have committed minor status offenses, such as curfew violation and truancy, as an alternative to detention. Reception Centers are co-located with runaway crisis response services, creating a countywide "child receiving center" for youth up to age 18. This offer reflects a decrease in funding for reception center due to decreased utilization by police of these services.

Crisis Line - Crisis line services provide a 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.

Emergency Shelter - Specialized shelter and emergency assistance are provided in an 11-bed, co-ed group home with services focused on family reunification. Youth receive food, safety from the street, medical care, transportation, and case management 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. Services successfully impact detention reform efforts and reduce the number of children entering the child welfare system.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth and families served	N/A	2500	2500	1500
Outcome	Percentage of youth served who return home or exit to other stable housing	79%	85%	74%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$920,710	\$175,000	\$813,613	\$175,000
Materials & Supplies	\$44	\$0	\$0	\$0
Internal Services	\$1,781	\$0	\$0	\$0
Total GF/non-GF	\$922,535	\$175,000	\$813,613	\$175,000
Program Total:	\$1,097,535		\$988,613	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$175,000	\$0	\$175,000
Total Revenue	\$0	\$175,000	\$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 2017: 25138 Runaway Youth Services (RYS)

Reflects \$0.1M reduction in funding for reception center services due to decreased utilization

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

All families can meet their full potential through access to the supports and benefits they need to become economically stable. By recognizing the family's expertise in their own lives, a menu of services is provided focused on meeting family goals around stability and income creation. Multnomah Stability Initiative (MSI) case management is part of the County's anti-poverty/prosperity initiative designed to assist low-income households in gaining the skills necessary to achieve increased income and future prosperity, as well as to address the root causes of societal poverty.

Program Summary

ISSUE: Families experiencing poverty often struggle to find the services and support they need to achieve economic stability.

PROGRAM GOAL: MSI addresses the need for flexible service interventions so that families facing economic challenges can achieve stability. The goals of MSI are aligned with 6 domains: income, housing, social capital, health & wellness, thriving children, and education.

PROGRAM ACTIVITY: Services are delivered by contracted partner staff using an Assertive Engagement approach, which recognizes the individual as the expert in their own life. Assertive Engagement instills hope and offers families a selection of services and interventions to choose from. Families identify their interests, strengths, choices and goals and are matched with resources and services that meet their expressed goals.

The activities of MSI case management include: Assisting families in securing and stabilizing housing including access to short-term rent assistance programs, providing case management to help families achieve their goals, connecting families to natural supports in the community like support groups and school programs, increasing the choices available to the families by instilling hope and offering programs to help families meet their goals, and increasing income and assets.

This offer includes two types of MSI case management:

- (1) MSI - Standard case management services for families working with anti-poverty agencies to increase economic success.
- (2) MSI Enhanced - Longer-term case management for families who need more intensive and targeted interventions. This includes the Family Reunification Program, which serves parents seeking the return of their children from the foster care system, and targeted school-based services, collaborations with schools and Home Forward to combine case management and rent assistance to reduce school mobility.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households served in MSI case management	742	950	950	950
Outcome	Percentage of households served that remain in permanent housing six months after exit	96%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$104,071	\$113,994	\$89,436	\$109,756
Contractual Services	\$2,450,783	\$721,371	\$2,373,667	\$725,933
Materials & Supplies	\$2,027	\$0	\$51,799	\$3
Internal Services	\$26,966	\$9,894	\$26,281	\$14,124
Total GF/non-GF	\$2,583,847	\$845,259	\$2,541,183	\$849,816
Program Total:	\$3,429,106		\$3,390,999	
Program FTE	0.88	0.93	0.85	0.99

Program Revenues				
Indirect for Dept. Admin	\$6,884	\$0	\$11,172	\$0
Intergovernmental	\$0	\$845,259	\$0	\$849,816
Total Revenue	\$6,884	\$845,259	\$11,172	\$849,816

Explanation of Revenues

\$849,816 - OHCSO CSBG based on current grant award

Significant Program Changes

Last Year this program was: FY 2017: 25139A Multnomah Stability Initiative

FY17 offer 25139A was split into two offers (itself and 25136 YFS MSI Related Services) to increase clarity.

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25139A, 25004, 40058
Program Characteristics:

Executive Summary

All families can meet their full potential through access to the supports and benefits they need to become economically stable. By recognizing the family's expertise in their own lives, a menu of services is provided focused on meeting family goals around stability and income creation. This program offer creates a cohort of the Multnomah Stability Initiative (MSI) Enhanced program for Healthy Birth Initiative (HBI) families in concert with Public Health.

Program Summary

ISSUE: Families experiencing poverty often struggle to find the services and support they need to achieve economic stability. MSI Enhanced addresses the need for improved service outcomes and coordination across multiple sectors including public health and economic opportunity services. By connecting public health programs and clients with human service programs and resources such as housing assistance and income supports, existing county systems are leveraged and public investments are utilized to ensure upstream supports are available across the life cycle.

PROGRAM GOAL: There are six domains widely recognized as instrumental to economic stability and breaking the cycle of poverty: Income, Social Capital, Housing, Health and Wellness, Education and Thriving Children. The goals of this Program Offer are to provide Case Management and support services to families currently served by Public Health programs (primarily HBI) who have incomes below 125% of the Federal Poverty Level.

The MSI program model is already in place and the community providers who deliver the program are uniquely positioned to provide essential services and supports to help improve stability and overall health outcomes for public health program participants. We know that good jobs, quality child care and a stable place to live contribute to positive health outcomes, all areas of focus for MSI.

PROGRAM ACTIVITY: This offer seeks to expand the MSI program to create additional case management slots and accompanying flexible funds. This will increase capacity to leverage existing programs and resources in DCHS and Public Health in order to build economic stability for families currently receiving County-funded services. This program includes longer-term case management for families who need more intensive and targeted interventions and services than the standard MSI case management program, such as families participating in Healthy Birth Initiative.

Key activities include: (1) Case management to work with a cohort of 40 families to provide the family with person-centered case management that focuses on housing stability, employment, school stability, and coordination with other services both within and outside the County, (2) rent assistance and (3) flexible funds to support family stability.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served	N/A	N/A	N/A	40
Outcome	% of individuals who obtain increased stability in the MSI domains as measured on the MSI matrix	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	2017	2017	2018	2018
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: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25139A, 25004, 40058
Program Characteristics: One-Time-Only Request

Executive Summary

Poverty is a major obstacle to children reaching their full potential. Many families in public health programs lack economic stability. In order to assist families with their economic security and to support their children's future, this program will build pathways for parents to become financially stable by providing income and financial education leveraging program experience from the Multnomah Stability Initiative (MSI) to reach families participating in the Healthy Birth Initiative (HBI).

Program Summary

ISSUE: Families living on a low income face challenges accessing resources and comprehensive services to address a range of health, housing and economic needs. Data indicates the positive effect parents' educational attainment, economic stability and mental and physical health have on a child's development and future. By building and investing in families financial health and well being, children will benefit. The County has a solid foundation in the Multnomah Stability Initiative in DCHS and the Healthy Birth Initiative in the Health Department--both focusing on vulnerable families and children. And we have promising practices from the Economic Opportunity Initiative where an Unconditional Cash Transfer was paired with financial management services for families with young children receiving the Earned Income Tax Credit. The initiative proved successful and its core elements are included in this Program Offer (PO). The MSI and HBI programs have begun to align and create integrated solutions for families and this PO builds on that integration and proposes to address family economic insecurity for participants.

PROGRAM GOALS: Three family program goals will be achieved with this Program Offer--first, young children served by HBI will have better life outcomes; secondly, families served by HBI will have access to financial supports to in order to help them achieve long-term economic stability; and finally, families served in MSI may gain access to HBI to ensure healthy birth outcomes. System goals include: establishing shared, cross-agency desired outcomes for children and families and build a family-centric program model between DCHS Youth and Family Services and Health Department Public Health programs.

PROGRAM ACTIVITY: Activities include an integrated, two-generation, culturally responsive approach to meeting the needs of both children and adults. There are three general activities to correspond to the goals above. First, families who are transitioning from HBI and are not work-ready will receive an Unconditional Cash Transfer to address financial instability. Secondly, all HBI families will receive access to financial management services including access to Individual Development Accounts, access to employment services, budget and financial management training, credit report clean-up. To meet system goals, a shared client tracking tool will be identified and existing program staff time and technical expertise will be leveraged to establish and track outcomes for children, parents and families.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of families accessing additional benefits				125
Outcome	% of families who report increased economic stability on the MSI domain assessment				50%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$150,000	\$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: 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

Communities with safe, quality and affordable homes increase opportunities for residents to achieve economic stability. Community Development administers public resources to expand affordable housing and infrastructure in low and moderate income communities through the federal Community Development Block Grant (CDBG), the Affordable Housing Development Program (AHDP), and the home improvement program.

Program Summary

ISSUE: Affordable housing and infrastructure in low and moderate communities is challenged by the lack of sufficient funding. In Multnomah County in particular, east county has limited resources to ensure access to affordable housing and sufficient infrastructure for public works projects.

PROGRAM GOAL: The goal of the Community Development program is to create opportunities for neighborhood revitalization, public services and housing rehabilitation in East Multnomah County.

PROGRAM ACTIVITY: The Community Development Block Grant (CDBG) program includes administration of the Community Development Block Grant. An advisory board, comprised of representatives of East Multnomah County cities and unincorporated areas outside of Portland and Gresham, makes policy and funding recommendations for the Community Development Block Grant projects. The program is a collaboration between DCHS, the cities of Wood Village, Fairview, Troutdale, Maywood Park, and the community. The program also collaborates with Portland and Gresham on CDBG planning activities. The CDBG program also provides funding for public services and housing rehabilitation services for low- and moderate-income (LMI) households. Housing rehabilitation is offered to both LMI renters and homeowners to adapt housing for improved disabled access. Critical home repair services are also offered to LMI homeowners through CDBG funds.

The Affordable Housing Development Program (AHDP) deeds foreclosed properties to non-profit community development corporations for affordable housing development, when they become available. Collections and loan servicing 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. The Home Improvement Program utilizes repayments from ADHP properties to support life-saving supplemental repairs in homes where the Weatherization grants cannot pay for that repair due to grant limitations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of public works projects completed	1	1	1	1
Outcome	# housing units rehabilitated*	36	40	40	40

Performance Measures Descriptions

*Measure changed to better reflect program activities

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$60,287	\$55,650	\$88,655	\$43,856
Contractual Services	\$0	\$261,700	\$0	\$274,180
Materials & Supplies	\$270	\$0	\$3,989	\$0
Internal Services	\$9,202	\$4,897	\$13,385	\$5,644
Total GF/non-GF	\$69,759	\$322,247	\$106,029	\$323,680
Program Total:	\$392,006		\$429,709	
Program FTE	0.52	0.48	0.67	0.33

Program Revenues				
Indirect for Dept. Admin	\$3,361	\$0	\$4,464	\$0
Intergovernmental	\$0	\$298,547	\$0	\$270,480
Other / Miscellaneous	\$0	\$16,200	\$0	\$16,200
Beginning Working Capital	\$0	\$7,500	\$0	\$37,000
Total Revenue	\$3,361	\$322,247	\$4,464	\$323,680

Explanation of Revenues

\$270,480 - HUD CDBG based on current grant award; \$16,200 - Loan Repays base on current receipts; \$37,000 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2016: 25140-16 Community Development

Outreach

Department: County Human Services **Program Contact:** Rose-Ellen Bak
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25147
Program Characteristics:

Executive Summary

As a community, we will all be more successful when all of our residents are healthy and well-fed. The Supplemental Nutrition Assistance Program (SNAP) is one of the best resources to make this a reality. Participation in SNAP provides a better quality diet and nutritional intake for children and adults across the their lifespan compared to low-income people who do not participate. The SNAP outreach program provides information, referral and application assistance to households seeking these benefits.

Program Summary

ISSUE: Oregon consistently ranks among the states with the highest percentage of people experiencing hunger and food insecurity. In a recent analysis, Oregon was the only state in the country with a statistically significant increase in food insecurity. The combination of high rent and low wages makes it difficult for many families to afford food, having to choose between using their limited income on food or other essentials, including rent, medicine, clothing, and utilities. It is estimated that 34% of Multnomah County residents may be eligible for SNAP, while less than 20% participate. Participation in SNAP provides a better quality diet and nutritional intake for children and adults across the their lifespan compared to low-income people who do not participate.

PROGRAM GOAL: The goal of the SNAP Outreach program is to increase the number of eligible households participating in SNAP benefits so that individuals and families have food and nutrition for healthy living.

PROGRAM ACTIVITY: This program has two primary activity areas. First, outreach - the SNAP outreach program targets outreach and connections with two populations that are typically eligible for SNAP, yet have lower than average participation in the program: Latino individuals and families and college students. Program staff use community data to engage in tailored SNAP outreach at community sites to reach the targeted populations. They offer information about SNAP and other local, state and federal benefit programs. Staff also engage in online and social media connections to provide information about SNAP benefits. The second activity area is assisting people to sign up for SNAP benefits. Staff walk through the application process online, respond to questions and address any barriers so that consumers gain immediate access to SNAP benefits and then are able to provide food for themselves and their families.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of consumers engaged through Outreach activities	2933	3500	3575	3500
Outcome	Number of SNAP applications completed	73	80	86	80

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$44,965	\$44,429	\$25,238	\$66,286
Materials & Supplies	\$0	\$35	\$481	\$8
Internal Services	\$0	\$3,857	\$13,085	\$8,533
Total GF/non-GF	\$44,965	\$48,321	\$38,804	\$74,827
Program Total:	\$93,286		\$113,631	
Program FTE	0.50	0.50	0.28	0.72

Program Revenues				
Indirect for Dept. Admin	\$2,684	\$0	\$6,749	\$0
Intergovernmental	\$0	\$48,321	\$0	\$74,827
Total Revenue	\$2,684	\$48,321	\$6,749	\$74,827

Explanation of Revenues

\$74,827 - Ore - Supp Nutrition Asst Prog (SNAP) based on current grant award

Significant Program Changes

Last Year this program was: FY 2017: 25141 Supplemental Nutrition Assistance Program (SNAP) Outreach

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

Schools Uniting Neighborhoods Community Schools (SUN CS) improve educational outcomes for all children and support family stability. SUN CS are focused on local decision-making, responding to the unique needs of each community and honoring their cultures and preferences. SUN CS are neighborhood hubs where the school and partners from across the community come together to mobilize and organize community resources at schools to support children and families.

Program Summary

ISSUE: Low educational attainment rates, high unemployment, hunger and poor health outcomes continue in Multnomah County. Oregon has the fourth lowest graduation rate in the country, with significant disparities for students of color. This data is mirrored in Multnomah County. The barriers facing students are complex and reach far beyond the capacity and mission of schools. Addressing these barriers to learning and family stability requires support from across the community – including the County, the City of Portland and Oregon Department of Human Services.

PROGRAM GOAL: SUN Community School goals are for the school and community partners to align efforts to collectively increase educational success. Key results include consistent school attendance, credit attainment, and high school graduation. A 2014 Child Trends study showed that integrated student supports (community schools are an example of integrated student supports) contribute to student academic progress and are grounded in research on youth development as well as empirical research on factors that promote educational success (such as opportunities for extended learning and academic support, homelessness and family engagement).

PROGRAM ACTIVITY: Funding supports 79 of the 85 SUN schools in Multnomah County. These sites range from Kindergarten to 12th grade and provide programming in three main areas 1) Educational support and skill development for children and families (examples: academic classes such as Science Club; homework assistance; tutoring; mentoring; service learning, post-secondary planning, English as a Second Language; parenting; financial literacy) 2) Cultural and academic enrichment (examples: recreation, art, music, technology education) 3) Student and Family Support services, including links to basic needs, health and mental health services; community building; and family leadership development. SUN CS each have an on-site site manager who manages programs, coordinates and aligns partners, develops systems and engages youth, family, and community members.

Multnomah County DCHS manages the SUN CS nationally recognized model, which is a collaboration with the City of Portland, 6 school districts, non-profits, and the Oregon Department of Human Services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of children (ages 5-18) served ¹	25,267	15,800	15,800	15,800
Outcome	Percent of 9th graders who earn 6 credits and are on target to graduate ²	81%	75%	75%	75%
Outcome	Percent who attend school consistently (more than 90% of days) ²	93%	90%	90%	90%

Performance Measures Descriptions

¹ Outputs reflect the annual number served. Over-performance by contractors is not projected.

² Outcomes are analyzed for students who participate for 30 days or more, a federally accepted threshold; 10,223 children participated at this level last year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$328,210	\$0	\$327,325	\$0
Contractual Services	\$5,576,376	\$1,835,127	\$5,724,200	\$1,902,805
Materials & Supplies	\$13,751	\$0	\$26,336	\$0
Internal Services	\$39,392	\$0	\$42,755	\$0
Total GF/non-GF	\$5,957,729	\$1,835,127	\$6,120,616	\$1,902,805
Program Total:	\$7,792,856		\$8,023,421	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,815,127	\$0	\$1,874,305
Beginning Working Capital	\$0	\$20,000	\$0	\$28,500
Total Revenue	\$0	\$1,835,127	\$0	\$1,902,805

Explanation of Revenues

\$635,628 - City of Portland Parks & Recreation Based on agreement; \$524,368 - Portland Public Schools SUN Community School Support: Based on agreement; \$283,982 - Reynolds School District: Based on agreement; \$231,552 - David Douglas School District: Based on agreement; \$149,219 - Gresham Barlow School District: Based on agreement \$49,056 - Parkrose School District: Based on agreement; \$28,500 - School District Beginning Working Capital; \$500 - Misc Charges/Recoveries

Significant Program Changes

Last Year this program was: FY 2017: 25045 Defending Childhood Initiative

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25145
Program Characteristics:

Executive Summary

Schools Uniting Neighborhoods Community Schools (SUN CS) improve educational outcomes for all children and support family stability. SUN CS are focused on local decision-making, responding to the unique needs of each community and honoring their cultures and preferences. SUN CS are neighborhood hubs where the school and partners from across the community come together to mobilize and organize community resources at schools to support children and families. This offer expands SUN CS to Russell Academy in the Parkrose School District.

Program Summary

ISSUE: Low educational attainment rates, high unemployment, hunger and poor health outcomes continue in Multnomah County and threaten our future as a thriving community. The barriers facing students are complex and reach far beyond the capacity and mission of schools. Addressing these barriers to learning and family stability requires support from across the community – including the County, the City of Portland and Oregon Department of Human Services. Russell Academy has high needs (100% of students are eligible for free meals). The school is highly diverse with 59% students of color and is not currently a SUN Community School, leaving a significant number of vulnerable children and families without support.

PROGRAM GOAL: SUN Community School goals are for the school and community partners to align efforts to collectively increase educational success. Key results include consistent school attendance, credit attainment and high school graduation. A 2014 Child Trends study showed that integrated student supports (community schools are an example of integrated student supports) contribute to student academic progress and are grounded in research on youth development as well as empirical research on factors that promote educational success (such as opportunities for extended learning and academic support, homelessness and family engagement).

PROGRAM ACTIVITY: The Parkrose School District has requested the partnership of the County to develop a SUN CS at Russell Elementary. The SUN CS will provide programming in three main areas 1) Educational support and skill development for children and families (examples: academic classes such as Science Club; homework assistance; tutoring; mentoring; service learning, post-secondary planning, English as a Second Language; parenting; financial literacy) 2) Cultural and academic enrichment (examples: recreation, art, music, technology education) 3) Student and Family Support services, including links to basic needs, health and mental health services; community building; and family leadership development. SUN CS each have an on-site site manager who manages programs, coordinates and aligns partners, develops systems and engages youth, family and community members.

This offer leverages funding from Parkrose School District.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number youth served				200
Outcome	Percent who attend school consistently (more than 90% of days)				90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$56,189	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$55,000	\$0
Total GF/non-GF	\$56,189	\$0	\$55,000	\$0
Program Total:	\$56,189		\$55,000	
Program FTE	0.50	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Child & Family Hunger Relief program supports all children to reach their full potential through increasing food security and improving access to fresh and healthy foods. Children and families must have their basic needs met in order to be ready and able to learn. We meet people where they are most likely to be. The program works with SUN Community Schools, school districts and community partners to increase the number of meals served to hungry children and families and to assist in families' food needs.

Program Summary

ISSUE: Food insecurity and lack of access to fresh and healthy foods are significant barriers to children's health and learning in our community. Despite the improving economy, our state and county continue to struggle with unemployment and the high cost of living. Comparing the most recent period (2013-15) to the early years of the recovery (2010-12), food insecurity in Oregon spiked 18.4% - the highest among all states. Despite Oregon's high hunger rate, millions of dollars in available federal food funding for children goes untapped and this partnership aims to increase that federal draw down.

PROGRAM GOAL: The program's goals are to reduce child and family food insecurity and hunger through hunger relief programs and strengthening county partnerships in hunger relief policy and programs. Healthy nutrition is vital to brain development and learning. SUN Community Schools are designed to act as vehicles for delivering services to children and families in an easily accessible and non-stigmatizing environment. This offer capitalizes on SUN's community-based capacity through 1) providing food, including fresh and healthy choices, through school-based food pantries and Harvest Share monthly fresh produce distributions and 2) increasing the number of meals served to hungry children and their families during summer. This program provided over one million meals to vulnerable communities last year.

PROGRAM ACTIVITY: The program includes summer meals, emergency food programs, and the Multnomah Child Hunger Coalition. Summer meal support consists of staffing at 14 SUN CS and 3 County libraries during the summer to serve meals for 8-12 weeks in underserved communities in Mid and East County. Food assistance programs include school-based food pantries at 12 SUN CS sites and Harvest Share free produce distributions at 5 sites, in partnership with Oregon Food Bank. The Coalition leverages community partnerships to increase food security and access to healthy and fresh foods, with a focus on culturally specific populations. Work includes addressing related policy; increasing participation in federal nutrition programs; and examining the impact of gardens and garden education. 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, leveraging over \$2 million in federal and local resources including USDA meal reimbursement, private and corporate donations, and gleaned food.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	\$11.40	8	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	2017	2017	2018	2018
Personnel	\$96,881	\$0	\$101,657	\$0
Contractual Services	\$259,815	\$0	\$265,661	\$0
Materials & Supplies	\$1,457	\$0	\$6,689	\$0
Internal Services	\$11,255	\$0	\$13,885	\$0
Total GF/non-GF	\$369,408	\$0	\$387,892	\$0
Program Total:	\$369,408		\$387,892	
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 2017: 25147 Child & Family Hunger Relief

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

SUN Youth Advocacy (SYA) Program increases opportunity through youth development and academic achievement supports so that all youth succeed in education. Better outcomes are achieved when youth feel safe, have a sense of belonging and their culture and choices are honored. SYA provides year-round, school-linked, and culturally-specific supports to youth and their families, with a focus on students experiencing the greatest educational barriers – those living in poverty and students of color.

Program Summary

ISSUE: For too many children and their families, income levels and the color of their skin impact the educational opportunities they have. Low educational attainment rates, high unemployment, hunger and poor health outcomes continue in Multnomah County and threaten our future as a thriving community. Oregon has the fourth lowest graduation rate in the country, with significant disparities for students of color. Countywide, Whites have the highest rate of high school completion (70%) compared to communities of color (30%).

PROGRAM GOAL: SYA goals include increasing sense of safety, belonging and positive cultural identity, which contribute to the key results of consistent school attendance, credit attainment and graduation for all students, and closing achievement gaps. Research on drop out prevention and improving educational outcomes for students of color shows that presence of a positive relationship with a supportive adult (mentoring) and out of school opportunities are effective strategies for promoting graduation. Youth Advocacy services that meet basic needs allow youth to focus on school and provide their caregivers with the resources to support educational success. Increased access to social services and additional learning opportunities outside of, but connected to the classroom, are promising practices for reducing the achievement gap. The Youth Advocacy Program provides this link - in schools and in the community.

PROGRAM ACTIVITY: Advocates support and mentor youth, building a strong supportive relationship with them through intensive individual support. Key services include: case management with a focus on academic and life goals; advocacy in disciplinary and educational meetings; skill-building groups; academic support activities such as tutoring, mentoring, reading club, gender-specific groups, and conflict resolution classes; and parent outreach/engagement. Youth advocates work in collaboration with SUN Community Schools and other school personnel towards youth and family success. Participants in the Youth Advocacy Program are at risk for academic failure due to poor attendance, failing grades, language barriers, family instability and school disproportionate discipline. Ninety-five percent of youth served are youth of color or from a culturally specific community. Youth Advocacy targets six specific populations of youth and families of color: African American, African Immigrant, Asian Pacific Islander, Latino, Native American and Slavic.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of students (ages 6-18) served*	1,727	1,780	1,780	1,780
Outcome	% who consistently attend school (90% or more)**	85%	77%	80%	80%
Outcome	% of 9th graders who earn 6 credits and are on target to graduate**	66%	65%	65%	65%

Performance Measures Descriptions

* The lower than target actual is likely due to spring contract transition in several SYA contracts as part of the SUN RFP results.

**Outcomes are analyzed for students who participate at a level at which outcomes can be correlated to participation (case management for 45 days or more with at least 15 hours of service). 1,127 youth participated at this level last year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$110,266	\$0	\$113,516	\$0
Contractual Services	\$1,954,256	\$350,000	\$2,023,201	\$350,000
Materials & Supplies	\$857	\$0	\$969	\$0
Internal Services	\$11,255	\$0	\$13,335	\$0
Total GF/non-GF	\$2,076,634	\$350,000	\$2,151,021	\$350,000
Program Total:	\$2,426,634		\$2,501,021	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$350,000	\$0	\$350,000
Total Revenue	\$0	\$350,000	\$0	\$350,000

Explanation of Revenues

\$350,000 - OCCF-Youth Investment - based on award

Significant Program Changes

Last Year this program was: FY 2017: 25149A SUN Youth Advocacy Program

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Parent Child Development Services (PCDS) remove barriers for families so that all children are ready for kindergarten and get a strong start to their education. PCDS recognizes that parents are children's first teachers and services are reflective of and responsive to cultural values and norms. Core services include home visiting and parent child play groups. PCDS is one of the early childhood programs within the SUN Service System.

Program Summary

ISSUE: Families with low incomes, families of color, immigrants and refugees face barriers and have less opportunities to participate in services that support parenting knowledge and healthy child development than their affluent peers. This contributes significantly to disparities in kindergarten readiness levels and, ultimately, in school success. Multnomah County has 34,000 children under the age of six in families with low incomes.

PROGRAM GOAL: PCDS's goals are to improve positive parenting skills, ensure healthy development of young children and increase kindergarten readiness for families with children under the age of six. The program utilizes the evidence-based Parents As Teachers (PAT) curriculum which has been proven to produce the above results that PCDS seeks.

PROGRAM ACTIVITY: PCDS creates opportunities for parents to interact with their children in mentored settings with child development specialists. Specific services include: home visits that focus on parenting education, age-appropriate parent-child 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 appropriate stage for their age are referred for intervention services. PCDS services are delivered in families' homes, community and school settings.

In recent years, the program has made several changes to improve outcomes including: engaging families when their children are younger, increasing the duration of service and the number of home visits families receive in the first year, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of children served	736	737	737	737
Outcome	% of children up to date on immunizations at exit	90%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$95,091	\$0	\$99,782	\$0
Contractual Services	\$1,337,115	\$412,079	\$1,367,200	\$370,129
Materials & Supplies	\$1,557	\$0	\$1,089	\$0
Internal Services	\$11,255	\$0	\$13,185	\$0
Total GF/non-GF	\$1,445,018	\$412,079	\$1,481,256	\$370,129
Program Total:	\$1,857,097		\$1,851,385	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$370,129
Other / Miscellaneous	\$0	\$412,079	\$0	\$0
Total Revenue	\$0	\$412,079	\$0	\$370,129

Explanation of Revenues

\$245,445 - OCCF Federal Family Preservation - Based on current year award; \$124,684 - OCCF Great Start - Based on award.

Significant Program Changes

Last Year this program was: FY 2017: 25151 SUN Parent & Child Development Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Early Kindergarten Transition (EKT) program prepares entering kindergarteners and their parents so that they successfully transition into the school setting and attend school regularly, improving their educational success by ensuring a strong start. EKT recognizes that parents are children's first teachers and services are reflective of and responsive to cultural values and norms. EKT is a three-week summer program to engage entering kindergartners, who have had little to no preschool experience, and their parents/caregivers.

Program Summary

ISSUE: In Multnomah County, 54% of kindergartners enter elementary school unprepared to be successful as defined by familiarity with classroom and school routines and behaviors, socio-emotional skills and family engagement in school.

PROGRAM GOAL:

The program goals are to increase parental involvement in their children's learning, children's attendance in kindergarten, and children's success in school. EKT accomplishes this through increasing familiarity with school routines and staff; developing socio-emotional skills in children and promoting family-school relationships. Research shows a strong correlation between successful kindergarten transition and overall success in elementary school. The impact of this is experienced by the child, their parent/caregiver, the kindergarten teacher and other students in the class. EKT evaluation suggests a positive impact on kindergarten attendance for EKT participants as well. Children who had no early childhood education experience were 1.5 times as likely as those who attended the EKT to be chronically absent during kindergarten.

PROGRAM ACTIVITY:

EKT is a school-based summer program with two core components: 1. Class time for children in kindergarten classrooms that are led by a kindergarten teacher and 2. Family engagement activities that include a facilitated parent/caregiver group and other activities intended to promote positive family-school including follow-up with participating families after the start of the school year. The program specifically focuses on recruiting children of color and English Language Learners who have not had prior preschool experience so that they will be successful in school.

EKT is a partnership with Early Learning Multnomah across six school districts, SUN Community School Lead Agencies, Portland State University (PSU), the SUN Service System and Multnomah County Library to support 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. The program supports the department strategies in providing support early to the most vulnerable children and families to ensure a strong start that will help them be successful in school in the long term.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of children who participate in summer Early Kindergarten Transition.	785	820	820	820
Outcome	Percent of parents who report comfort with activities they can engage in at home to support their child in school.	98%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$98,296	\$0	\$103,139	\$0
Contractual Services	\$211,728	\$312,524	\$216,487	\$105,535
Materials & Supplies	\$12,957	\$0	\$11,989	\$0
Internal Services	\$11,255	\$0	\$13,435	\$0
Total GF/non-GF	\$334,236	\$312,524	\$345,050	\$105,535
Program Total:	\$646,760		\$450,585	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$221,250	\$0	\$105,535
Other / Miscellaneous	\$0	\$91,274	\$0	\$0
Total Revenue	\$0	\$312,524	\$0	\$105,535

Explanation of Revenues

\$75,535 - Portland Public Schools based on current year award; \$30,000 - Early Kindergarten Transition SVP based on award.

Significant Program Changes

Last Year this program was: FY 2017: 25152 Early Kindergarten Transition Program

Program reduced by \$0.2M due to reductions in the Kindergarten Innovation Grant (\$0.1M) and in Portland Public School revenue (\$0.1M)

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

Sexual & Gender Minority Youth Services (SGMYS) program improves safety, educational success and quality of life for sexual and gender minority youth. The program operates with the understanding that all people deserve to be honored and that a trauma informed approach to service is essential. The program offers counseling, skill building and support services to sexual and gender minority youth as well as technical assistance and training to the SUN Service System, school and other direct service staff so that they may work more effectively with sexual and gender minority youth.

Program Summary

ISSUE: Sexual and gender minority youth (SGMY) experience discrimination and their safety is often at risk due to violence, bullying and harrassment. These experiences lead to poor education, health and economic outcomes including: higher rates of emotional distress, homelessness, school drop outs, suicide attempts, risky sexual behavior and substance abuse.

PROGRAM GOAL: The program increases school retention and success for students who experience significant discrimination, hostility, bullying and other violence in the community, in schools and often in their homes. A recent report by the Center for American Progress cites research that demonstrates the negative outcome experienced by sexual and gender minority youth and the importance of culturally appropriate services to this population. That research indicated that in many schools, hostile environments push SGM students out of the classroom. It also shows that SGMY are: 1) more likely to experience homelessness and poverty 2) disproportionately represented in the juvenile justice system and 3) three times more likely to attempt suicide compared to their non-SGM peers, and 45% of transgender people ages 18 to 24 have attempted suicide.

PROGRAM ACTIVITY: The SGMYS program utilizes two primary strategies: 1) providing direct services and a safe and supportive space at the Sexual Minority Youth Resource Center (SMYRC) where sexual and gender minority youth feel comfortable and participate in supportive services that reflect their unique needs (70% of the program); and 2) enhancing the understanding and skill levels of community providers (through training and consultation) so that they may provide competent and relevant services to sexual and gender minority youth (30% of the program).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth who engage in counseling services	39	75	75	75
Outcome	Percent of students who engage in counseling and who remain in or re-enroll in school	92%	75%	75%	75%
Output	# of community provider and school staff trained	472	300	300	300
Outcome	% of training participants who report an increase in knowledge of SMGY issues/cultural competency	85%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$276,323	\$0	\$282,541	\$0
Total GF/non-GF	\$276,323	\$0	\$282,541	\$0
Program Total:	\$276,323		\$282,541	
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 2017: 25155 Sexual & Gender Minority Youth Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Bienestar de La Familia is a social service program that promotes the well-being and advancement of Latino children, families, and other underserved diverse groups in the Cully neighborhood, Northeast, and Multnomah County, by providing access to services, and support opportunities that are culturally specific and responsive to the needs of this community.

Program Summary

ISSUE: The Latino and Somali communities experience significant social and economic barriers to family stability and success. Bienestar de la Familia, a culturally responsive social service program, addresses these barriers.

PROGRAM GOAL: The goal of Bienestar de la Familia is to ensure effective access to social services to the Latino and Somali communities, aimed at: (1) reducing poverty, promoting family success, and housing stability. (2) reducing substance abuse or achieving a substance-free life, and coordination of care with other substance abuse partners in the community. (3) assisting people with mental illness in leading more productive lives and to promote mental health awareness among the Hispanic population and other diverse groups within Multnomah County through service, advocacy, and education.

PROGRAM ACTIVITY: Bienestar de la Familia provides access to a wide range of services. Staff provides case management, access to mental health assessment and counseling, alcohol and drug counseling and prevention, service linkage and coordination, nutrition resources, energy assistance, information and referral, employment assistance and connections, school support, and advocacy to help address families' needs ranging from basic to crisis.

Other specific activities include a variety of parent education and support groups throughout the year: a weekly Women's and Men's support group; Strengthening Families classes in partnership with Life Works; the Incredible Years, a 12-week evidenced-based parenting education program; and energy and weatherization workshops. Other groups are added as issues/needs arise. The "Mercado " Harvest Share, in partnership with the Oregon Food Bank, Franz Bakery, and a local church make fresh food available to households living on a fixed or low income, on a monthly basis. Two new partnerships at Bienestar will continue in FY18. First, the SNAP outreach staff on-site means that families can more immediately and successfully sign up for SNAP benefits. The Adult Protective Services program staff of the Aging, Disability and Veteran's Services Division are on site weekly as well. These staff work directly, on-site, with the growing senior population that seeks supports with Bienestar.

The Community Advisory Council engages community members in strategic planning for the Bienestar de la Familia Program and is focused on guiding Bienestar to meet the needs of the diverse community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households served*	697*	1,500	1,500	1,500
Outcome	% of clients who reported that services they received improved their situation**	89%	85%	85%	85%
Output	Number of families who receive food to meet basic needs	1660	1,800	1,700	1,700

Performance Measures Descriptions

*This number includes direct services at Bienestar: basic needs, anti-poverty, parenting, youth services, mental health & drug and alcohol services. Number lower than projected due to significant staff turnover during FY16.

**Outcome measure changed for FY17 because survey was changed/updated.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$772,048	\$0	\$816,277	\$0
Contractual Services	\$16,500	\$0	\$16,500	\$0
Materials & Supplies	\$11,658	\$0	\$29,246	\$0
Internal Services	\$175,936	\$0	\$170,861	\$0
Total GF/non-GF	\$976,142	\$0	\$1,032,884	\$0
Program Total:	\$976,142		\$1,032,884	
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 2017: 25156 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

The vision of Early Learning Multnomah is for every child in Multnomah County to be prepared to succeed in school and life, regardless of race, ethnicity or class. 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. This program offer includes staffing and programs that are part of the ELM hub.

Program Summary

ISSUE: In Multnomah County, 54% of children are at risk of arriving at kindergarten not prepared to succeed in school. Systems, funding and services are not aligned and coordinated in such a way that families have the culturally appropriate supports they need to support their children. The Early Learning Multnomah Hub is designed to address these issues by focusing in three areas: kindergarten readiness, aligned systems and services, and family stability.

PROGRAM GOAL: The goal of ELM is to improve academic achievements by eliminating racial and social disparities in kindergarten readiness, and create opportunities for success by implementing environmental level changes that align programs, systems and funding in early childhood. The focus is on children living in poverty and all children of color.

PROGRAM ACTIVITY: The Early Learning Multnomah HUB represents a commitment across partners, including parents, providers and investors, to align early learning strategies and outcomes across the community. United Way of the Columbia Willamette and Multnomah County are co-conveners for this initiative, creating a public private partnership that leverages our relationships, funding, and systems toward a systemic approach to early learning supports. Youth & Family Service 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 (the Parent Accountability Council - PAC).

ELM is developing a broad Prenatal to 3 approach. This strategy links partners from the early learning and K-12 systems so that partners are building a smooth transition from early learning to early grades. Second, the Kindergarten Partnership & Innovation grant supports parent engagement at 8 SUN Community Schools, connecting families to school before kindergarten and fostering parent leadership. This builds on research showing that when schools actively engage and connect parents in culturally appropriate ways, their children do better in school. The Kindergarten Teacher Family Visit project creates opportunity for kindergarten teachers to visit homes, before children enter school. This builds parent and teacher connection early on, so that parents feel more comfortable in the school environment. YFS ELM staff are also part of a broader Multnomah County-wide effort to align the County's early learning services to maximize benefits for families of young children.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of parents/caregivers that are engaged in the Parent Advisory Council of the ELM hub	11	12	12	12
Outcome	Parents indicate that they feel something will happen for children in their comm'ty because of their role in the PAC	93%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$112,626	\$239,144	\$228,017	\$237,646
Contractual Services	\$0	\$1,131,127	\$34,552	\$697,528
Materials & Supplies	\$2,325	\$21,906	\$1,467	\$19,674
Internal Services	\$38,408	\$10,310	\$39,255	\$32,334
Total GF/non-GF	\$153,359	\$1,402,487	\$303,291	\$987,182
Program Total:	\$1,555,846		\$1,290,473	
Program FTE	1.00	2.00	1.64	2.36

Program Revenues				
Indirect for Dept. Admin	\$6,266	\$0	\$24,192	\$0
Intergovernmental	\$0	\$0	\$0	\$295,904
Other / Miscellaneous	\$0	\$1,402,487	\$0	\$691,278
Total Revenue	\$6,266	\$1,402,487	\$24,192	\$987,182

Explanation of Revenues

\$691,278 - Kindergarten Innovation Grant - based on award; \$295,904 - Early Learning United Way Grant - based on award

Significant Program Changes

Last Year this program was: FY 2017: 25158 Early Learning Multnomah HUB

Program reduced due to ending of the United Way Ready for School Grant (\$0.3M). 1 FTE Program Supervisor is added.

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

The Youth & Family Stability Program improves opportunity and educational success for all students by addressing the root causes of absence for students and their families. The program implements client-driven, trauma informed, culturally responsive approaches to respond to each family's unique strengths and needs. The program provides youth and family stability case workers in three school districts (David Douglas, Portland Public Schools and Reynolds School Districts) to support students with high chronic absence rates. This program was previously called Attendance Supports.

Program Summary

ISSUE: Nearly one in five Multnomah County students attends fewer than 90% of school days, a critical tipping point that, according to a 2016 report by the Everyone Graduates Center and Attendance Works, predicts academic struggles, higher likelihood of dropping out of high school and lower persistence in college. Chronic absenteeism, which disproportionately affects students living in poverty 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. Schools are not equipped to address the student and family needs that often underlie chronic absence including health, mental health, homelessness, violence and parenting skills/confidence.

PROGRAM GOAL: The program's goals are to stabilize families and increase attendance rates for students that are chronically absent, with the ultimate goal of them attending consistently (95% of school days or greater). 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.

PROGRAM ACTIVITY: The Youth & Family Stability Program (formerly Attendance Supports) includes youth and family stability case workers in David Douglas, Portland Public Schools and Reynolds School Districts who provide intensive outreach and support services as part of each school's attendance protocol, which is a set of response and intervention steps that begins with a positive call home. The program utilizes proven strategies and existing infrastructure by embedding case workers (non-profit, school district and Department of Human Services staff) in schools to drive down chronic absenteeism by addressing family barriers to attendance such as housing, unemployment, food instability, mental health issues and parenting knowledge/skills. Case workers use data to identify students who are chronically absent and engage with them and their families through a variety of methods including supportive meetings, calls and home visits. They also advocate on behalf of students and families within the school and social service systems. The program is a collaborative effort, 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of students served with intensive attendance supports	445	180	180	180
Outcome	% of studentsserved with intensive supports who increase their attendance rate by the end of the school y	65%	65%	65%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$204,652	\$0	\$209,257	\$0
Total GF/non-GF	\$204,652	\$0	\$209,257	\$0
Program Total:	\$204,652		\$209,257	
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 2017: 25159A School Attendance Supports

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs: 25118

Program Characteristics:
Executive Summary

Collecting, analyzing and reporting data for the programs delivered through the Youth & Family Services (YFS) Division is critical to understanding the impact of public and partner investments. The data and evaluation team perform tasks so that we understand the impacts of YFS programs for those who participate. Activities include training for data entry end users, creating tools, writing queries to develop system and program reports, analyzing data, conducting evaluation and writing reports, and completing funder required reports.

Program Summary

ISSUE: The volume and complexity of data collection, data analysis, and evaluation have grown in recent years and the team now supports over 26 unique program areas funded through the Division, encompassing over forty funding sources. Data and evaluation activities had previously been undertaken by staff in three Divisions - with the formation of the Youth & Family Services Division, these are now being consolidated into one team. This team also supports the programs that transitioned to the Joint Office for Homeless Services.

PROGRAM GOALS: The goals of the data and evaluation team are twofold: (1) to use adult learning best practices to train end users to both enter data accurately into ServicePoint and to run reports to review and analyze this data; (2) develop and conduct evaluation activities to demonstrate programmatic results and to identify areas for improvement in service delivery.

PROGRAM ACTIVITY: The Data and Evaluation team staff provide a variety of critical supports for data collection, analysis and reporting on the 26 distinct program areas and services funded through the Youth & Family Service Division. This allows the Division to understand the impact of program services, consider areas for improvement and program development.

This team provides an array of critical tasks in pursuit of our stated goals. These include: training and technical assistance for the 300 end-users who enter data into ServicePoint; writing queries for ad hoc and standard reports that pull data from ServicePoint; developing workflow and training materials (for entry and report writing); submitting all funder-required reports; and data analysis and evaluation activities that provide comprehensive reports about YFS results. Staff from this team also participate in committees both inside and outside of the Division and Department to support stronger, more accurate data quality, research and evaluation activities, and partnership across jurisdictions through data and evaluation. Evaluation staff participates in the DCHS Performance Management Council that focuses, in part, on performance management efforts that are consistent across the Department, and that tie required activities to population-level results. Dashboards and related "real time" data analysis and display are also areas this team will focus on in the coming year.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of ServicePoint end users trained and supported to enter accurate data and run/use reports	NA	NA	NA	300
Outcome	Percent of users who report satisfaction with YFS staff to resolve their issues using ServicePoint	NA	NA	NA	70%
Output	Number of program models and corresponding performance management tools developed for YFS progra	NA	NA	NA	8

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,040,759	\$46,203	\$1,065,181	\$8,500
Materials & Supplies	\$0	\$0	\$4,800	\$0
Internal Services	\$0	\$0	\$128,234	\$0
Total GF/non-GF	\$1,040,759	\$46,203	\$1,198,215	\$8,500
Program Total:	\$1,086,962		\$1,206,715	
Program FTE	9.38	0.42	9.72	0.08

Program Revenues				
Intergovernmental	\$0	\$8,500	\$0	\$8,500
Total Revenue	\$0	\$8,500	\$0	\$8,500

Explanation of Revenues

\$8,500 - Centennial School District - based on agreement

Significant Program Changes

Last Year this program was:

This is a new Program Offer to separate data and evaluation activities from Youth & Family Services Division Administration (PO 25118). Previously the FTE in this new offer had been in POs: 25118- Community Services Division Administration, 25044A- Domestic Violence Coordination and 25143- SUN Service System Administration.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Family of Friends Mentoring matches low-income and at-risk youth with trained adult volunteers for long-term mentoring relationships. Through fun, safe activities in the community, mentors help youth build the social and emotional skills that are linked to academic success and a variety of other positive youth outcomes. Family of Friends Mentoring prioritizes its mentoring services for the growing youth population in East Multnomah County.

Program Summary

ISSUE: Multnomah County and Oregon have unacceptably low graduation rates. Non-graduating students face poor job prospects. Evidence on cost-effective ways to improve graduation rates is still evolving but generally points to the need to increase adult-student interactions. Mentoring relationships between and adults and youth is a proven way to support educational success.

PROGRAM GOAL: The program's goal is to improve educational success for students at risk of dropping out. Research shows that children with mentors are less likely to exhibit depressive symptoms, have higher self-esteem and have better attitudes towards school and learning.

PROGRAM ACTIVITY: The activities for this program include a partnership with the City of Gresham to support the implementation of the Family of Friends program in Gresham, focusing on youth in East Multnomah County. This evidence-based program includes families, couples and individuals serving as volunteer mentors for vulnerable young people. This program matches mentors with kids from low-income families that want extra support. Mentors commit to weekly visits for at least one year, and staff provide in-depth screening, training and coaching.

Youth are recruited from a variety of organizations, including SUN Community Schools in East County and School Resource Officers. The program will expand this outreach to include youth living in the family shelter and with children whose parents are incarcerated. The partnership will create the opportunity for Family of Friends Mentors to engage in training opportunities provided through the Youth and Family Services Division, including: Assertive Engagement, Trauma Informed Practices and domestic violence trainings. These activities will strengthen the skill sets of the mentors and the youth-mentor relationship.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of students with mentors				12
Outcome	Percent of adult-youth matches that are successful at one year				80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$25,000	\$0
Total GF/non-GF	\$0	\$0	\$25,000	\$0
Program Total:	\$0		\$25,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department Overview

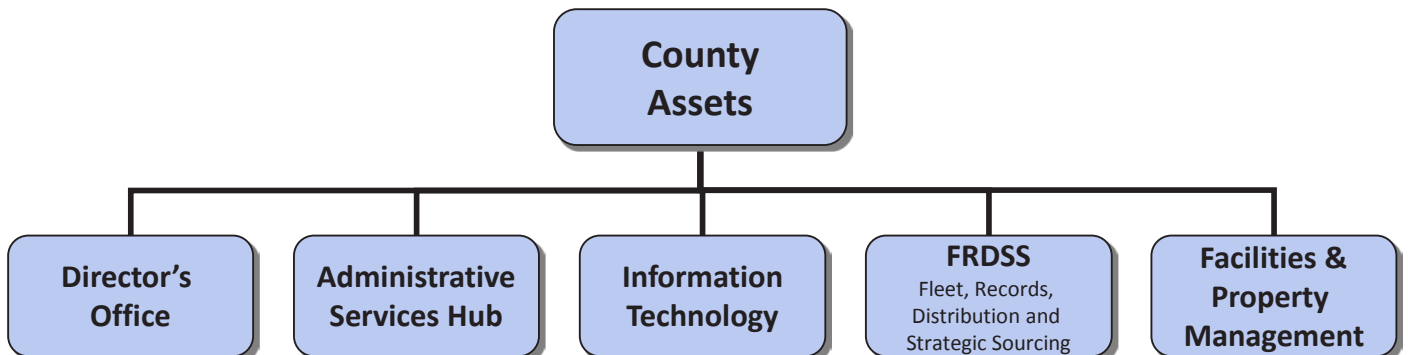
The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs need to provide critical community services efficiently and effectively.

Divisions in the department include:

- Facilities and Property Management (FPM) manages capital improvements to over 3.6 million gross square feet of leased and owned space in over 130 locations.
- Information Technology provides telecommunication, network, and hardware support, manages over 8,500 PCs, laptops, and tablets, 8,200 phone numbers, 123 network circuits, 529 virtual servers and ~285 business applications.
- Fleet, Motor Pool, Records, Distribution, and Strategic Sourcing acquires, maintains and manages fleet and motor pool vehicles, maintains and archives County records, provides pickup and delivery of mail and other items, and initiates and manages the County’s strategic sourcing initiatives.
- 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, client-focused infrastructure and business services.



Budget Overview

The FY 2018 budget for the Department of County Assets (DCA) is \$520.5 million. It consists of: \$7.3 million in the General Fund, \$114.9 million in Internal Service funds and \$398.4 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and funded by charges to all departments.

The budget increases by \$190.2 million from the FY 2017 Adopted budget. The increases include \$136.3 million in the Downtown Courthouse and \$6.3 million in the Health Headquarters Capital funds. Two new funds are added, \$41.3 million in the ERP Project Fund for the County’s new ERP system, and \$6.2 million in Fleet Asset Replacement Fund. These capital funds include expenditures that are expected to be incurred beyond FY 2018.

Changes in contractual services are primarily from the Downtown Courthouse (\$140.2 million) and the ERP Project (\$37.1 million) funds. Changes in Capital Outlay are primarily from the Asset Preservation Fund which moved approximately \$11 million to Contractual Services.

The programs listed below are receiving a total of \$29,319,155 of General Fund one-time-only funding:

- Downtown Courthouse (78212) \$18,000,000
- Health Headquarters (78214) \$7,000,000
- MCDC Detention Electronics (78221) \$3,819,155
- Multnomah Building Seismic Study (78222) \$100,000
- Yeon-Vance Site Assessment (78224) \$100,000
- Crimes Replacement (78319) \$300,000

Budget Trends*	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	329.45	343.65	343.65	346.65	3.00
Personnel Services	\$41,724,894	\$44,731,009	\$49,073,776	\$51,173,824	\$2,100,048
Contractual Services	28,247,953	74,932,522	196,398,616	395,456,170	199,057,554
Materials & Supplies	33,868,929	32,767,552	38,965,565	41,623,694	2,658,129
Internal Services	7,931,054	8,340,743	16,540,156	22,541,375	6,001,219
Debt Service	105	293,975	0	301,362	301,362
Capital Outlay	<u>9,243,924</u>	<u>17,565,130</u>	<u>29,379,724</u>	<u>9,436,857</u>	<u>(19,942,867)</u>
Total Costs	\$121,016,858	\$178,630,931	\$330,357,837	\$520,533,282	\$190,175,445

*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 2017:

- Design review approval and initial permit submission for the construction of the new Central Courthouse and the new Health Department Headquarters.
- Acquisition of two property investments, one for the development of an East campus for DCJ, and one adjacent to the Troutdale Police Command Center.
- Continued work on the FPM Asset Strategic Plan including the development of a Surplus and Disposition Plan to maximize the value of the County's real estate assets.
- Completion of above ground tanks at the Yeon location, expanding the County's fueling capacity outside the downtown area.
- Implementation of the Virtual Private Network (VPN) platform, increasing the County's capacity for use in an emergency or disaster situation.
- Implementation of tools and continued proactive planning for the Cyber Security program.

Several other important projects are in process:

- Contract signing and kick-off of the ERP implementation project pre-planning phase.
- Perform due diligence for The Banfield Pet Hospital as a potential County campus location.
- Continue to implement tools to support Health Care Transformation including EDIE and Pre-Manage for improved care coordination.
- Continue to roll out of the County's Electronic Records Management system providing improved record retrieval and archiving capabilities.

In all of our 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 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. We are focused on responding to feedback from the current countywide Employee Survey, not just to improve our scores but to improve our workplace.

Diversity and Equity

In FY 2016, the Department of County Assets made a significant investment in equity, diversity, and inclusion by re-directing existing resources to fund a senior management position to focus on equity and inclusion, our Equity and Inclusion Manager. This position is a active leader of our Senior Management Team and ensures that there is space on every agenda to expand our equity and inclusion learning. Equity and inclusion are also explicitly addressed in the DCA mission, vision, values tagline and our FY 2018 goals.

Our Senior Management team leads DCA programs for equity and inclusion. We believe our ability to model these efforts is key to our staff’s participation and an overall culture change. In FY 2016, we completed a senior manager equity assessment, added structured learning at senior management meetings, and developed a business case to further inform our program. In FY 2016, our Equity and Sustainability Advisory Team (E-SAT) developed an organizational assessment tool to measure where we are, guide our planning, and identify where support is needed department-wide. This tool has been piloted with a number of teams and the roll out will continue in FY 2018.

The DCA Equity and Inclusion Manager is a resource to our entire manager and employee base, as well as other departments including DCM, DCJ, ODE, LPSCC, the Library, and MCHD. In response to current events, the Manager coordinated with ODE and the County’s employee resource group (ERG) to host the first ERG/ Department Open House. This provided support to our ERGs at a vulnerable time and provided DCA employees the opportunity to learn more about ERGs. We also continue to consider the environment, equity and economy in our Strategic Sourcing planning and are evaluating how the purchase of energy credits through local programs can help us reach our CO2 reduction goals.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$593,999	\$0	\$593,999	2.00
Administrative Hub Services	6,175,714	0	6,175,714	42.40
Facilities & Property Management	0	398,471,259	398,471,259	108.75
Information Technology	0	100,791,644	100,791,644	165.15
Fleet Records Distribution & Strategic Sourcing	<u>487,632</u>	<u>15,328,820</u>	<u>15,816,452</u>	<u>28.35</u>
Total County Assets	\$7,257,345	\$514,591,723	\$521,849,068	346.65

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, motor pool, 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 2018. The IT Division will focus on implementation of Workday, the County's new Enterprise Resource Planning (ERP) System, implementing the County's new Assessment and Taxation System, and assisting the District Attorney's Office in the replacement of their CRIMES System. FPM will initiate the construction of the Central Courthouse and the Health Department Headquarters, as well as the build out of DCJ East facility. Fleet and Motor Pool will continue to partner with CityFleet for fleet maintenance of downtown vehicles, utilize a commercial rideshare program for our downtown motor pool, and open a new fueling station at the Yeon Complex. Additionally, the Strategic Sourcing team will create at least six sourcing plans, Records Administration will continue the countywide roll out of the new electronic records management system, and Distribution Services will continue to streamline processes using their new outgoing mail sorting equipment.

Significant Changes

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

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 - provides services that include strategic planning, job recruitment and outreach, investigations, performance management, HR transaction processing, supplies ordering and timekeeping.
- Procurement and Contracting - provides 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 - provides 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 - provides accounts payable and accounts receivable transaction processing, grant accounting and travel and training arrangements.

Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements. Budget and Planning continue to implement the Kaizen Blitz LEAN improvements for the Internal Services Rates process. LEAN process analysis lays a strong foundation with room for further efficiencies in the budgeting process.

Within the current 2 percent constraint, Budget and Planning Division is requesting the addition of 1.00 FTE for a Budget Analyst Senior. This position will model and analyze the current Internal Services Rates and Capital Projects.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of nearly 3.6 million square feet of owned and leased space in 134 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 service to the public.

While buildings are FPM's business, people are its purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayers' assets. FPM supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM's commitment to supporting local businesses and promoting diversity and equality is demonstrated by its use of MWESB and QRF firms for contracted services.

In FY 2018, FPM will continue to implement priorities established in the Facilities Asset Strategic Plan. Particular effort will be made towards the disposition of soon to be replaced and low performing buildings through the initiation of the Surplus and Disposition Plan. This is a critical next step to aligning near and long-term investment strategies with future County service delivery goals.

Significant Changes

During FY 2017, new properties were added to the County's portfolio, including two homeless shelters, Jefferson Station and DCJ's East Campus and land adjacent to the Troutdale Police Command Center. In addition, the Hansen facility has been converted to a temporary homeless shelter. The FY 2018 Facilities services have been increased in order to operate, maintain and plan for the future capital needs of these new sites. Services have been significantly expanded to meet the needs of 24-7 residential shelters.

Also in FY 2018, all costs for administering the County's Capital Improvement (CIP) Fund 2507 and Asset Preservation (AP) Fund 2509 have been removed from the Facilities Operations Fund 3505 and equally split between the CIP and AP Funds. Meanwhile, the cost for refreshing interior finishes such as paint and flooring have been transferred from these Capital Funds to the Operations Fund. Both these changes were made to better align costs with perspective programs.

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 2018 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 8,500 PCs, laptops, and mobile devices, about 8,200 phone numbers, over 500 virtual servers and 30 physical servers, 123 network circuits and approximately 280 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

Debt repayment associated with the Network Convergence and East County Data Center projects was completed in FY 2017.

In FY 2017, the Enterprise Resource Planning (ERP) funding in IT Innovation & Investment Projects (78301A-17) included calculating the estimated total cost of ownership for the procurement of the selected ERP applications and the implementation costs for the selected Systems Integrator. In FY 2018, debt repayment associated with the ERP program, funded through internal service charges to the County's Departments, will begin and continue for an estimated length of seven years, totaling \$42.8 million.

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, as well as heavy equipment.
- 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.
- 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

In FY 2018, a new Fleet Asset Replacement Fund 3502 totaling \$6.2 million is established to separately account for Fleet Asset Replacement funds, formerly in Fleet Services Fund 3501. See Fleet Vehicle Replacement (78401).

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 2018 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$593,999	\$0	\$593,999	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,038,586	0	1,038,586	7.00
78101	Administrative Hub Procurement & Contracting	2,534,557	0	2,534,557	17.40
78102	Administrative Hub Finance	1,022,181	0	1,022,181	8.00
78103	Administrative Hub Human Resources	1,580,390	0	1,580,390	10.00
Facilities & Property Management					
78200	Facilities Director's Office	0	4,134,963	4,134,963	11.25
78201	Facilities Debt Service and Capital Fee Pass Through	0	5,149,276	5,149,276	0.00
78202	Facilities Operations and Maintenance	0	13,218,005	13,218,005	69.50
78203	Facilities Client Services	0	8,284,073	8,284,073	7.50
78204	Facilities Capital Operation Costs	0	1,612,000	1,612,000	10.50
78205	Facilities Capital Improvement Program	0	12,309,108	12,309,108	0.00
78206	Facilities Capital Asset Preservation Program	0	15,045,201	15,045,201	0.00
78208	Facilities Utilities Pass Through	0	5,875,000	5,875,000	0.00
78209	Facilities Lease Management	0	6,795,566	6,795,566	2.00
78210	Facilities Strategic Planning and Projects	0	1,695,925	1,695,925	8.00
78212	Facilities Downtown Courthouse	0	234,855,158	234,855,158	0.00
78213	Library Construction Fund	0	3,729,318	3,729,318	0.00
78214	Health Headquarters Construction	0	71,698,864	71,698,864	0.00
78218	Hansen Building Replacement	0	3,364,422	3,364,422	0.00
78220	DCJ Mid County Facility	0	6,685,225	6,685,225	0.00
78221	MCDC Detention Electronics	0	3,819,155	3,819,155	0.00
78222	Multnomah Building Seismic Study	0	100,000	100,000	0.00
78224	Yeon-Vance Site Assessment	0	100,000	100,000	0.00

County Assets

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78301	IT Innovation & Investment Projects	0	1,998,696	1,998,696	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,152,087	2,152,087	11.00
78303	IT Help Desk Services	0	971,343	971,343	7.40
78304	IT Telecommunications Services	0	2,505,121	2,505,121	5.00
78305	IT Mobile Device Expense Management	0	1,191,729	1,191,729	1.00
78306	IT Network Services	0	4,942,649	4,942,649	12.00
78307	IT Desktop Services	0	2,470,109	2,470,109	17.00
78308	IT Asset Replacement	0	4,267,061	4,267,061	0.00
78309	IT Health and Human Services Application Services	0	4,822,663	4,822,663	21.00
78310	IT Public Safety Application Services	0	3,072,328	3,072,328	18.00
78311	IT General Government Application Services	0	1,558,354	1,558,354	6.00
78312	IT Data & Reporting Services	0	3,107,769	3,107,769	14.60
78313	IT SAP Application Services	0	1,855,709	1,855,709	8.00
78314	IT Enterprise and Web Application Services	0	3,736,708	3,736,708	14.40
78315	IT Library Application Services	0	505,981	505,981	2.00
78316	IT Shared Operating Expenses	0	13,142,901	13,142,901	3.00
78317	IT Data Center & Technical Services	0	5,246,661	5,246,661	24.75
78318	IT Cyber Security	0	791,669	791,669	0.00
78319	CRIMES Replacement	0	1,152,106	1,152,106	0.00
78320	IT ERP Program	0	41,300,000	41,300,000	0.00
Fleet, Records, Distribution and Strategic Sourcing					
78400	Fleet Services	0	4,842,749	4,842,749	10.90
78401	Fleet Vehicle Replacement	0	6,182,494	6,182,494	0.00
78402	Motor Pool	0	778,969	778,969	2.25
78403	Distribution Services	0	2,071,164	2,071,164	6.60
78404	Records Management	0	1,453,444	1,453,444	5.20
78405	Countywide Strategic Sourcing	<u>487,632</u>	<u>0</u>	<u>487,632</u>	<u>3.40</u>
Total County Assets		\$7,257,345	\$514,591,723	\$521,849,068	346.65

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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 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 and offices. The Administrative Services 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 provides the county the 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, to align strategic sourcing initiatives with County values.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	NA	NA	20	24
Outcome	Percent of internal service processes analyzed through the LEAN methodology.	NA	NA	NA	20%

Performance Measures Descriptions

PM #1 Output - Building an inclusive workplace is key to the success of DCA. Providing Sr. Management the opportunity to practice and model an inclusive workplace will build our culture.

PM #2 Outcome - Percent of administrative processes analyzed per the LEAN methodology.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$429,072	\$0	\$454,039	\$0
Contractual Services	\$22,000	\$0	\$52,796	\$0
Materials & Supplies	\$23,210	\$0	\$17,888	\$0
Internal Services	\$26,304	\$0	\$69,276	\$0
Total GF/non-GF	\$500,586	\$0	\$593,999	\$0
Program Total:	\$500,586		\$593,999	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$500,586	\$0	\$558,947	\$0
Total Revenue	\$500,586	\$0	\$558,947	\$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 2017: 78000 DCA Director's Office

No significant changes.

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

The Budget and Planning team is one of the 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 reports to the DCA Director and focuses on several primary responsibilities:

- Coordinating County-wide annual capital planning* and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring.
- Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's Facilities and Property Management (FPM), Information Technology (IT), 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	85%	90%	90%

Performance Measures Descriptions

PM #1 Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.

PM #2 Outcome - Monthly review of billings to ensure allocations among internal customers are accurate and reflect current internal service rates.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$793,073	\$0	\$907,251	\$0
Contractual Services	\$5,000	\$0	\$0	\$0
Materials & Supplies	\$15,466	\$0	\$15,500	\$0
Internal Services	\$79,268	\$0	\$115,835	\$0
Total GF/non-GF	\$892,807	\$0	\$1,038,586	\$0
Program Total:	\$892,807		\$1,038,586	
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$892,807	\$0	\$1,031,818	\$0
Total Revenue	\$892,807	\$0	\$1,031,818	\$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 2017: 78100 Administrative Hub Budget & Planning

This program increases by 1.00 FTE for a Budget Analyst Senior position. This position will provide analysis for capital programs.

Department: County Assets **Program Contact:** Tony Dornbusch
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Administrative Hub Procurement and Contracting (P&C) team is one of the 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 majority of these requests represent needs for all departments especially in the areas of Facilities and Property Management and Information Technology.

The program includes; commercial, personal services, construction, lease, software maintenance and repair, and architectural contract development; negotiation; risk assessment and management; supplier/vendor management; and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of procurements and contracts processed	1,400	1,400	1,300	1,400
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff. (Current year statistics include credit card transactions beginning in FY2017)

PM #2 Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,155,261	\$0	\$2,157,800	\$0
Contractual Services	\$12,000	\$0	\$20,000	\$0
Materials & Supplies	\$40,855	\$0	\$45,350	\$0
Internal Services	\$229,642	\$0	\$311,407	\$0
Total GF/non-GF	\$2,437,758	\$0	\$2,534,557	\$0
Program Total:	\$2,437,758		\$2,534,557	
Program FTE	17.40	0.00	17.40	0.00

Program Revenues				
Other / Miscellaneous	\$2,161,821	\$0	\$2,507,628	\$0
Total Revenue	\$2,161,821	\$0	\$2,507,628	\$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 2017: 78101 Administrative Hub Procurement & Contracting

No Significant Changes

Department: County Assets

Program Contact: Patrick Williams

Program Offer Type: Support

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, Multco 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, and Distribution Services (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 services to the public.

Support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

In FY 2017, the Finance Hub is on pace to reconcile more than 40,000 Marketplace transactions, 16,000 accounting and finance related transactions, and 7,000 P-card transactions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Maintain quarterly aged receivable balance below \$50,000	\$238,013	\$50,000	\$99,204	\$50,000
Outcome	Percent of out of town travel and training events reconciled within 45 days of traveler return date.	88%	100%	94%	100%

Performance Measures Descriptions

PM #1 Output - Management of external revenue sources to ensure timely payment of money owed the DCA

PM #2 Outcome - Reconciliation of out of town travel and training completed within 45 days of travel return. Important because travel expenses are among the most closely scrutinized expenses. It is important that any questions or issues are resolved quickly.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$822,089	\$0	\$868,285	\$0
Materials & Supplies	\$8,644	\$0	\$9,066	\$0
Internal Services	\$106,128	\$0	\$144,830	\$0
Total GF/non-GF	\$936,861	\$0	\$1,022,181	\$0
Program Total:	\$936,861		\$1,022,181	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$696,605	\$0	\$713,677	\$0
Total Revenue	\$696,605	\$0	\$713,677	\$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 2017: 78102 Administrative Hub Finance

No significant program changes.

Department: County Assets **Program Contact:** Karin Lamberton
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Administrative Hub Human Resources (HR) team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 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 provide professional HR guidance on managing both represented and exempt employees; direct services such as recruitment, compliance and interpretation of Collective Bargaining Agreements and County Personnel Rules, wage and hour law; tracking required trainings; HR information systems data entry, 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. This unit reports to the DCA Director.

Key responsibilities include advising department directors, division managers and supervisors on the following:
 --Develop and implement staffing and related plans (including reorganizations) that support organizational goals and objectives and succession planning; 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, and participate on labor/management teams and bargaining teams. Ensure department compliance with the county's compensation and classification plans and policies.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of recruitments conducted	126	135	135	135
Outcome	Number of employees provided full range of HR services	680	717	710	717

Performance Measures Descriptions

PM #1 Output - Number of all recruitment reflects the total for all departments and offices served by the DCA HR Administrative Hub.

PM #2 Outcome - Measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

Legal / Contractual Obligation

Federal, state, and local laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability and Accountability Act, and other employment-related issues. Three labor agreements necessitate contract compliance regarding wages, hours, working conditions and other employment-related matters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,346,087	\$0	\$1,397,122	\$0
Materials & Supplies	\$23,507	\$0	\$17,686	\$0
Internal Services	\$131,945	\$0	\$165,582	\$0
Total GF/non-GF	\$1,501,539	\$0	\$1,580,390	\$0
Program Total:	\$1,501,539		\$1,580,390	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$692,677	\$0	\$534,638	\$0
Total Revenue	\$692,677	\$0	\$534,638	\$0

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2017: 78103 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 and Property Management Division within the Department of County Assets and guides the proper operation of all County occupied facilities (owned and leased).

Program Summary

The Facilities Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities and Property Management Division creates safe and cost effective work environments for County programs operating in a wide variety of facilities, from office space to jails to health clinics and libraries.

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by Countywide goals and initiatives. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Facility Portfolio Performance Report Completed	N/A	1	1	1
Outcome	Percent of employee performance evaluations completed.	70%	100%	80%	90%

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. Lower completion rates in FY 2016 and FY 2017 due to vacancies in 3 manager and 1 supervisor positions.

PM #2: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,561,262	\$0	\$1,551,371
Contractual Services	\$0	\$109,487	\$0	\$158,335
Materials & Supplies	\$0	\$180,386	\$0	\$516,620
Internal Services	\$0	\$2,131,608	\$0	\$1,908,637
Unappropriated & Contingency	\$0	\$500,000	\$0	\$0
Total GF/non-GF	\$0	\$4,482,743	\$0	\$4,134,963
Program Total:	\$4,482,743		\$4,134,963	
Program FTE	0.00	11.25	0.00	11.25

Program Revenues				
Other / Miscellaneous	\$0	\$2,547,545	\$0	\$2,343,241
Beginning Working Capital	\$0	\$500,000	\$0	\$0
Service Charges	\$0	\$1,272,568	\$0	\$1,791,721
Total Revenue	\$0	\$4,320,113	\$0	\$4,134,962

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78200 Facilities Director's Office

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

Executive Summary

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on occupancy data.

Program Summary

FPM collects payments from departments for Full Faith & Credit Obligation Bonds, Series 2014 and capital leases. 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.

This program offer also includes reimbursements to Facilities Capital Funds for a share of rental revenue from external customers to be applied to capital work.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass thru expenses

PM #2 Outcome: Facilities and Property Management ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Internal Services	\$0	\$5,168,000	\$0	\$4,718,000
Cash Transfers	\$0	\$810,692	\$0	\$431,276
Total GF/non-GF	\$0	\$5,978,692	\$0	\$5,149,276
Program Total:	\$5,978,692		\$5,149,276	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,975,333	\$0	\$5,149,276
Service Charges	\$0	\$3,359	\$0	\$0
Total Revenue	\$0	\$5,978,692	\$0	\$5,149,276

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78201 Facilities Debt Service and Capital Fee Pass Through

In FY 2017 Internal Services Expense included a Capital Improvement Program Deferred Maintenance Bond that was paid off in FY 2017.

In FY 2017 Cash Transfers Expense included charges for Facilities-occupied and vacant space Capital Fee charges that passed through the Facilities operating fund from departments to the capital funds, that will instead reimburse the Capital funds directly in FY 2018.

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

Executive Summary

This program comprises a broad spectrum of services ensuring Multnomah County's over 130 buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The Program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 69.5 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 and respective assets of building systems and 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 and the public by providing safe, accessible, and well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Preventive Maintenance work orders scheduled (proactive vs. reactive)	50%	60%	60%	65%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%

Performance Measures Descriptions

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

PM #2 Output--Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$8,011,284	\$0	\$8,471,211
Contractual Services	\$0	\$226,150	\$0	\$255,800
Materials & Supplies	\$0	\$4,318,121	\$0	\$3,011,349
Internal Services	\$0	\$1,176,715	\$0	\$1,479,645
Total GF/non-GF	\$0	\$13,732,270	\$0	\$13,218,005
Program Total:	\$13,732,270		\$13,218,005	
Program FTE	0.00	67.50	0.00	69.50

Program Revenues				
Other / Miscellaneous	\$0	\$13,732,270	\$0	\$13,218,006
Total Revenue	\$0	\$13,732,270	\$0	\$13,218,006

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78202 Facilities Operations & Maintenance

This offer adds one (1) HVAC Engineer & one (1) Carpenter position required to efficiently manage increased square footage & related building systems of recent County facility acquisitions: four (4) sites (two shelters, Mid County Campus, and Jefferson Station). The reduction in Materials & Supplies Expense reflects refined estimates based on prior years' actual expense, and is offset by a reduction in revenue for Service Request and Capital (i.e. not basic operating) work.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Client Services program manages more than 3,500,000 gross square feet of County facilities space. The team of seven property managers, a contract administrator, and a client service manager serves as the customer service interface between County programs and the Facilities and Property (FPM) Division. This team of liaisons coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each has direct oversight of their respective building portfolios, and is responsible for coordinating both routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. Property Managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others. The Contract Administrator manages about \$6.5m in operational contracted services that support property management efforts. The Client Services Manager manages the team and provides an overall point of contact for the Facilities and Property Management Division for topics related to the level of performance, process improvements, client communications, and customer service.

The Facilities and Property Management Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Perform Annual Customer Service Satisfaction Survey	1	1	1	1
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Strongly positive ratings, with a few areas for improvement noted in FY 2017 survey.

PM #2 Outcome: All procurement activities must be in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,260,130	\$0	\$1,122,673
Contractual Services	\$0	\$6,401,206	\$0	\$6,770,515
Materials & Supplies	\$0	\$103,319	\$0	\$142,100
Internal Services	\$0	\$170,837	\$0	\$248,785
Total GF/non-GF	\$0	\$7,935,492	\$0	\$8,284,073
Program Total:	\$7,935,492		\$8,284,073	
Program FTE	0.00	9.00	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$7,933,738	\$0	\$8,284,073
Service Charges	\$0	\$1,754	\$0	\$0
Total Revenue	\$0	\$7,935,492	\$0	\$8,284,073

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78203 Facilities Client Services

This offer now includes \$375,000 for the improvement of interior finishes (paint, carpet, etc.) that was previously in the Facilities Capital Improvement Program (78205) and Facilities Capital Asset Preservation Program (78206) program offers.

This offer removes one FTE that was budgeted in FY 2017 to provide extra services to and be reimbursed by the Health Department, that was determined not to be needed. In addition, 0.50 FTE was moved to Facilities Capital Operations Costs (78204) as the position will oversee both programs.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78205-18, 78206-18, 78213-18
Program Characteristics:

Executive Summary

The Capital Program Section manages the County's long-term improvement and replacement plan for the major building systems in all County owned buildings. The program prioritizes required work with available resources, and provides management and oversight of all the required improvements, construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

Program Summary

The section provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB)(COBID) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result is buildings that are usable and functional for their intended uses.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, and Library District) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

The Capital Program Section is funded by the Capital Improvement Program (78205-18), the Asset Preservation (78206-18) and Library Construction Fund (78213-18) Program Offers. The section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Completed Projects - planned % fiscal year projects to be completed. (PO's 78205-18 & 78206-18 & 78213-18)	78.3%	85.0%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	58%	58%
Quality	Provide monthly FM Capital Status report	12	12	12	12

Performance Measures Descriptions

PM #1: Percent of planned projects that will be completed during fiscal year. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.
 PM #2: Percent of Primary Owned Buildings rated as Tier 1.
 PM #3: Monthly Capital Project Status reporting.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,362,245	\$0	\$1,422,306
Contractual Services	\$0	\$15,000	\$0	\$24,200
Materials & Supplies	\$0	\$40,281	\$0	\$43,281
Internal Services	\$0	\$42,716	\$0	\$122,213
Total GF/non-GF	\$0	\$1,460,242	\$0	\$1,612,000
Program Total:	\$1,460,242		\$1,612,000	
Program FTE	0.00	10.00	0.00	10.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,445,177	\$0	\$1,612,000
Total Revenue	\$0	\$1,445,177	\$0	\$1,612,000

Explanation of Revenues

Revenue in this offer includes a portion of the Capital Improvement Program (CIP) and Asset Preservation (AP) fees and reimbursement from County capital projects completed by Facilities.

CIP Fees: \$287,162
 AP Fees: \$287,162
 Reimbursement: \$1,037,676

Significant Program Changes

Last Year this program was: FY 2017: 78204 Facilities Capital Operation Costs

In FY18 this program offer includes Capital Improvement Program (CIP) and the Asset Preservation (AP) fees to cover expenses that are not reimbursed through County capital projects.

This offer increases 0.50 FTE from Facilities Client Services (78203) as the position will oversee both programs.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78204-18, 78206-18, 78213-18
Program Characteristics:

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III (substandard) buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities for the operating programs that use them.

Program Summary

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 17 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program uses a PULSE (Planned Useful Life - System Evaluation) database to track building system life cycles.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of Planned CIP Projects Completed	90.3%	85.0%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	58%	58

Performance Measures Descriptions

PM #1: Percent of planned projects that will be completed during fiscal year. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.

PM #2: Percent of Primary Owned Buildings rated as Tier 1.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$6,007,853	\$0	\$8,328,398
Materials & Supplies	\$0	\$3,660,000	\$0	\$3,530,624
Capital Outlay	\$0	\$2,548,284	\$0	\$450,086
Total GF/non-GF	\$0	\$12,216,137	\$0	\$12,309,108
Program Total:	\$12,216,137		\$12,309,108	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,505,847	\$0	\$4,644,037
Financing Sources	\$0	\$585,439	\$0	\$234,870
Interest	\$0	\$35,000	\$0	\$35,000
Beginning Working Capital	\$0	\$7,514,475	\$0	\$5,661,029
Service Charges	\$0	\$590,441	\$0	\$1,734,172
Total Revenue	\$0	\$12,231,202	\$0	\$12,309,108

Explanation of Revenues

Fund 2507 Capital Improvement Program:
 • 50000 BWC \$5,246,294 from Routine Project Carryover • 50236 IG City of Portland share of Justice Center Projects \$1,734,172 • 50270 Interest on fund 2507 \$35,000 • 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$4,644,037 • 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$41,473 • 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space per repayment agreement for prior years CIP Fee on FPM/Vac SqFt due \$158,046

Fund 2503 Equipment Acquisition: 50000 BWC Carryover \$414,735

Significant Program Changes

Last Year this program was: FY 2017: 78205 Facilities Capital Improvement Program

A portion (\$288,526) of the CIP Fee from County Occupants will be included in program offer 78204-18 to cover Program Administration costs of the Facilities Capital Improvement Program.

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

Executive Summary

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, functional and efficient for the operating programs that use them.

Program Summary

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their program needs. The program focuses on the County's 21 primary owned Tier I buildings and provides the funding to complete capital projects within these buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program is managed via annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings over three decades and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of Planned AP Projects Completed	72%	85%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	58%	58%

Performance Measures Descriptions

PM #1: Percent of planned projects that will be completed during fiscal year. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.

PM #2: Percent of Primary Owned Buildings rated as Tier 1 for long term retention.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,424,695	\$0	\$14,561,797
Materials & Supplies	\$0	\$390,000	\$0	\$483,404
Capital Outlay	\$0	\$11,371,911	\$0	\$0
Total GF/non-GF	\$0	\$13,186,606	\$0	\$15,045,201
Program Total:	\$13,186,606		\$15,045,201	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,837,872	\$0	\$3,896,103
Financing Sources	\$0	\$260,604	\$0	\$231,757
Interest	\$0	\$20,000	\$0	\$20,000
Beginning Working Capital	\$0	\$9,068,130	\$0	\$10,897,341
Total Revenue	\$0	\$13,186,606	\$0	\$15,045,201

Explanation of Revenues

50000 BWC from Routine Project Carryover \$10,897,341
50270 Interest Earnings \$20,000
50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,896,103
50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$189,803
50320 Cash Transfer revenue from Fund 3505 per repayment agreement for prior years AP Fee on FPM/Vac SqFt due \$41,954

Significant Program Changes

Last Year this program was: FY 2017: 78206 Facilities Capital Asset Preservation Program

A portion (\$288,526) of the AP Fee from County Occupants will be included in program offer 78204-18 to cover Program Administration costs of the Facilities Capital Asset Preservation Program.

Department: County Assets**Program Contact:** Scott Churchill**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 (FPM) is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize saving energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned or leased space in facilities used for County operations.

Electric utilities constitute about half 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 efficiency and capture incentives for energy savings measures.

Utility rates fluctuate from year to year based on the availability of energy sources. These rates increase similar to the cost of inflation over time, but can vary based on economic factors. FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption. As a result, utility costs for FY 2018 are decreasing due to effective energy and water management.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Energy Use Intensity (Energy use per square foot)	67	71	71	71
Outcome	Percent reduction in utility consumption.	6.4%	2%	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 2018.

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	2017	2017	2018	2018
Materials & Supplies	\$0	\$6,048,618	\$0	\$5,875,000
Total GF/non-GF	\$0	\$6,048,618	\$0	\$5,875,000
Program Total:	\$6,048,618		\$5,875,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,517,517	\$0	\$5,875,000
Service Charges	\$0	\$531,101	\$0	\$0
Total Revenue	\$0	\$6,048,618	\$0	\$5,875,000

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78208 Facilities Utilities Pass Through

Department: County Assets **Program Contact:** Scott Churchill
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 500,000 square feet, or 15%, 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.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Personnel	\$0	\$244,193	\$0	\$250,522
Contractual Services	\$0	\$10,000	\$0	\$125,000
Materials & Supplies	\$0	\$6,478,796	\$0	\$6,099,238
Internal Services	\$0	\$256,245	\$0	\$19,444
Debt Service	\$0	\$0	\$0	\$301,362
Total GF/non-GF	\$0	\$6,989,234	\$0	\$6,795,566
Program Total:	\$6,989,234		\$6,795,566	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,501,654	\$0	\$6,795,566
Service Charges	\$0	\$487,580	\$0	\$0
Total Revenue	\$0	\$6,989,234	\$0	\$6,795,566

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78209 Facilities Lease Management

Department: County Assets **Program Contact:** Scott Churchill
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 delivers large scale facilities construction projects, 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); new and major redevelopment construction projects; property disposition and acquisition; pre-development and evaluation of major portfolio projects; and the County's energy and utility strategy responsible for achieving Climate Action Plan goals, tracking buildings carbon emissions and the Energy Savings Performance Contract.

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. Condition assessments, cost estimates and programming evaluation continued in FY 2017. In FY 2018, 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 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. 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of dispositions of surplus property completed	2	2	0	1
Outcome	% of County's carbon footprint reduced for owned facilities operations by 2%/yr (per Climate Action Plan)	2%	2%	2%	3%

Performance Measures Descriptions

PM #1: 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 #2: 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	2017	2017	2018	2018
Personnel	\$0	\$1,152,230	\$0	\$1,101,778
Contractual Services	\$0	\$300,000	\$0	\$450,000
Materials & Supplies	\$0	\$44,900	\$0	\$46,940
Internal Services	\$0	\$15,768	\$0	\$97,207
Total GF/non-GF	\$0	\$1,512,898	\$0	\$1,695,925
Program Total:	\$1,512,898		\$1,695,925	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,675,528	\$0	\$1,695,925
Total Revenue	\$0	\$1,675,528	\$0	\$1,695,925

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78210 Facilities Strategic Planning and Projects

FY 2017 program offer Construction Management and Design (78211) is now included in this program offer.

Department: County Assets **Program Contact:** Scott Churchill

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

Related Programs:
Program Characteristics:

Executive Summary

The new Central Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will incorporate the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency.

Program Summary

The current Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. DAY CPM is acting as the Owner's Representative and assisting the County in delivering the project.

The County has procured the services of the SRG who have partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team is completing the final design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC will prepare detailed cost estimates during the design phase and develop value engineering alternatives. The Contractor will start major construction in FY 2018 including installing the deep foundations, placing the concrete for each floor and starting installation of the facade of the building.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete installation of the deep foundations	N/A	N/A	N/A	1
Outcome	Percent of deep foundation completion required to allow the construction of the tower to begin	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output: The metric (output) is completing the installation of the deep foundations in order to construct tower
 PM #2 Outcome: 100% completion is required for the construction of the tower to begin.

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	2017	2017	2018	2018
Personnel	\$0	\$67,791	\$0	\$57,047
Contractual Services	\$0	\$92,480,282	\$0	\$232,699,976
Materials & Supplies	\$0	\$974,469	\$0	\$1,956,934
Internal Services	\$0	\$0	\$0	\$141,201
Capital Outlay	\$0	\$5,080,000	\$0	\$0
Total GF/non-GF	\$0	\$98,602,542	\$0	\$234,855,158
Program Total:	\$98,602,542		\$234,855,158	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$32,451,607	\$0	\$92,966,564
Other / Miscellaneous	\$0	\$0	\$0	\$400,000
Financing Sources	\$0	\$34,250,000	\$0	\$113,684,040
Beginning Working Capital	\$0	\$31,900,935	\$0	\$27,894,888
Total Revenue	\$0	\$98,602,542	\$0	\$234,945,492

Explanation of Revenues

- \$27,894,888 BWC carryover of unrestricted funds from FY 2017.
- \$92,966,564 in State Bonds to match 49% of approved county expenses.
- \$95,684,040 from County Bond sale.
- \$18,000,000 OTO from General Fund.
- \$400,000 in Energy Tax Credits from Energy Trust of Oregon.

Significant Program Changes

Last Year this program was: FY 2017: 78212 Facilities Downtown Courthouse

Budget includes full cost of project through FY 2020 as the full debt requirement will be raised in FY 2018.

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

Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient.

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the Library District's 15 owned buildings and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the Library District with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focus on short-term requirements that are integrated with the long-term Library District facility needs.

The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of Library District Projects Completed	61.5%	85%	70%	75%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1--Measures completed projects. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.

PM#2--Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,375,000	\$0	\$3,569,088
Materials & Supplies	\$0	\$897,790	\$0	\$160,230
Capital Outlay	\$0	\$1,242,000	\$0	\$0
Total GF/non-GF	\$0	\$3,514,790	\$0	\$3,729,318
Program Total:	\$3,514,790		\$3,729,318	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,238,162	\$0	\$1,356,274
Beginning Working Capital	\$0	\$2,276,628	\$0	\$2,373,044
Total Revenue	\$0	\$3,514,790	\$0	\$3,729,318

Explanation of Revenues

\$2,373,044 ~ 50000 BWC Estimated carry forward of ongoing projects

\$1,356,274 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Libraries

Significant Program Changes

Last Year this program was: FY 2017: 78213 Library Construction Fund

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This project is to construct a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility will be approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the Bud Clark Commons building. The project team is focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building will be an attractive and durable asset which complements the neighborhood.

Program Summary

The proposed Gladys McCoy building is a headquarters for the Multnomah County Health Department. It is an approximately 157,000 gross square foot, nine story structure located on the easterly portion of a block in Portland's Central City. The building will have a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions and a security desk. The upper eight floors house a variety of Health Department functions: Office of the Director; Deputy Director; Business, Financial & Quality Services; Community Health Services; Director of Nursing; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; workplace is located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. The Foundation Permit approval is expected in early February, 2017 and excavation and foundation work is scheduled to start upon approval of the permit.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete excavation and foundations.	N/A	N/A	N/A	100%
Outcome	Begin construction of building tower	N/A	N/A	N/A	50%

Performance Measures Descriptions

PM #1: Complete the excavation and installation of the foundations for the building and thus allowing the construction of the building tower to begin.

PM #2: Once the foundations are completed, 50% of the building construction will be completed in FY 2018

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	2017	2017	2018	2018
Personnel	\$0	\$67,791	\$0	\$57,047
Contractual Services	\$0	\$65,149,361	\$0	\$71,641,817
Materials & Supplies	\$0	\$234,000	\$0	\$0
Total GF/non-GF	\$0	\$65,451,152	\$0	\$71,698,864
Program Total:	\$65,451,152		\$71,698,864	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$16,948,460	\$0	\$9,500,000
Financing Sources	\$0	\$36,851,540	\$0	\$46,990,962
Beginning Working Capital	\$0	\$11,651,152	\$0	\$15,236,429
Total Revenue	\$0	\$65,451,152	\$0	\$71,727,391

Explanation of Revenues

FY 2018 Revenues are:

- \$15,236,429 carryover from FY 2017.
- \$9,500,000 to be received from Portland Development Commission
- \$39,990,962 from county bond sale.
- \$7,000,000 OTO from General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 78214 Health Headquarters Construction

Budget includes full cost of project through FY 2019 as the full debt requirement will be raised in FY 2018.

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

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 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 met the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Prenumbra Kelly Building at 4747 E Burnside in Portland. (The Hansen Building is now used as a temporary shelter).

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. In FY 2017, a 3.54 acre parcel of land adjacent to the Troutdale Police Command Center was acquired by the county as a potential relocation site. Given changes in the local public safety environment, including the election of a new Multnomah County Sheriff in FY 2017 and policing discussions with other local cities, we continue to explore opportunities to meet the needs of Sheriff's Office.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Assessment of MCSO overall facilities needs	N/A	N/A	N/A	1
Outcome	Percent of BCC updated on overall plan for MCSO facilities	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the move from Hansen as well as overall needs.

PM #2 Outcome--Once the assessment is complete, the Board of County Commissioners with be briefed.

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	2017	2017	2018	2018
Contractual Services	\$0	\$3,973,411	\$0	\$3,364,422
Capital Outlay	\$0	\$1,417,355	\$0	\$0
Total GF/non-GF	\$0	\$5,390,766	\$0	\$3,364,422
Program Total:	\$5,390,766		\$3,364,422	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$5,390,766	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$3,364,422
Total Revenue	\$0	\$5,390,766	\$0	\$3,364,422

Explanation of Revenues

This program offer will be funded with \$3,364,422 in carryover from FY 2017.

This project has received the following OTO funding from the General Fund in prior years. FY 2014: Total of \$2,200,000 in OTO from General Fund: \$1,200,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) \$1,000,000 Hansen Reconfigure (in 78007-16 (CIP) previous year. (Project CP08.14.17) FY 2016: Total of \$500,000 in OTO from General Fund: \$500,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) FY 2017: Total of \$3,000,000 in OTO from General Fund: \$3,000,000 Hansen Building Replacement 78218-17 previous year. (Project CP12.17.11)

Significant Program Changes

Last Year this program was: FY 2017: 78218 Hansen Building Replacement

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: Scott Churchill

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) identified the need to acquire an asset in a mid-county location to consolidate four separate sites into a single County owned campus. This will increase operational efficiency, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities. In FY 2017, the County purchased a three building office development property with approximately 36,000 rental square feet located on a 2.46 acre site at 1245-1415 SE 122nd Ave in Portland.

Program Summary

In FY 2018, FPM will complete design and construction documents to renovate the existing buildings into high performing facilities. On the new property, 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 re-position. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete schematic design, design documents and construction documents for permit application.	N/A	N/A	N/A	100%
Outcome	Presentation to the Board of County Commissioners to approve financing plan.	N/A	N/A	N/A	1

Performance Measures Descriptions

- PM 1 Output: Obtain BCC approval of schematic design, design documents and construction document including permitting application
 PM 2 Outcome: Obtain BCC approval of financing plan developed by CFO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$77,063
Contractual Services	\$0	\$6,750,000	\$0	\$6,471,970
Internal Services	\$0	\$0	\$0	\$136,192
Total GF/non-GF	\$0	\$6,750,000	\$0	\$6,685,225
Program Total:	\$6,750,000		\$6,685,225	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$6,750,000	\$0	\$5,250,000
Beginning Working Capital	\$0	\$0	\$0	\$1,435,225
Total Revenue	\$0	\$6,750,000	\$0	\$6,685,225

Explanation of Revenues

- This program offer will be funded by the following:
- \$1,435,225 in carryover from FY 2017.
 - \$5,250,000 from County Bond Sale.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Alene Davis
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: MCSO PO 60046-18
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a Jail. The security electronics were overhauled in 2006, when new PLC’s (Programmable Logic Controllers) and touch panels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

Program Summary

Under this project, the intercom and video surveillance systems will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities, ie: Inverness and the Juvenile Center, and have become the standard for the County. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades.

This project will replace 5 different systems:

- 1 - INTERCOM SYSTEM: The intercom system provides inter communications between the various control centers to their associated inmate cells, movement doors, and other locations where immediate, highly intelligible 2-way audio is needed.
- 2- VIDEO SURVEILLANCE SYSTEM: The video surveillance system provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility, and provides for automated call-up of associated images whenever door control or intercom communications functions are in use.
- 3 - PLC/TOUCHSCREEN SYSTEMS: The current PLC’s, which are the brains of the system, are Modicon Quantum series by Schneider Electric, and are in good condition, although the CPU’s do not support the current Unity programming software.
- 4 - ACCESS CONTROL SYSTEM: The access control system allows the staff to enter doors and areas without control room intervention, using card or token readers at each door or elevator, and is also used for interlock override by the control room staff.
- 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: The facility has an administrative intercom phone system, consisting of a network of dedicated detention-grade master phone stations that allow for fast and easy inter communications between control room officers, management, medical, and other detention-oriented locations.

The order of the system implementation will be planned based on risk and interdependencies. The Fac-1 process will be followed with periodic BCC check ins.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Prioritized order for system implementation	NA	NA	NA	1
Outcome	Percent of systems successfully implemented	NA	NA	NA	40%

Performance Measures Descriptions

PM #1-Output--A list of the prioritized order of implementation will be completed considering risk and inter-dependency.
 PM #2-Outcome--The planning and design as well as approximately 40% of the systems implementation will be completed in FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$100,000	\$0	\$3,819,155
Total GF/non-GF	\$0	\$100,000	\$0	\$3,819,155
Program Total:	\$100,000		\$3,819,155	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$100,000	\$0	\$3,819,155
Total Revenue	\$0	\$100,000	\$0	\$3,819,155

Explanation of Revenues

\$3,819,155 one-time-only from General Fund

Significant Program Changes

Last Year this program was: FY 2017: 78221 MCDC Detention Electronics

FY 2017 \$100,000 OTO General Funds used to complete analysis and develop a project plan for the detention electronic upgrade.

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is for the initial assessment of the seismic risk and potential mitigation work for the Multnomah Building and garage.

Program Summary

Several Multnomah County buildings were constructed prior to the recognition of the need for seismic-resistant design. The infrequency of large earthquakes in Oregon during recorded history led to much less attention to seismic design prior to the 1970's. Recent studies have shown that although infrequent, very large earthquakes with long duration occurred in Oregon many times in previous geologic history. The impact of one of these large earthquakes could be catastrophic to Government Operations in the Portland Metro area.

This program offer is an effort to assess the extent of work and related cost for seismic work. This is a critical component of the Facilities Asset Strategic Plan and will help inform which future investments to make to reduce the County's seismic liability. Estimate is contingent on RFP.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Building Seismic Evaluation	N/A	N/A	N/A	1
Outcome	Clarify and quantify seismic risk and present options	N/A	N/A	N/A	100%

Performance Measures Descriptions

Seismic evaluation completed for Multnomah Building.
Based on seismic evaluation, recommendations for capital improvements and/or alternative strategies will be presented to BCC.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
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

This offer is supported by One-Time-Only General Fund revenue. Estimate is contingent on RFP.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer will provide funding for an initial feasibility study for the Yeon-Vance site. The Yeon-Vance site is approximately 86 acres of land located in Gresham, Oregon with eight individual parcels. An American Land Title Association (ATLA) survey will be performed for Vance Park and the adjoining parcel. A feasibility study will be performed to determine options for the future direction of the entire property.

Program Summary

This program offer includes an ALTA Survey for Vance Park and the adjunct parcel, and an initial feasibility study for the entire property. The goal of the feasibility study is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The study will consider the needs of the Department of Community Services including infrastructure needs, service provision, and present and future division land use needs, as well as any financial impact to the Road Fund. The Department of County Assets will work closely with the Department of County Services, internal stakeholders, and external partners and stakeholders to evaluate the future options for this property.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Vance Park and adjacent parcel ALTA Survey	N/A	N/A	N/A	1
Outcome	Percent completion of initial feasibility study	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1-Output--One survey will be completed covering both the Vance Park parcel and the adjacent parcel.
 PM #2-Outcome--The initial feasibility study will be 100% complete during FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
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 transfer from the General Fund to the Facilities Fund.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for one-time-only IT capital projects. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Planning, Projects, and Portfolio Management group manages the capital expenditures for this program offer.

Program Summary

The IT Planning, Projects, and Portfolio Management group provides oversight to the projects within this program offer. For Fiscal Year 2018, the projects included within this portfolio are:

- Healthcare Transformation initiatives
- Budget System (Questica) New Module
- Technology Improvement Program

These projects once initiated become part of the County's Digital Strategy Priority Projects Portfolio. These projects are managed using industry-based project management practices. Monthly reporting is provided and is available on the County's Commons Intranet for County leadership.

In FY 2018, the Technology Improvement Program will replace prioritized obsolete technology based on the funding available.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.

PM #2 Outcome - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$3,567,302	\$0	\$1,998,696
Total GF/non-GF	\$0	\$3,567,302	\$0	\$1,998,696
Program Total:	\$3,567,302		\$1,998,696	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$3,740,269	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,998,696
Total Revenue	\$0	\$3,740,269	\$0	\$1,998,696

Explanation of Revenues

This program will use unspent one time only revenues that are carried into this fiscal year as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2017: 78301A IT Innovation & Investment Projects

IT Network Convergence completed in FY 2017

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

Executive Summary

The IT Planning, Projects, and Portfolio Management offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects. The program also includes oversight of the one-time-only Board of County Commissioners approved projects, as well as ensuring project management standards and processes are in place across the Department of County Assets Division of Information Technology.

Program Summary

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects following adopted project management practices. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements associated with strategic projects. In FY 2016, the full IT Project Portfolio consisted of 360 projects active during the course of the year and 179 projects that were completed during the year. The Planning, Projects, and Portfolio Management group maintains the County's Digital Strategy Priority Projects Portfolio consisting of approximately 20 of the highest priority projects across the County. Progress on the projects within this portfolio are reported and shared monthly through the County's intranet.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Maintain ratio of planned to unplanned work	64-36	70-30	60-40	65-35
Outcome	Number of strategic reports shared with leaders improving transparency.	4	4	4	4
Outcome	Percent of strategic projects completed on time per project schedules	40%	80%	70%	80%

Performance Measures Descriptions

PM #1 Output- Measure #1-Designed to ensure that project management staff are working on planned projects.

PM #2 Outcome - Designed to ensure that information concerning strategic IT projects are consistently shared with County leadership. Provides transparency to IT work.

PM #3 Outcome - Designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects. In FY 2016, several projects were completed outside of the planned schedule due to changes in scope.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,789,246	\$0	\$1,901,257
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$0	\$195,055	\$0	\$210,330
Internal Services	\$0	\$500	\$0	\$500
Total GF/non-GF	\$0	\$2,024,801	\$0	\$2,152,087
Program Total:	\$2,024,801		\$2,152,087	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,024,801	\$0	\$2,152,087
Total Revenue	\$0	\$2,024,801	\$0	\$2,152,087

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 2017: 78302 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. Customer service oriented, professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate issues to other IT teams, when necessary.

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by county staff. Mobile support includes setup and delivery of mobile phones, support to those using County mobile devices and management of mobile phones in the County's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable County employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 64% are resolved at the Help Desk. The other 36%, that are not able to be resolved at the Help Desk, are escalated to Level 2 IT support for resolution.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of customer tickets processed	29,288	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned	4.31%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	63.7%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent per industry standards.

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$868,925	\$0	\$920,788
Contractual Services	\$0	\$90,000	\$0	\$40,000
Materials & Supplies	\$0	\$14,015	\$0	\$10,555
Total GF/non-GF	\$0	\$972,940	\$0	\$971,343
Program Total:	\$972,940		\$971,343	
Program FTE	0.00	7.30	0.00	7.40

Program Revenues				
Other / Miscellaneous	\$0	\$972,940	\$0	\$971,343
Total Revenue	\$0	\$972,940	\$0	\$971,343

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 2017: 78303 IT Help Desk Services

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 Telecommunications program manages all voice and video communication services for over 6,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

Program Summary

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for over 6,000 customers across all County locations. Telecom works closely with departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom including office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99%	98%	98%	98%

Performance Measures Descriptions

PM #1 Output - High priority incidents are problems that cause service disruptions. This measure is designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority.

PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$720,980	\$0	\$959,447
Contractual Services	\$0	\$0	\$0	\$150,000
Materials & Supplies	\$0	\$1,612,649	\$0	\$1,311,174
Internal Services	\$0	\$10,500	\$0	\$9,500
Capital Outlay	\$0	\$0	\$0	\$75,000
Total GF/non-GF	\$0	\$2,344,129	\$0	\$2,505,121
Program Total:	\$2,344,129		\$2,505,121	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,138,834	\$0	\$2,238,904
Service Charges	\$0	\$205,295	\$0	\$266,217
Total Revenue	\$0	\$2,344,129	\$0	\$2,505,121

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 2017: 78304 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 provides centralized management of all wireless voice and data communications for approximately 4,500 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

Program Summary

The County maintains approximately 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost over prior year	4%	2%	2%	2%

Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$132,566	\$0	\$105,271
Contractual Services	\$0	\$0	\$0	\$48,464
Materials & Supplies	\$0	\$925,402	\$0	\$1,037,994
Total GF/non-GF	\$0	\$1,057,968	\$0	\$1,191,729
Program Total:	\$1,057,968		\$1,191,729	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,057,968	\$0	\$1,191,729
Total Revenue	\$0	\$1,057,968	\$0	\$1,191,729

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 2017: 78305 IT Mobile Device Expense Management

Number of mobile devices increased by 115 devices which drives voice and data increase.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Network Services program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between County buildings, data centers, and to external networks. The Security group is focused on cybersecurity functions associated with protecting the County's information assets.

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Large projects coordinated by WAN Services include office relocations, new facility provisioning, and remodeling. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data.

The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness. The Security program is responsible for the implementation and on-going monitoring of the security rule of the HIPAA regulation including the investigation of incidents and/or breaches in cooperation with the County's Privacy Officer.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%
Outcome	County employees exposed to cyber awareness training through managed phishing	60%	80%	80%	80%

Performance Measures Descriptions

PM #1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM #2 Designed to minimize the impact of cybersecurity incidents involving county computers.

PM #3 Designed to train users to spot phishing and spear phishing attack in order to thwart phishing scams.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,117,635	\$0	\$2,133,675
Contractual Services	\$0	\$70,000	\$0	\$212,000
Materials & Supplies	\$0	\$2,586,600	\$0	\$2,595,974
Internal Services	\$0	\$1,000	\$0	\$1,000
Capital Outlay	\$0	\$100,000	\$0	\$0
Total GF/non-GF	\$0	\$4,875,235	\$0	\$4,942,649
Program Total:	\$4,875,235		\$4,942,649	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,853,235	\$0	\$4,942,649
Service Charges	\$0	\$22,000	\$0	\$0
Total Revenue	\$0	\$4,875,235	\$0	\$4,942,649

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 2017: 78306 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 supports user with desktops, laptops, tablets, smartphone's, printers, multifunction device vendor management, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal of all devices. Remote and on-site support are provided to improve user productivity.

Program Summary

Desktop Services manages over 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 supported to provide citizens with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization, resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	90%	90%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day.	90%	90%	90%	90%
Outcome	Device refresh occurs within 3 months of warranty end date.	50%	60%	60%	70%

Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices .

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,992,373	\$0	\$2,325,159
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$171,510	\$0	\$56,550
Internal Services	\$0	\$16,500	\$0	\$18,400
Total GF/non-GF	\$0	\$2,250,383	\$0	\$2,470,109
Program Total:	\$2,250,383		\$2,470,109	
Program FTE	0.00	17.10	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,250,383	\$0	\$2,470,109
Total Revenue	\$0	\$2,250,383	\$0	\$2,470,109

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 2017: 78307 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 Information Technology (IT) assets allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

Program Summary

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/Tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is four years. The County looks for opportunities to assist the local community via donating operational retired equipment via Free Geek and local public schools, e.g. Portland Public Schools.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule (IT.Hardware)	60%	95%	70%	90%
Outcome	Asset database quality, accuracy and completeness	98%	98%	98%	99%

Performance Measures Descriptions

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$148,438	\$0	\$0
Materials & Supplies	\$0	\$2,532,222	\$0	\$2,850,241
Capital Outlay	\$0	\$1,033,469	\$0	\$1,416,820
Total GF/non-GF	\$0	\$3,714,129	\$0	\$4,267,061
Program Total:	\$3,714,129		\$4,267,061	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,471,503	\$0	\$3,483,013
Beginning Working Capital	\$0	\$1,242,626	\$0	\$784,048
Total Revenue	\$0	\$3,714,129	\$0	\$4,267,061

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 2017: 78308 IT Asset Replacement

Replacement of aging PC devices was slow in FY 2015 and FY 2016 due to IT reorganization and staffing requirements, creating a reduction in device purchases. Funds for these units had been recovered in previous years, per the County replacement cycle, carried into FY 2017 as working capital. In late FY 2016 and throughout FY 2017, the devices scheduled for replacement have been completed, depleting the capital reserves. FY 2018 will begin a new fund collection cycle for these new units.

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 (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Summary

This program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. 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; and 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures					
Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	80%	65%	81%	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	2017	2017	2018	2018
Personnel	\$0	\$3,883,987	\$0	\$4,030,854
Contractual Services	\$0	\$574,383	\$0	\$628,795
Materials & Supplies	\$0	\$142,980	\$0	\$163,014
Total GF/non-GF	\$0	\$4,601,350	\$0	\$4,822,663
Program Total:	\$4,601,350		\$4,822,663	
Program FTE	0.00	21.00	0.00	21.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,830,463	\$0	\$4,822,663
Total Revenue	\$0	\$4,830,463	\$0	\$4,822,663

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 2017: 78309 IT Health & Human Services Application Services

Personnel and Contract Services increase over FY 2017 due to department requests for accelerated technology modernization initiatives and limited duration Business Systems Analyst.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

IT Public Safety Application Services provides reliable and effective software systems for Community Justice, Decision Support System for Justice (DSS-J), 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 perform 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	65%	63%	66%
Outcome	Percentage point increase in time spent on planned projects	3%	5%	5%	3%

Performance Measures Descriptions

PM #1 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.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$2,788,406	\$0	\$2,842,319
Contractual Services	\$0	\$1,033,000	\$0	\$127,498
Materials & Supplies	\$0	\$86,264	\$0	\$102,211
Internal Services	\$0	\$366	\$0	\$300
Total GF/non-GF	\$0	\$3,908,036	\$0	\$3,072,328
Program Total:	\$3,908,036		\$3,072,328	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,980,183	\$0	\$3,072,328
Total Revenue	\$0	\$3,980,183	\$0	\$3,072,328

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 2017: 78310 IT Public Safety Application Services

FY 2017 contracted services included one-time-only funding for DSSJ development that is longer projected in FY 2018.

Department: County Assets **Program Contact:** Tony Chandler

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

Related Programs:
Program Characteristics:

Executive Summary

IT General Government Application Services provide software systems for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, and development to implement and maintain in-house and vendor software. The Program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance.

Program Summary

The IT General Government Application Services group supports twenty-three systems for DCM and DCA and nine systems for DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices as well as the District Attorney's office. The program includes the following services:

- Managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities
- Understanding and defining operational needs and recommending effective, innovative technology solutions
- Designing, building, testing, and implementing the selected solutions while sustaining existing systems

Strategies include:

- 1) Freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests
- 2) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions

Strategies will result in an increase in the time that IT resources have available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned	26%	60%	40%	45%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	-8%	3%	14%	5%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - The percentage increase in the amount of planned work from unplanned work calculated from th

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,581,660	\$0	\$1,487,629
Materials & Supplies	\$0	\$63,367	\$0	\$70,725
Total GF/non-GF	\$0	\$1,645,027	\$0	\$1,558,354
Program Total:	\$1,645,027		\$1,558,354	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,645,027	\$0	\$1,558,354
Total Revenue	\$0	\$1,645,027	\$0	\$1,558,354

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 2017: 78311 IT General Government Application Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,209,085	\$0	\$2,323,679
Contractual Services	\$0	\$169,727	\$0	\$0
Materials & Supplies	\$0	\$633,823	\$0	\$684,090
Capital Outlay	\$0	\$70,000	\$0	\$100,000
Total GF/non-GF	\$0	\$3,082,635	\$0	\$3,107,769
Program Total:	\$3,082,635		\$3,107,769	
Program FTE	0.00	13.60	0.00	14.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,642,901	\$0	\$3,107,769
Total Revenue	\$0	\$2,642,901	\$0	\$3,107,769

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 2017: 78312 IT Data & Reporting Services

Data & Reporting Services increase in FY 2018 is due to the transfer of one FTE from other IT programs. Total FTE in FY 2018 remain constant for the IT division.

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. 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:

- * 557 County staff members that update and maintain SAP data
- * 434 County staff members that display and report on the SAP data
- * In addition to the above, 4,182 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Employee hours spent on planned work versus unplanned work.	50%	52%	45%	40%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	0%	4%	-5%	-5%

Performance Measures Descriptions

PM #1 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.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$1,535,779	\$0	\$1,500,555
Materials & Supplies	\$0	\$467,054	\$0	\$355,154
Total GF/non-GF	\$0	\$2,002,833	\$0	\$1,855,709
Program Total:	\$2,002,833		\$1,855,709	
Program FTE	0.00	9.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,002,833	\$0	\$1,855,709
Total Revenue	\$0	\$2,002,833	\$0	\$1,855,709

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 2017: 78313 IT SAP Application Services

The County awarded the ERP RFP Contract. The Software included in this award is: Workday HR and Financials, Workday Learning Management System, Tririga Enterprise Asset Management (Questica Budget System & SciQuest Supply Chain Management Software currently used by the County). With this award, the SAP project work will decrease accordingly as the new ERP systems are implemented.

The SAP support team has consistently reduced operating costs each year by scaling their workforce to meet efficiency targets. IT further incurred savings by renegotiating SAP support through a third party vendor.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	50%	55%	55%	57%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	2%	2%	2.5%	3%

Performance Measures Descriptions

PM #1 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.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$2,198,237	\$0	\$2,340,508
Contractual Services	\$0	\$100,000	\$0	\$100,000
Materials & Supplies	\$0	\$1,086,800	\$0	\$1,296,200
Total GF/non-GF	\$0	\$3,385,037	\$0	\$3,736,708
Program Total:	\$3,385,037		\$3,736,708	
Program FTE	0.00	14.40	0.00	14.40

Program Revenues				
Other / Miscellaneous	\$0	\$3,523,511	\$0	\$3,736,708
Total Revenue	\$0	\$3,523,511	\$0	\$3,736,708

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 2017: 78314 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 complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work.

Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating, and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library expects to complete the selection, configuration, and implementation of a new Library Information System, a key component of most day to day activities including inventory management and patron information. The Library also plans to research and implement a Partner Relationship Management (PRM) database to support improvements in managing the relationships between the Library and its hundreds of partner organizations. Finally, the Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	49%	55%	50%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	3%	5%	4%	5%

Performance Measures Descriptions

PM #1 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.

PM #1 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	2017	2017	2018	2018
Personnel	\$0	\$258,854	\$0	\$487,771
Materials & Supplies	\$0	\$19,410	\$0	\$18,210
Total GF/non-GF	\$0	\$278,264	\$0	\$505,981
Program Total:	\$278,264		\$505,981	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$278,264	\$0	\$505,981
Total Revenue	\$0	\$278,264	\$0	\$505,981

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 2017: 78315 IT Library Application Services

Added a dedicated IT contract negotiator at the request of Library management to expedite Library IT procurement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$683,225	\$0	\$818,146
Materials & Supplies	\$0	\$578,351	\$0	\$712,034
Internal Services	\$0	\$5,071,851	\$0	\$10,728,211
Unappropriated & Contingency	\$0	\$884,510	\$0	\$884,510
Total GF/non-GF	\$0	\$7,217,937	\$0	\$13,142,901
Program Total:	\$7,217,937		\$13,142,901	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,333,427	\$0	\$12,258,391
Beginning Working Capital	\$0	\$884,510	\$0	\$884,510
Total Revenue	\$0	\$7,217,937	\$0	\$13,142,901

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 2017: 78316 IT Shared Operating Expenses

Debt repayment associated with the Network Convergence and East County Data Center projects was completed in FY2017. In FY2018, debt repayment associated with the Enterprise Resource Planning program will begin and continue for an estimated length of seven years. The estimate to be collected for each year will be calculated and included in the budget for each year.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing and printing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$3,978,375	\$0	\$4,102,246
Contractual Services	\$0	\$7,200	\$0	\$11,000
Materials & Supplies	\$0	\$1,022,230	\$0	\$1,133,415
Total GF/non-GF	\$0	\$5,007,805	\$0	\$5,246,661
Program Total:	\$5,007,805		\$5,246,661	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,007,805	\$0	\$5,246,661
Total Revenue	\$0	\$5,007,805	\$0	\$5,246,661

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 2017: 78317 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	2017	2017	2018	2018
Contractual Services	\$0	\$1,091,197	\$0	\$791,669
Materials & Supplies	\$0	\$175,413	\$0	\$0
Total GF/non-GF	\$0	\$1,266,610	\$0	\$791,669
Program Total:	\$1,266,610		\$791,669	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,266,610	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$791,669
Total Revenue	\$0	\$1,266,610	\$0	\$791,669

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2018 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2017: 78318 IT 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 FY 2016 is under way, and new items have been identified and addressed with in FY 2017. Continued diligence and planning are expected as an ongoing component of this program offer. Requesting FY 2017 carryover to continue the project completions in FY 2018.

Department: County Assets **Program Contact:** Bob Leek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Assessment and implementation for the replacement of the legislatively mandated CRIMES case management system, Adult and Juvenile modules. The current system is 15 years old and the underlying technology has become outdated and prohibitively expensive to maintain. The IT Division will work in conjunction with the Multnomah County District Attorney (MCDA) to implement a new system.

Program Summary

The CRIMES case management system has been functioning as an electronic computer application since its creation in 1982. The current iteration consists of two modules (CRIMES Juvenile and CRIMES Adult) and has long surpassed its expected technical lifespan, with the current modules having provided solid and dependable case tracking and management to the MCDA's Office since its purchase 15 years ago. Technology capabilities have advanced considerably and continued modification of the underlying obsolete technology has become cost prohibitive. Along with increasingly prohibitive licensing costs, the current system is contributing to delays in the timely pursuit of prosecution of crime and public safety. The purpose of this funding request is to implement new technology that will modernize the case management system, thereby ensuring speedy prosecution while reducing operating costs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	100%	25%	100%
Outcome	Creation and implementation of a set of project plans for the replacement of the existing system	N/A	100%	80%	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management	NA	1	1	1

Performance Measures Descriptions

PM #1 Output Measure: This project is expected to be complete within FY 2018. The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables.
PM #2 Outcome Measure: The success of the project is dependent on the set of project plans.
PM #3 Quality Measure: A dedicated project manager will be assigned to this project to manage the scope, timeline, budget, resources. This position is required to help ensure success.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,574,456	\$0	\$1,152,106
Total GF/non-GF	\$0	\$1,574,456	\$0	\$1,152,106
Program Total:	\$1,574,456		\$1,152,106	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,574,456	\$0	\$300,000
Beginning Working Capital	\$0	\$0	\$0	\$852,106
Total Revenue	\$0	\$1,574,456	\$0	\$1,152,106

Explanation of Revenues

This program will use \$300,000 new one time only funding in addition to \$852,106 in BWC from previous one time only funding that is carried into this fiscal year as beginning working capital.

Significant Program Changes

Last Year this program was: FY 2017: 78319 CRIMES Replacement

The project initiated in January 2017. The timeline for the project is 12-18 months.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$172,967	\$0	\$190,365
Contractual Services	\$0	\$0	\$0	\$37,109,635
Materials & Supplies	\$0	\$0	\$0	\$4,000,000
Total GF/non-GF	\$0	\$172,967	\$0	\$41,300,000
Program Total:	\$172,967		\$41,300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$41,300,000
Total Revenue	\$0	\$0	\$0	\$41,300,000

Explanation of Revenues

This program will be fully funded by \$41,300,000 in County Bond sales and to be paid back over time by internal clients. These internal client charges are budgeted in Program Offer 78316-18 IT Shared Operating Expenses.

Significant Program Changes

Last Year this program was:

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	2017	2017	2018	2018
Personnel	\$0	\$1,024,536	\$0	\$1,080,776
Contractual Services	\$0	\$526,590	\$0	\$405,188
Materials & Supplies	\$0	\$1,713,330	\$0	\$1,813,350
Internal Services	\$0	\$970,207	\$0	\$1,046,334
Capital Outlay	\$0	\$70,000	\$0	\$497,101
Unappropriated & Contingency	\$0	\$22,780	\$0	\$0
Total GF/non-GF	\$0	\$4,327,443	\$0	\$4,842,749
Program Total:	\$4,327,443		\$4,842,749	
Program FTE	0.00	9.90	0.00	10.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,962,443	\$0	\$4,310,785
Beginning Working Capital	\$0	\$350,000	\$0	\$516,964
Service Charges	\$0	\$15,000	\$0	\$15,000
Total Revenue	\$0	\$4,327,443	\$0	\$4,842,749

Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2018 charge rates. The FY 2018 budget has been developed based on FY 2016 cumulative charges.

Significant Program Changes

Last Year this program was: FY 2017: 78400 Fleet Services

Adding 1.0 FTE Data Analyst Sr. and increase in capital equipment expenditures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Capital Outlay	\$0	\$5,965,054	\$0	\$6,182,494
Total GF/non-GF	\$0	\$5,965,054	\$0	\$6,182,494
Program Total:	\$5,965,054		\$6,182,494	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,832,300	\$0	\$2,010,944
Financing Sources	\$0	\$0	\$0	\$4,150,000
Interest	\$0	\$20,000	\$0	\$21,550
Beginning Working Capital	\$0	\$4,112,754	\$0	\$0
Total Revenue	\$0	\$5,965,054	\$0	\$6,182,494

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.

Significant Program Changes

Last Year this program was: FY 2017: 78401 Fleet Vehicle Replacement

Fleet Vehicle Replacement Program moved from Fleet Services Fund 3501 to new Fund 3502 DCA Fleet Asset Replacement.

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

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County departments. The program meets customer expectations by monitoring daily usage and vehicle availability while also offering sustainable transportation options such as hybrid and electric vehicles.

Program Summary

There are three Motor Pool sites located around the County to help programs manage their short-term business transportation needs. In addition, the downtown County employees' transportation needs are met by a third party CarShare program. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system with an overhead charge. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administration.

The Motor Pool Program supports the Local Government Operations component of the 2009 Climate Action Plan, action 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.", through the standardization of the Motor Pool vehicle inventory with fuel efficient vehicles such as Nissan Leaf EV's and Toyota Prius Hybrids.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Motor Pool trips	16,363	16,500	16,400	16,500
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output: An estimated number of trips (capacity) required to meet customer business transportation needs.
 PM #2 Outcome: A measure of ability to supply vehicles for those needs.

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	2017	2017	2018	2018
Personnel	\$0	\$176,925	\$0	\$179,121
Contractual Services	\$0	\$82,457	\$0	\$0
Materials & Supplies	\$0	\$452,101	\$0	\$391,558
Internal Services	\$0	\$111,914	\$0	\$147,832
Capital Outlay	\$0	\$0	\$0	\$60,458
Unappropriated & Contingency	\$0	\$5,359	\$0	\$0
Total GF/non-GF	\$0	\$828,756	\$0	\$778,969
Program Total:	\$828,756		\$778,969	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$828,256	\$0	\$757,941
Beginning Working Capital	\$0	\$0	\$0	\$21,028
Service Charges	\$0	\$500	\$0	\$0
Total Revenue	\$0	\$828,756	\$0	\$778,969

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 2017: 78402 Motor Pool

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$579,476	\$0	\$596,277
Contractual Services	\$0	\$3,025	\$0	\$3,000
Materials & Supplies	\$0	\$671,186	\$0	\$765,550
Internal Services	\$0	\$280,755	\$0	\$273,612
Capital Outlay	\$0	\$293,689	\$0	\$432,725
Unappropriated & Contingency	\$0	\$106,600	\$0	\$0
Total GF/non-GF	\$0	\$1,934,731	\$0	\$2,071,164
Program Total:	\$1,934,731		\$2,071,164	
Program FTE	0.00	6.60	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,513,554	\$0	\$1,573,932
Beginning Working Capital	\$0	\$331,000	\$0	\$429,377
Service Charges	\$0	\$90,177	\$0	\$67,855
Total Revenue	\$0	\$1,934,731	\$0	\$2,071,164

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 2017: 78403 Distribution Services

Increase in capital equipment expenditures.

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	2017	2017	2018	2018
Personnel	\$0	\$509,516	\$0	\$503,840
Contractual Services	\$0	\$31,500	\$0	\$54,850
Materials & Supplies	\$0	\$37,450	\$0	\$69,405
Internal Services	\$0	\$496,467	\$0	\$603,176
Capital Outlay	\$0	\$75,896	\$0	\$222,173
Unappropriated & Contingency	\$0	\$60,570	\$0	\$0
Total GF/non-GF	\$0	\$1,211,399	\$0	\$1,453,444
Program Total:	\$1,211,399		\$1,453,444	
Program FTE	0.00	5.20	0.00	5.20

Program Revenues				
Other / Miscellaneous	\$0	\$1,073,399	\$0	\$1,061,133
Beginning Working Capital	\$0	\$138,000	\$0	\$392,311
Total Revenue	\$0	\$1,211,399	\$0	\$1,453,444

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 FY2016.

Significant Program Changes

Last Year this program was: FY 2017: 78404 Records Management

Increase in capital equipment expenditures and HPRM software licenses.

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	2017	2017	2018	2018
Personnel	\$450,077	\$0	\$448,626	\$0
Materials & Supplies	\$5,000	\$0	\$4,750	\$0
Internal Services	\$44,920	\$0	\$34,256	\$0
Total GF/non-GF	\$499,997	\$0	\$487,632	\$0
Program Total:	\$499,997		\$487,632	
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.

Significant Program Changes

Last Year this program was: FY 2017: 78405 Countywide Strategic Sourcing

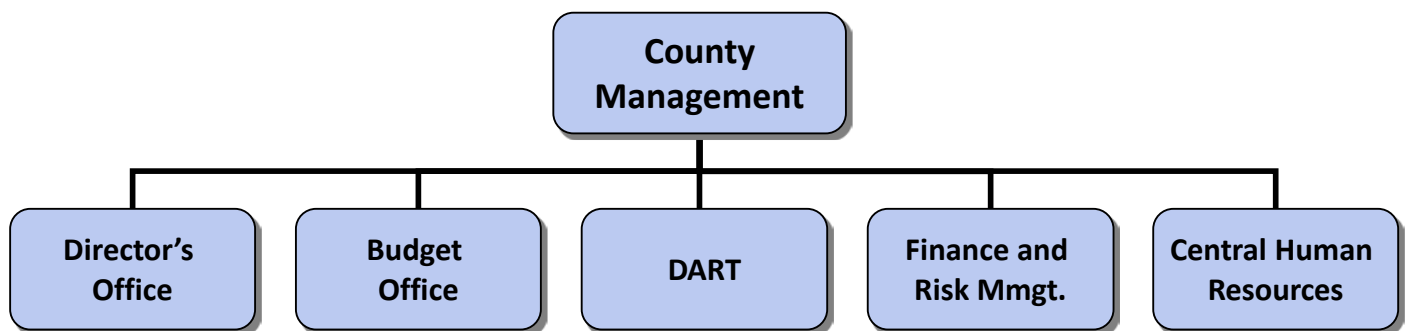
No significant changes.

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 the Central Budget Office 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 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 Chief Human Resources Officer (CHRO) work closely with the Chair, County Attorney and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.

DCM faces a number of opportunities and challenges in the coming year. Financing for major capital and IT projects, including the Downtown Courthouse, Health Department Headquarters and Enterprise Resource Planning (ERP) system will continue to be a focus. DCM will play a major role in the implementation of the new ERP system as both Finance and Risk Management and Central Human Resources have critical roles. DART will be focused on its technology upgrade as it goes live with new Assessment and Taxation software in two phases. The economic uncertainty created by the State budget gap, policy changes at the Federal level, and faster cost growth and slower revenue growth will create challenges for county leadership. DCM will continue to provide high level analysis, proactive planning and disciplined management as we work to manage the county’s risk, maintain our financial resiliency, and serve our dynamic community.



Budget Overview

The Department of County Management’s (DCM) budget is \$155.1 million and has 256.35 FTE in all funds. This is a decrease of \$5.7 million or 3.5% over the FY 2017 Adopted Budget. Budgeted positions have increased by 3.50 FTE. The General Fund budget has decreased by \$5.9 million (-12.9%) to \$40.0 million. Other Funds have increased by \$0.3 million.

Personnel Services have increased by \$2 million (6.5%) due to the addition of 3.50 FTE, COLA and step adjustments. Contractual Services have decreased by \$7.4 million. The main reasons for the reduction are \$2.5 million from the transfer of Tax Title Affordable Housing (72040) to NonDepartmental (10057), and the majority of funding in A Home for Everyone Capital Investments (72041), a one-time capital investment in affordable housing, will be expended FY 2017 with the execution of an Intergovernmental Agreement with the City of Portland. The largest category of expenditures in all funds is in materials and supplies at \$106.6 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$1.1 million due to rate changes. Capital Outlay of \$1.2 million is budgeted by A Home for Everyone Capital Investments (72041).

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

- DART County Clerk Carryover (72025B) \$211,000
- DART Residential Development Program (72036) \$635,648
- A Home for Everyone Capital Investments (72041) \$1,175,000

In addition, \$100,000 of Capital Asset Strategic Planning’s (72013) budget is funded on a one-time-only basis.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	247.16	252.85	252.85	256.35	3.50
Personnel Services	\$28,004,709	\$29,173,125	\$30,660,458	\$32,638,624	\$1,978,166
Contractual Services	5,386,114	11,613,689	16,469,086	9,043,121	(7,425,965)
Materials & Supplies	92,390,179	100,325,334	105,948,396	106,566,674	618,278
Internal Services	5,077,766	5,356,095	5,263,396	5,662,076	398,680
Debt Service	1,813	0	0	0	0
Capital Outlay	<u>2,357,302</u>	<u>1,225,000</u>	<u>2,400,000</u>	<u>1,175,000</u>	<u>(1,225,000)</u>
Total Costs	\$133,217,884	\$147,693,243	\$160,741,336	\$155,085,495	(\$5,655,841)

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

Successes and Challenges

DCM strives to maintain the highest possible level of support to the administrative infrastructure and preserve the county's compliance with external regulatory requirements. To that end, DCM evaluates its programs for process efficiency on an ongoing basis. Notable successes this year included:

Director's Office/Countywide Corporate Functions: Restructured county leadership governance groups and meetings, establishing a new more inclusive senior Leadership Council, a weekly Director's Council meeting between department directors and the COO, and retired the Operations Council in order to facilitate decision-making in more focused subject matter groups such as the Finance Managers Forum and HR Executive Council. The Evaluation and Research Unit (ERU) created a new countywide community of practice for research and program evaluation staff. The Strategic Capital Planning Program continued to build the foundation for a comprehensive 20 year strategic capital plan that will unite the existing capital planning efforts in Transportation, Facilities and IT.

Budget Office: The County received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2017 budget. Ninety-three percent of respondents to the annual budget survey rated the Budget Office as "good" or "excellent", up from 87% for FY 2016.

Finance and Risk Management: The County's Investment Portfolio earnings increased by almost 45% in FY 2016 as a result of enhanced portfolio strategy and rising interest rates. For the second year in a row, the County had a clean external audit of financial statements and federal expenditures. Multnomah County was recognized for leading a collaborative effort to introduce safer products in public procurement as the recipient of the Oregon Environmental Council's first annual "Healthy Purchasing Champion" award. Receipt of this award highlights the county's commitment to procure environmentally-friendly and sustainable items. Central Purchasing's continued efforts to support better stewardship of the county's resources resulted in more than 60,000 pounds of surplus items diverted from the waste stream.

Central Human Resources: Began implementation of the HR Strategic Plan which will guide the division's work through FY 2020. Developed a suite of resources to bring greater consistency and quality to recruitment and hiring, countywide. The Evaluation and Research Unit performed in-depth program evaluations of two countywide HR initiatives affecting employee recruitment, retention and succession planning: The Leadership Academy and the Minimum Qualifications Initiative. HR began a systematic review of classification structures and practices to ensure they are accurate, thorough and meet the organization's future needs.

The Division of Assessment, Recording & Taxation (DART): Added approximately \$2.3 billion of new taxable value, increasing the taxes levied by \$50 million.

Diversity and Equity

DCM believes that a strong and healthy county begins with an equitable and diverse workforce and community. The following projects, both complete and in-progress, help DCM ensure a more inclusive and equitable work environment:

Developed department mission, vision and values statements and held the first all-staff retreat to foster a more connected and inclusive environment.

The Evaluation & Research Unit worked with the office of Diversity and Equity and Employee Resource Groups to research actions based on the results of the countywide employee survey. Labor Relations is applying the Equity Lens to bargaining process. The Evaluation & Research Unit is evaluating how the Minimum Qualifications project and Leadership Academy affect different demographics.

DART formed an employee survey response team to address their findings from the countywide employee survey and recommend solutions. DART participates in the Office of Diversity and Equity College to County internship program and will provide work experience to six interns in the coming year. The Economic Development program works with local financial institutions and foundations to leverage the County’s investment dollars to support under-served and vulnerable populations.

The Fiscal Compliance group provides guidance to small non-profit human service contractors in complying with federal rules and regulations. Central Purchasing’s MWESB Program is devoted to providing equal opportunity and encourages Minority, Women, and Emerging Small Business firms to compete for county contracting opportunities.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$3,190,490	\$0	\$3,190,490	11.50
Budget Office	2,360,611	0	2,360,611	13.00
Finance and Risk Management	8,940,000	8,831,434	17,771,434	62.00
Central Human Resources	4,318,880	103,155,252	107,474,132	35.35
Division of Assessment, Recording & Taxation (DART)	<u>21,149,928</u>	<u>3,138,900</u>	<u>24,288,828</u>	<u>134.50</u>
Total County Management	\$39,959,909	\$115,125,586	\$155,085,495	256.35

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 countywide 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, Department of Community Justice, and Library are supervised by the COO, providing a crucial link between corporate policy setters and department implementers.

Significant Changes

The DCM Business Services Program (72015) was previously located in DART and is moving into the Director's Office in recognition of its department-wide role. The program has 8.50 FTE and provides business and financial services in the form of budget development, accounts receivable, accounts payable, grant accounting, procurement and contracting as well as administrative and general accounting support.

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 on workforce equity and operational effectiveness.

Staff assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support County labor relations in collective bargaining and cost analysis.

Significant Changes

There are no significant changes in the Budget Office. For display purposes, the recently re-established Evaluation and Research Unit has been broken out from the Budget Office program offer to more clearly show the functions housed within the Budget Office division.

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 32 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by peers and demonstrates the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

The Fiscal Compliance program (72012) was previously budgeted under program offers 72004 - FRM General Ledger (2.00 FTE) and 72003 - FRM Chief Financial Officer (1.00 FTE). The change provides greater transparency.

Accounts Payable (72002) increased a Finance Specialist 2 position from 0.50 FTE to 1.00 FTE to provide operations support and expanded transaction audit capacity in the Pcard program.

The Purchasing program (72005) includes a new Finance Supervisor position to take on additional supervisory duties needed to manage changes resulting from the ERP replacement project. It is kept within target by the elimination of a vacant Procurement Analyst position and additional cuts.

Property & Liability Risk Management (72006) procured 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.

In Treasury (72008), the Finance Manager position has been reclassified to an Investment Officer. This position will manage the County's cash and investments.

The Purchasing program added a Program Specialist position (72021) to validate compliance with the County's MWESB program by contractors and subcontractors on capital projects.

Central Human Resources

The Central Human Resources Division is driven by its strategic plan mission: "Supporting the people who serve our community."

The Central Human Resources division provides strategic leadership, recommends policy, and partners with the department HR units to guide consistent, efficient and cost-effective HR processes and practices necessary to achieve results across the organization.

The Chief Human Resources Officer ensures 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;
- Countywide training and organizational development;
- HR process monitoring and evaluation;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs.

Significant Changes

No significant changes.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) collects and distributes approximately \$1.6 billion in annual property taxes on behalf of all Multnomah County taxing districts, ensuring all property is valued and taxed according to Oregon law. DART includes the statutorily required functions of the Tax Assessor, Tax Collector and certain County Clerk functions, including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports and the Board of Property Tax Appeals.

Overall, DART maintains 346,000 property tax accounts, calculates tax levies, certifies the tax roll, processes payments and distributes property taxes to 69 taxing districts. The Division provides property tax customer service for all its functions, maintains ownership records and property descriptions, and is responsible for the management and disposition of the County's tax foreclosed property.

Significant Changes

All areas of DART continue to experience workload increases. For FY 2018, DART Appraisal added over 1,800 new property accounts, an increase of over \$2.3 billion of statutory taxable value and an estimated \$50 million in additional taxes (\$80 million overall for 2016-17). DART's customer service saw increases across the board in services provided: overall inquiries increased from 110,000 to 120,000, recorded documents increased from 148,000 to over 164,000, marriage licenses and domestic partnership registrations increased from 7,700 to 7,900, and public counter transactions increased from 55,000 to over 56,000. Passport applications, once again, saw the largest increase from 8,700 to 11,935 applications, a 37% increase year over year.

To manage workload increases, DART has relied heavily on process improvement efforts that collaboratively facilitate review, discussion and change to processes within work units. For FY 2018, these efforts will intensify as DART replaces its 20 year old assessment and taxation software system. The new system will require work units to identify new business processes that will facilitate this transition. DART is converting temporary funds to 2.00 FTE. These positions will better equip Industrial Valuation and GIS Cartography to manage increased workloads and provide GIS analysis capabilities in support of DART valuation. A new Residential Development Program is added to improve accuracy of the County assessment records, ensure statutory compliance and provide training opportunities for diverse groups in our community. DCM Business Services moved to the Director's Office in recognition of its department-wide role. Tax Title Affordable Housing is moved to the Joint Office on Homelessness.

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 2018 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000	DCM Director's Office	\$516,009	\$0	\$516,009	2.00
72013	Capital Asset Strategic Planning	404,539	0	404,539	1.00
72015	DCM Business Services	1,094,942	0	1,094,942	8.50
72041	A Home for Everyone Capital Investments Carryover	1,175,000	0	1,175,000	0.00
Budget Office					
72001	Budget Office	1,922,347	0	1,922,347	10.00
72014	Evaluation and Research Unit	438,264	0	438,264	3.00
Finance and Risk Management					
72002	FRM Accounts Payable	865,232	0	865,232	7.60
72003	FRM Chief Financial Officer	1,400,928	223,975	1,624,903	2.95
72004	FRM General Ledger	831,055	0	831,055	7.00
72005	FRM Purchasing	2,348,953	0	2,348,953	19.00
72006	FRM Property & Liability Risk Management	0	3,590,985	3,590,985	2.50
72007	FRM Payroll/Retirement Services	928,608	0	928,608	8.45
72008	FRM Treasury and Tax Administration	1,938,973	0	1,938,973	4.00
72009	FRM Worker's Compensation/Safety & Health	0	4,626,528	4,626,528	5.50
72010	FRM Recreation Fund Payment to Metro	0	87,287	87,287	0.00
72011	FRM Economic Development	270,000	183,798	453,798	1.00
72012	FRM Fiscal Compliance	356,251	0	356,251	3.00
72021	FRM MWESB Contract Compliance	0	118,861	118,861	1.00
Central Human Resources					
72016	Central HR Administration	1,606,825	0	1,606,825	5.63
72017	Central HR Services	1,875,291	0	1,875,291	10.60
72018	Central HR Labor Relations	836,764	54,863	891,627	4.85
72019	Central HR Unemployment	0	1,004,841	1,004,841	0.15
72020	Central HR Employee Benefits	0	102,095,548	102,095,548	14.12

County Management

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	721,317	0	721,317	3.30
72024	DART Customer Service	1,036,353	0	1,036,353	9.10
72025A	DART County Clerk Functions	1,630,001	0	1,630,001	13.50
72025B	DART County Clerk Carryover	211,000	0	211,000	0.00
72026	DART Ownership	434,497	0	434,497	4.20
72027	DART Tax Revenue Management	1,915,438	0	1,915,438	12.00
72028	DART GIS/Cartography & Parcel Management	1,048,554	0	1,048,554	8.30
72029	DART Assessment Performance Analysis	497,509	0	497,509	3.30
72030	DART Property Assessment Special Programs	1,178,970	0	1,178,970	8.40
72031	DART Personal Property Assessment	1,383,083	0	1,383,083	10.30
72032	DART Property Assessment Industrial	1,035,866	0	1,035,866	8.30
72033	DART Commercial Property Appraisal	2,107,236	0	2,107,236	15.40
72034	DART Residential Property Appraisal	4,061,204	0	4,061,204	31.60
72035	DART Assessment & Taxation System Upgrade	0	3,138,900	3,138,900	0.00
72036	DART Residential Development Program	635,648	0	635,648	0.00
72037	DART Applications Support	1,441,694	0	1,441,694	4.70
72038	DART Tax Title	<u>1,811,558</u>	<u>0</u>	<u>1,811,558</u>	<u>2.10</u>
Total County Management		\$39,959,909	\$115,125,586	\$155,085,495	256.35

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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 Chief 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.

County governance committees were restructured in FY 2017, allowing for richer and deeper collaboration, and critical situational awareness between the director and department directors. This will be important going forward as the director serves as the Executive sponsor for the Enterprise Resource Planning (ERP) System Steering Committee. The director will also be working with senior leadership to increase technological literacy and proficiency in an ever-changing technological landscape.

The director will work closely with department directors, the Chair and Commissioners to manage any budget shortfalls created by changes in Federal and State funding in FY 2018. The Director's Office will also continue to build support for the countywide strategic framework plan developed by department and Non-Departmental directors and the new DCM mission, vision, and values statement.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Monthly monitoring of countywide performance and organizational health	0	0	5	12
Outcome	Percent of identified "problem trends" addressed timely	100%	100%	100%	100%
Output	County-wide executive leadership training events held	4	4	4	4
Output	Regional multi-jurisdictional leadership events held	1	1	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. In 2017, the county again hosted leaders from neighboring jurisdictions for a conversation on how local governments respond to the new American demographics.

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	2017	2017	2018	2018
Personnel	\$389,428	\$0	\$407,477	\$0
Contractual Services	\$61,754	\$0	\$61,754	\$0
Materials & Supplies	\$11,200	\$0	\$11,200	\$0
Internal Services	\$35,679	\$0	\$35,578	\$0
Total GF/non-GF	\$498,061	\$0	\$516,009	\$0
Program Total:	\$498,061		\$516,009	
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 2017: 72000 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 to align the County's annual spending plan with their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program, and management analysis.

Program Summary

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents
- Financial forecasting and budget revenue/expenditure projections
- Ad hoc analysis for County Management and the Chair's Office
- Countywide cost control analyses
- Prepares the supplemental budget and maintains the legal budget throughout the course of the year

Staff also assist departments in measuring performance of County programs; providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other policy or fiscal matters; identify and resolve problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

Over the past 15 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of budget modifications processed (includes internal)	198	200	200	200
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	94%	95%	95%	95%
Quality	Percent error in General Fund Revenue Forecast	2.71%	2.0%	0.96%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	88%	94%	93%	92%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2017 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	2017	2017	2018	2018
Personnel	\$1,554,611	\$0	\$1,530,739	\$0
Contractual Services	\$30,000	\$0	\$32,000	\$0
Materials & Supplies	\$151,000	\$0	\$117,287	\$0
Internal Services	\$246,159	\$0	\$242,321	\$0
Total GF/non-GF	\$1,981,770	\$0	\$1,922,347	\$0
Program Total:	\$1,981,770		\$1,922,347	
Program FTE	10.00	0.00	10.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72001 Budget Office

For FY 2018, program offer 72014 Evaluation and Research has been split out from this program.

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	2017	2017	2018	2018
Personnel	\$755,458	\$0	\$848,484	\$0
Materials & Supplies	\$16,330	\$0	\$16,748	\$0
Total GF/non-GF	\$771,788	\$0	\$865,232	\$0
Program Total:	\$771,788		\$865,232	
Program FTE	7.10	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$191,180	\$0	\$290,180	\$0
Total Revenue	\$191,180	\$0	\$290,180	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America, are based on the level of annual spending in each of the bank's credit card programs. The majority is from Bank of America's purchasing card program; rebates from BOA are generally 1.4% of total value of transactions processed annually. Multnomah County is part of the Bank of America Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms.

Significant Program Changes

Last Year this program was: FY 2017: 72002 FRM Accounts Payable

The 0.50 FTE Finance Specialist position is increased to 1.0 FTE to provide operations support and expanded transaction audit capacity in the Pcard program. The position will provide increased vendor maintenance and check management, including stop payments, returns and dormancy. The position will also conduct monitoring and audits of cash equivalents

Department: County Management

Program Contact: Mark Campbell

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Chief Financial Officer manages the financial health of the entire County and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Fiscal Compliance, Risk Management, Payroll, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

Program Summary

The Chief Financial Officer (CFO) develops and presents financial guidelines to executive level staff, the County Chair's Office, and the Board of County Commissioners. The CFO presents recommendations related to public financial policy to these groups as well as other jurisdictions. The CFO interacts with the Oregon Legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS) and works with partner jurisdictions to develop and present legislative policy. This involves communication with the Board, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the Board and County departments to establish priorities and guidelines, and 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aaa	1	1	1	1

Performance Measures Descriptions

The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close of the fiscal year. 1=achieved; 0=not achieved.

County maintains the highest bond rating of Aaa on general obligation debt. This rating is achieved by continuing to demonstrate prudent financial management.

1=achieved; 0=not achieved.

Legal / Contractual Obligation

Several financial functions laid out in Oregon Revised Statutes and County Code are directly and indirectly the responsibility of the Chief Financial Officer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$451,513	\$69,500	\$458,656	\$75,275
Contractual Services	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$23,645	\$0	\$27,000	\$0
Internal Services	\$853,027	\$143,479	\$885,272	\$148,700
Total GF/non-GF	\$1,358,185	\$212,979	\$1,400,928	\$223,975
Program Total:	\$1,571,164		\$1,624,903	
Program FTE	2.60	0.35	2.60	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$212,979	\$0	\$223,975
Total Revenue	\$0	\$212,979	\$0	\$223,975

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72003 FRM Chief Financial Officer

1.0 FTE Finance Supervisor has been moved to program offer 72012-18 FRM-Fiscal Compliance.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS), Ch. 297: Audits of Public Funds and Financial Records, requires governments to have an external audit and that it be submitted to the Secretary of State - Audits Division.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$774,917	\$0	\$800,915	\$0
Contractual Services	\$6,500	\$0	\$6,500	\$0
Materials & Supplies	\$23,840	\$0	\$23,640	\$0
Total GF/non-GF	\$805,257	\$0	\$831,055	\$0
Program Total:	\$805,257		\$831,055	
Program FTE	7.00	0.00	7.00	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 2017: 72004 FRM General Ledger

Fiscal compliance services moved out of the General Ledger program and are now captured separately in the FRM Fiscal Compliance program (72012-18). This move results in a decrease of 2.0 FTE in 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), Service Disabled Veterans, 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 supports the County's sustainability goals 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	11%	25%	20%	20%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	87	80	45	50
Output	Number of contracts and amendments processed	1227	1000	965	965

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	2017	2017	2018	2018
Personnel	\$2,117,119	\$0	\$2,203,725	\$0
Contractual Services	\$73,882	\$0	\$13,219	\$0
Materials & Supplies	\$89,560	\$0	\$132,009	\$0
Total GF/non-GF	\$2,280,561	\$0	\$2,348,953	\$0
Program Total:	\$2,280,561		\$2,348,953	
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 2018 is \$2,000.

Significant Program Changes

Last Year this program was: FY 2017: 72005 FRM Purchasing

In FY17, the County began implementing a new procurement and contracting system, SciQuest, as a precursor to the ERP replacement project. Over the next three fiscal years, the County's procurement and contracting work will experience both significant restructuring, leading to greater efficiencies, and greater consolidation within Central Purchasing. This program offer includes a new Finance Supervisor position to take on the additional supervisory duties needed to manage these changes. It is kept within target by the elimination of a vacant Procurement Analyst position and additional cuts.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	17	17
Outcome	Total Cost of Risk as a percentage of operational budget**	.46	.59	.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 annually to other public entities. It 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	2017	2017	2018	2018
Personnel	\$0	\$197,840	\$0	\$309,714
Contractual Services	\$0	\$240,000	\$0	\$230,105
Materials & Supplies	\$0	\$3,408,145	\$0	\$3,051,166
Total GF/non-GF	\$0	\$3,845,985	\$0	\$3,590,985
Program Total:	\$3,845,985		\$3,590,985	
Program FTE	0.00	1.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,845,985	\$0	\$3,590,985
Total Revenue	\$0	\$3,845,985	\$0	\$3,590,985

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 2017: 72006 FRM Property & Liability Risk Management

Software and maintenance costs increased due to the procurement of 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.

1.0 FTE (.50 of a HR Technician and .50 of a HR Analyst) was moved from program offer 72009-18 (Risk-Workers Comp & Safety). The adjusted FTE allocation better reflects the current workload of positions.

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	2017	2017	2018	2018
Personnel	\$842,970	\$0	\$875,448	\$0
Contractual Services	\$25,000	\$0	\$23,000	\$0
Materials & Supplies	\$29,205	\$0	\$30,160	\$0
Total GF/non-GF	\$897,175	\$0	\$928,608	\$0
Program Total:	\$897,175		\$928,608	
Program FTE	8.45	0.00	8.45	0.00

Program Revenues				
Other / Miscellaneous	\$149,741	\$0	\$151,998	\$0
Total Revenue	\$149,741	\$0	\$151,998	\$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 2018 is \$134,998 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 2017: 72007 FRM Payroll/Retirement Services

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

Program Summary

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the Chief Financial Officer in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the County. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 16% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 6%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury maintains effective banking relationships to keep pace with technology and adapt to the needs of County Departments to provide better service to County residents.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	323	315	380	380
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	74,000	69,300	82,000	90,000

Performance Measures Descriptions

*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures compliance to applicable ORS)

**The number of tax returns filed is a measure of compliance with applicable code requirements.

***Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures County meets its debt obligations)

****The number of business accounts is used as a workload measure and serves as an indicator of economic activity within the County.

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11 (MVRT and TLT). The Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires at the end of FY 2019.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$421,626	\$0	\$428,339	\$0
Contractual Services	\$1,442,531	\$0	\$1,492,094	\$0
Materials & Supplies	\$18,340	\$0	\$18,540	\$0
Total GF/non-GF	\$1,882,497	\$0	\$1,938,973	\$0
Program Total:	\$1,882,497		\$1,938,973	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$132,400	\$0	\$154,000	\$0
Total Revenue	\$252,400	\$0	\$274,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitors Development Fund Board. Under terms of the IGA that created the Visitors Development Fund the County receives an administrative fee equal to 0.7% of MVRT and TLT revenues recorded in the fund.

Investment earnings from the investment portfolio are allocated to this program to cover administrative fees for non-discretionary investment advisory services.

Significant Program Changes

Last Year this program was: FY 2017: 72008 FRM Treasury and Tax Administration

A Finance Manager position has been reclassified to an Investment Officer in FY17

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	2017	2017	2018	2018
Personnel	\$0	\$853,691	\$0	\$793,423
Contractual Services	\$0	\$349,000	\$0	\$338,755
Materials & Supplies	\$0	\$3,418,075	\$0	\$3,494,350
Total GF/non-GF	\$0	\$4,620,766	\$0	\$4,626,528
Program Total:	\$4,620,766		\$4,626,528	
Program FTE	0.00	6.50	0.00	5.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,620,766	\$0	\$4,626,528
Total Revenue	\$0	\$4,620,766	\$0	\$4,626,528

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 2017: 72009 FRM Worker's Compensation/Safety & Health

1.0 FTE (.50 of a HR Technician and .50 of a HR Analyst) was moved to program offer 72006-18 (Risk-Property and Liability). The adjusted FTE allocation better reflects the current workload of positions.

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	2017	2017	2018	2018
Contractual Services	\$0	\$100,000	\$0	\$85,000
Internal Services	\$0	\$2,640	\$0	\$2,287
Total GF/non-GF	\$0	\$102,640	\$0	\$87,287
Program Total:	\$102,640		\$87,287	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$102,640	\$0	\$87,287
Total Revenue	\$0	\$102,640	\$0	\$87,287

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2017: 72010 FRM Recreation Fund Payment to Metro

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 Economic Development program works with the Chief Financial Officer to leverage existing County programs and policies to enhance the competitiveness of local businesses, increase the economic success of all County residents, and engage Multnomah County businesses as vital members of the community.

Program Summary

The Economic Development program identifies opportunities to increase the stability and quality of the workforce, decrease unemployment and underemployment for all County residents, bring more capital and technical assistance to small businesses, and foster an environment where business and the broader community participate respectfully in constructive dialogue.

The program works with businesses, trade associations, labor groups, non-profit organizations, other County divisions, and other governments at the local, state and federal levels to identify, develop and pursue opportunities that will further program goals in both the near-term and long-term. Additionally, the program oversees and reports on the County's expenditures of State Video Lottery Funds, responds to requests regarding the Strategic Investment Program (SIP) and other business incentives, provides oversight for SIP participants, and oversees the County's investment in the six Neighborhood Prosperity Initiative districts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Compile annual report on State Video Lottery Fund expenditures	1	1	1	1
Outcome	County programs that form new, mutually-beneficial private sector partnerships	0	2	1	2

Performance Measures Descriptions

Reporting on the expenditures of State Lottery Funds increases transparency and accountability for the County's economic development efforts. Engaging businesses and other organizations with the County's service programs through win-win opportunities helps align public and private sector goals and improves the economic and business environment within the County.

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 2018 payments will total approximately \$270,000.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$134,761	\$0	\$137,819
Contractual Services	\$173,000	\$2,615	\$270,000	\$3,000
Materials & Supplies	\$0	\$34,030	\$0	\$34,030
Internal Services	\$0	\$8,909	\$0	\$8,949
Total GF/non-GF	\$173,000	\$180,315	\$270,000	\$183,798
Program Total:	\$353,315		\$453,798	
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 2017: 72011 FRM Economic Development

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Fiscal Compliance unit performs pre-award risk assessments, site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. The unit manages the County's annual Single Audit (audit of the County's federal expenditures) and provides countywide grant management policy development, guidance, and support to County departments.

Program Summary

Fiscal Compliance is responsible for administering Countywide grant compliance oversight and performing subrecipient monitoring for all County human services contracts to ensure compliance to Federal and State requirements. In fiscal year 2016 the County received \$55 million in Federal grant funding of which \$16 million was passed-thru to subrecipients.

Fiscal Compliance performs annual risk assessments (which includes a financial statement review) on all contracts receiving Federal funds to ensure compliance with external standards/regulations and assesses the entities financial health. In the most recent year, Fiscal Compliance performed 48 risk assessments (20 pre-award and 28 renewals). Fiscal Compliance performed 20 site audits covering \$5.2 million in federal expenditures. The performed oversight helps department programmatic staff carry out service delivery by ensuring subrecipients are compliant with grant requirements and are financially stable.

Fiscal Compliance manages and coordinates the annual Single Audit for the County. The program also administers the County's fiscal grants management user group which supports County grants administration, grants policy, and grant compliance efforts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	48	48	50	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	40%	68%	65%	65%

Performance Measures Descriptions

The Fiscal Compliance unit performs financial monitoring of County-funded human service (HS) providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage/count monitored indicates greater coverage and decreased County financial risk as it relates to human services providers.

Legal / Contractual Obligation

The Office of Management and Budget (OMB) Federal Register requires entities expending Federal funds over \$750,000 in a fiscal year to have a single audit of Federal awards. Also, according to the Federal Register, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. The Federal Register requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$315,082	\$0	\$349,401	\$0
Materials & Supplies	\$0	\$0	\$6,850	\$0
Total GF/non-GF	\$315,082	\$0	\$356,251	\$0
Program Total:	\$315,082		\$356,251	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

This is a new program offer for fiscal year 2018, but the expenditures and FTE are not new. The Fiscal Compliance program was previously budgeted under program offers 72004 - FRM General Ledger (2.0 FTE) and 72003 - FRM Chief Financial Officer (1.0 FTE). The change provides greater transparency to the Fiscal Compliance work function.

Department: County Management **Program Contact:** Peggidy Yates
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The purpose of the Capital Asset Strategic Planning 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 and Chief Financial Officer to create an integrated capital budget that addresses connections between infrastructure costs, debt capacity 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 15 – 20 year timeline. The Capital Planning Director, with support of key departmental stakeholders, oversees the planning process and final capital master plan. This includes working in conjunction with the Budget Office to align the forecasted revenue and expenditure trends, evaluate financing strategies, and connect 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Infrastructure Need Report	N/A	N/A	1	0
Outcome	Percent of future infrastructure needs accurately identified	N/A	100%	0	100%
Output	Development of long-range capital management "master plan"	N/A	1	0	1
Output	Annual report on capital planning program presented to the Board of County Commissioners	N/A	1	0	1

Performance Measures Descriptions

The Capital Asset Strategic Planning Program was a new program offer in 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	2017	2017	2018	2018
Personnel	\$275,232	\$0	\$215,060	\$0
Contractual Services	\$0	\$0	\$155,914	\$0
Materials & Supplies	\$7,750	\$0	\$8,520	\$0
Internal Services	\$1,826	\$0	\$25,045	\$0
Total GF/non-GF	\$284,808	\$0	\$404,539	\$0
Program Total:	\$284,808		\$404,539	
Program FTE	2.00	0.00	1.00	0.00

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

Explanation of Revenues

This program is supported by county General Fund revenues, of which \$100,000 is one-time-only.

Significant Program Changes

Last Year this program was: FY 2017: 72013 Capital Asset Strategic Planning

1.00 FTE position reallocated to Professional Services for FY 2018

Department: County Management

Program Contact: Anna Plumb

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Evaluation and Research Unit (ERU) performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice; and works with system partners to evaluate cross-departmental county programs.

Program Summary

The Evaluation and Research Unit performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU currently monitors and analyzes key metrics of countywide organizational health; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice, and works with system partners to evaluate cross-departmental county programs, including a partnership with the Joint Office of Homeless Services to design and implement evaluations of the A Home for Everyone project to end homelessness in the region.

In FY 2018 the ERU will work with the Workday Implementation team to ensure that Workday incorporates the metrics necessary to accurately and effectively evaluate county organizational health and effectiveness. In addition, the ERU will: complete a review of countywide workforce analytics and workforce equity; issue and analyze the biannual countywide employee survey of to up to 6000 employees; perform research and evaluation for the Department of County Management; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization to assist departments in developing internal research and evaluation capacity. Examples of past consulting projects include analysis of regional housing costs, surveys of county employees on behalf of county leadership, reviewing surveys for other departments, and presentation(s) on Dashboarding Best Practices to countywide financial staff.

The ERU will also continue to sponsor and manage a countywide Community of Practice for county research and evaluation staff that the ERU founded in FY 2017.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of reports, presentations, and dashboards issued	N/A	N/A	50	50
Outcome	Response rate to the Countywide Employee Survey	59%	59%	59%	62%
Outcome	Percent of information and consulting requests responded to within a week.	N/A	N/A	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	N/A	N/A	6	6

Performance Measures Descriptions

Response rate to the FY 2013 and FY 2015 Countywide Employee surveys were both 59%. We are estimating a 3% increase in response rate for the FY 2017 survey (which will be reported in FY 2018).

Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$366,590	\$0	\$402,135	\$0
Materials & Supplies	\$0	\$0	\$36,129	\$0
Total GF/non-GF	\$366,590	\$0	\$438,264	\$0
Program Total:	\$366,590		\$438,264	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 72001 Budget Office

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Management (DCM) Business Services Program provides business services to the Department through exercising sound, accurate and transparent financial management. The Program coordinates development of the Department Budget, performs financial functions of accounts receivable, accounts payable, grant accounting, procurement and contracting and provides administrative and general accounting support to the Department.

Program Summary

The Department of County Management (DCM) Business Services Program is responsible for coordination and development of a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration with department programs; for monitoring, analysis, tracking, and financial reporting throughout the fiscal year; for administration of the budget, including position control, adjustments, amendments and modifications; and for tracking and monitoring various revenue streams. Business Services continually monitors departmental spending throughout the budget cycles to ensure spending within designated spending limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training arranging and reconciliations, mileage reimbursements, procurement card management, timekeeping, general accounting and administrative support. The program is responsible for consultation, oversight and delivery of the procurement and purchasing of goods and services in support of DCM operations, as well as a variety of County-wide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement development, contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.

Business Services ensures compliance with applicable financial policies, accounting standards and practices, and further ensures contracts meet County Attorney standards and provide legal authority to procure goods and services. Business Services collaborates with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices; and participates in cross-county teams such as the Finance Managers Forum, Purchasing Advisory Council, Purchasing Leaders Councils, Strategic Sourcing Council, and Finance Users Group.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of Accounts Receivable Transactions processed	3,611	0	3,600	3,600
Outcome	Percentage of Contracts processed following established policies and processes	100%	0	100%	100%
Outcome	% of out of town travel and training events reconciled within 30 days of travel return date	75%	0	75%	90%
Outcome	% of Accounts Payable invoices paid in 30 days or less	85%	0	80%	90%

Performance Measures Descriptions

New Program Offer for FY18 Budget; Measures were established during FY2016 and FY2017 during program development. Outcomes tracking the percentages of contracts issued under established processes, of accounts payable invoices paid within 30 days, and travel & training reconciled within 30 days, demonstrates adequate controls and processes are in place to ensure compliance with county policies and best practices. Actual results for Travel & Training dependent upon various factors impacting ability to complete reconciliations within prescribed timelines. Efforts to improve results underway.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures. Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 define procurement and contracting processes within the constraints of ORS requirements. DCM Contracts utilizing cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$678,742	\$0	\$933,920	\$0
Materials & Supplies	\$0	\$0	\$33,445	\$0
Internal Services	\$0	\$0	\$127,577	\$0
Total GF/non-GF	\$678,742	\$0	\$1,094,942	\$0
Program Total:	\$678,742		\$1,094,942	
Program FTE	6.50	0.00	8.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

New DCM Program for FY2018. Transferred 7.50 FTE from Division of Assessment, Recording & Taxation Administration Program 72023-18. Added 1.00 FTE, converted from temp staff in DART. Total 8.50 FTE. Reports to and is incorporated into the DCM Director Division.

Department: County Management

Program Contact: Travis Graves

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient, and cost effective HR practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Talent Development; Employee Benefits and Wellness; and the Unemployment Insurance Program.

Program Summary

Central HR Administration sets direction, determines policy, develops process structures, and builds relationships to develop and sustain a diverse, talented workforce necessary to achieve results across the organization. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input and engaging in collaborative problem resolution to achieve results. The Chief Human Resources Officer is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness.

Central HR administration oversees countywide program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of countywide job applications in the Neogov applicant tracking system.	26,476	27,000	25,500	25,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	N/A	90%	91%	91%

Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment, this number is expected to decline with recruitment optimization projects. Outcome: 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	2017	2017	2018	2018
Personnel	\$819,681	\$0	\$876,977	\$0
Contractual Services	\$63,506	\$0	\$45,106	\$0
Materials & Supplies	\$46,430	\$0	\$64,830	\$0
Internal Services	\$544,079	\$0	\$619,912	\$0
Total GF/non-GF	\$1,473,696	\$0	\$1,606,825	\$0
Program Total:	\$1,473,696		\$1,606,825	
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 2017: 72016 Central HR Administration

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employees satisfied with training they received.	96.04%	95%	95%	95%
Outcome	Percent of total positions reclassified, revised, updated.	12%	16.5%	27.6%	10.1%
Output	Number of Countywide training class attendees.	5494	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 in classrooms, does not include e-learning. which have increased.

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	2017	2017	2018	2018
Personnel	\$1,508,356	\$0	\$1,580,954	\$0
Contractual Services	\$140,000	\$0	\$140,000	\$0
Materials & Supplies	\$63,700	\$0	\$63,700	\$0
Internal Services	\$88,821	\$0	\$90,637	\$0
Total GF/non-GF	\$1,800,877	\$0	\$1,875,291	\$0
Program Total:	\$1,800,877		\$1,875,291	
Program FTE	10.60	0.00	10.60	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
Total Revenue	\$25,000	\$0	\$25,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues. For training events that require administration of certain tools or tests or provide professional certifications outside the usual scope of countywide training, a portion of the cost of attendance will be charged back to the cost center of the employee attendee, for an aggregate total of \$25,000 for FY 2017.

Significant Program Changes

Last Year this program was: FY 2017: 72017 Central HR Services

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, and the Personnel Rule (work rules) that apply to all 100%.

Program Summary

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during previous negotiations to achieve staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload, it does better support Labor Relations and department management staff to focus and prepare for each labor agreement.

Forums such as Employee Relations Committee and Employee Benefits Advisory Team along with tools such as negotiated memorandum create the foundation of open communication, clear and accessible decision making and collaborative problem solving needed to achieve uniform labor/management practices throughout the County.

Labor Relations:

- Leads collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
- Guides development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
- Ensures consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies.
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem-solving.
- Maintains and develops personnel rules and administers the County's drug and alcohol testing process.
- Coordinates countywide layoff activities and the merit council appeals process.
- Manages the Unemployment Claims process; and
- Ensures compliance with federal, state, local laws, rules, regulations and labor agreements, and communicates, trains and coaches supervisors, managers and department human resources units on these requirements

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Labor disputes.	112	120	138	113
Outcome	Percentage of labor disputes settled collaboratively.	96%	90%	91%	93%

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 2017 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	2017	2017	2018	2018
Personnel	\$773,150	\$48,135	\$810,800	\$49,688
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$15,850	\$0	\$15,850	\$0
Internal Services	\$0	\$9,947	\$3,114	\$5,175
Total GF/non-GF	\$796,000	\$58,082	\$836,764	\$54,863
Program Total:	\$854,082		\$891,627	
Program FTE	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$58,082	\$0	\$54,863
Total Revenue	\$0	\$58,082	\$0	\$54,863

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 2017: 72018 Central HR Labor Relations

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

Program Summary

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of employee claims for unemployment.	298	420	340	352
Outcome	Percentage of unemployment claim appeals found in the County's favor.	67%	60%	75%	60%
Output	Number of unemployment appeals.	6	12	4	7

Performance Measures Descriptions

Outputs and Outcomes: It is the County's goal to support maximum unemployment benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appealed and subsequently found in the County's favor means a lower expense and lower risk to the County.

Legal / Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010, Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$31,831	\$0	\$33,770
Materials & Supplies	\$0	\$922,489	\$0	\$971,071
Total GF/non-GF	\$0	\$954,320	\$0	\$1,004,841
Program Total:	\$954,320		\$1,004,841	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$954,320	\$0	\$1,004,841
Total Revenue	\$0	\$954,320	\$0	\$1,004,841

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 2017: 72019 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 Program provides comprehensive health coverage, basic and supplemental life insurance options, health, dependent care and transportation spending accounts, leave management and short/long term disability benefits for approximately 13,000 eligible individuals, including employees, spouses or domestic partners, dependent children and retirees. The program includes a Wellness component, which promotes and supports a healthier workforce, serving employees and families by providing a wide variety of activities, education and services to promote well-being.

Program Summary

Internal administration of the Benefit Programs supports the County's unique business, labor and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws and mandates.

The Benefits Program consults and coordinates with 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 help reduce employee absenteeism and health plan costs, while enhancing employee retention, morale, and productivity. The Employee Wellness Program serves the specific health needs of our employees as documented by health plan claims and population health data, and employee input. The Wellness Program focuses on chronic disease prevention and management through programs and policies that support healthy eating and physical activity, weight control, stress management, resiliency and overall health and wellbeing. Health plan partnerships and resources supplement program efforts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Medical plan annual member count	12,100	14,500	12,600	12,500
Outcome	Participation in County Wellness Programs FY 2017	2,400	2,400	2,960	3000
Efficiency	County's monthly per employee benefit cost (increase)	5.0%	6.0%	6.0%	6.0%

Performance Measures Descriptions

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all.

Outcome: 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 \$1,864.54.

National average health benefit increase has been 6.0%. and is expected to increase in 2018 by 6.0%.

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 a 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	2017	2017	2018	2018
Personnel	\$0	\$2,814,935	\$0	\$3,096,558
Contractual Services	\$0	\$1,603,587	\$0	\$1,478,962
Materials & Supplies	\$0	\$96,035,405	\$0	\$97,110,971
Internal Services	\$0	\$336,937	\$0	\$409,057
Total GF/non-GF	\$0	\$100,790,864	\$0	\$102,095,548
Program Total:	\$100,790,864		\$102,095,548	
Program FTE	0.00	14.12	0.00	14.12

Program Revenues				
Other / Miscellaneous	\$0	\$100,724,664	\$0	\$102,058,948
Service Charges	\$0	\$50,000	\$0	\$20,400
Total Revenue	\$0	\$100,774,664	\$0	\$102,079,348

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$79,453,642 actives/\$7,079,718 Retirees), Short and Long Term Disability (\$1,903,355) and Life Insurance (\$504,362); benefit administration charge, (\$3,501,405), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,111,706), premium payments from retirees and COBRA participants (\$4,174,760), and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$350,400).

Significant Program Changes

Last Year this program was: FY 2017: 72020 Central HR Employee Benefits

-Removal of revenue item \$550,000 from expired retiree reinsurance refund program (tax credits due to Federal and State subsidies) (CC-705500/GL-50310)

-Removal of expenditure items \$110,880 and \$113,400 for terminated State and Federal reinsurance programs (CC-705218/GL-60280)

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The County has recently broken ground on two significant multi-year capital construction projects: The Downtown Courthouse Replacement and the Health Department Headquarters. Each of these projects has significant requirements in regards to Workforce Training and Hiring, and subcontractor utilization analysis. Through recent discussions with the project teams it was determined that there would be significant efficiency if there were a single person who oversaw these activities for both projects.

Program Summary

Based on our recent experience with the Sellwood Bridge project, the teams believe that this position should be working with the County's existing MWESB program infrastructure which is located in Central Purchasing. The position is responsible for ensuring provisions of the Workforce Training and Hiring Program, Good Faith Effort Program, and the Minority Women, and Emerging Small Business (MWESB) Programs. Specifically, this position gather and prepare data for analysis, including certified payroll data, monthly employment reports, and monthly utilization reports. It will also develop and manage databases used to organize and analyze data to ensure compliance by contractors and subcontractors on County projects, including but not limited to the Courthouse construction project and the Health Department Headquarters construction project. This position will also provide technical, administrative and compliance assistance necessary for the implementation of the MWESB programs as it relates to the Chair's Diversity initiatives.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Monthly project reports for Courthouse Replacement Project and Health Department Headquarters Project.				12
Outcome	Actionable monthly information to track performance requirements and subcontractor utilization				12

Performance Measures Descriptions

Performance Measure #2: Actionable monthly information to track performance of workforce training and hiring program requirements and subcontractor utilization by prime contractors.

Legal / Contractual Obligation

This position is central to validating compliance with the County's MWESB program, which includes Workforce Training and Hiring requirements as well as utilization of State Certified subcontractors.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$113,861
Materials & Supplies	\$0	\$0	\$0	\$5,000
Total GF/non-GF	\$0	\$0	\$0	\$118,861
Program Total:	\$0		\$118,861	
Program FTE	0.00	0.00	0.00	1.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

DART Administration plans, directs, and coordinates operations and activities of the County's Division of Assessment, Recording and Taxation; performs state mandated functions of the Assessor, Tax Collector, and certain County Clerk functions; monitors activities for statutory compliance; establishes effective implementation of policies, strategic direction, program evaluation, and process/technology improvements; provides financial and tactical resource planning and employee development and performance management.

Program Summary

DART performs the duties of the County Assessor including property valuation and assessment, property tax rate/levy calculation, certifying the property tax roll for collection, ownership and records management, and mapping; is responsible for maintaining Real Market Value on over 345,000 real and personal property accounts, and capturing and calculating Measure 50 "exception value" defined as new construction, renovation or remodeling, which increases total Assessed Value of taxing districts. DART performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.6 billion in property taxes; and the County Clerk functions of document recording, marriage licenses and domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The administration program plans, directs and coordinates the operations and activities of Multnomah County's Division of Assessment, Recording and Taxation. Administration is responsible for strategic direction and tactical planning; policy development and implementation; financial planning and budget development; employee development, training, succession planning and performance management; continuity of operations planning; technology and information systems which includes a new Assessment and Taxation System; quality control, program measurement and evaluation and process improvements; administrative support, communications, including the news media, and oversight of over 500,000 customer service interactions annually.

The program supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules, monitors division activities and processes for statutory compliance, and submits required compliance reports to the Oregon Dept of Revenue. This program ensures the collection of property taxes in a timely manner that is fair & 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Number of Property Tax Accounts Administered	344,065	345,000	345,786	346,500
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	5.77%	6.5%	6.00%	6.00%
Efficiency	Cost of Collection per Account (in Dollars)	\$3.63	\$4.00	\$3.96	\$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	2017	2017	2018	2018
Personnel	\$524,460	\$0	\$449,672	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$186,170	\$0	\$178,850	\$0
Internal Services	\$188,128	\$0	\$87,795	\$0
Total GF/non-GF	\$903,758	\$0	\$721,317	\$0
Program Total:	\$903,758		\$721,317	
Program FTE	3.30	0.00	3.30	0.00

Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$78,500	\$0
Intergovernmental	\$283,811	\$0	\$102,170	\$0
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$373,811	\$0	\$200,670	\$0

Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of program expenditures. Grant amounts can vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total share of CAFFA is estimated at \$3,715,272 for FY18, with \$102,170 allocated to DART Administration. General Fund Revenue of \$78,500 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 2017: 72023 Div of Assessment, Recording & Taxation Administration

Added 1 FTE internal transfer within DART to Administration/Business Services and reclassified to a Finance Specialist 1. For FY18, transferred 7.50 FTE from DART Administration to DCM Business Services Program 72015-18.

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) 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 120,000 inquiries annually, including 55,000 walk-in customers and 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 10,000 over-the-counter tax payments totaling approximately \$46 million dollars annually. Passport photo and County photo ID processes were transferred under supervision of DART Customer Service and relocated to the DART offices. The operational costs are split between DART and Facilities & Property Management. 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 July 2018.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of counter transactions	56,210	55,000	56,000	56,000
Outcome	Average number of transactions per cashier	5,600	5,500	5,600	5,600
Output	Number of phone calls received and answered	64,100	65,000	64,000	64,000
Outcome	Average number of phone calls per operator	6,400	6,200	6,400	6,400

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	2017	2017	2018	2018
Personnel	\$799,818	\$0	\$760,301	\$0
Materials & Supplies	\$16,305	\$0	\$16,454	\$0
Internal Services	\$253,935	\$0	\$259,598	\$0
Total GF/non-GF	\$1,070,058	\$0	\$1,036,353	\$0
Program Total:	\$1,070,058		\$1,036,353	
Program FTE	9.40	0.00	9.10	0.00

Program Revenues				
Intergovernmental	\$272,212	\$0	\$281,246	\$0
Total Revenue	\$272,212	\$0	\$281,246	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY2018, with \$281,246 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 2017: 72024 DART Customer Service

For FY18, transferred allocation of .30 FTE Finance Supervisor from DART Customer Service Program Offer 72024-18 to DART Tax Revenue Management 72027-18

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 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 2016, 164,737 documents were recorded, 7,899 Marriage Licenses were processed, 68 Domestic Partnership Registrations were issued and 11,935 Passport Applications were accepted. Last year 735 BoPTA appeals were processed. 6,900 passport photos were taken. All areas within the County Clerk Functions program provide direct customer service by responding to telephone, chat and email inquiries and walk-in customers. The Recording staff assist approximately 15,000 customers at the counter annually and respond to an estimated 15,000 inquiries. The Marriage License and Domestic Partnership staff assist approximately 28,000 customers at the counter annually and respond to a high volume of inquiries that are reported within the Customer Service total of approximately 120,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 and additional service providers were added in subsequent years, improving efficiency and customer service. Currently approximately 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. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Marriage Licenses Issued	7,899	7,600	7,800	7,800
Outcome	Number of Accurately Processed Licenses	7,810	7,585	7,720	7,720
Output	Number of Documents Recorded	164,737	170,000	170,000	170,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	4	3	4	4

Performance Measures Descriptions

The "Number of Accurately Processed Licenses" is the number of licenses which the State of Oregon (Office of Vital Statistics) reviewed and found to be 100% accurate. The remaining licenses were returned to the county by the state for minor corrections. The "Average Number of Business Days to Return Original Recorded Documents" is a measure of compliance with the statutory requirement that documents be returned within 10 business days.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntarily register as domestic partners. Additional statutes pertaining to this program are found in ORS 106, 107, 409, 432 (marriage/state domestic partnerships); ORS 86, 87, 93, 100 (requirements for recording); and ORS 306 and 309 (Board of Property Tax Appeals). Guidelines for the acceptance of Passports are set by the US Department of State. Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the Dept of Revenue determines the acceptable level of assessment and taxation staffing; DART is already at the minimally acceptable level to perform their functions. Any reduction to the BoPTA portion of this Program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,156,493	\$0	\$1,159,994	\$0
Contractual Services	\$97,214	\$0	\$75,946	\$0
Materials & Supplies	\$104,219	\$0	\$104,444	\$0
Internal Services	\$317,602	\$0	\$289,617	\$0
Total GF/non-GF	\$1,675,528	\$0	\$1,630,001	\$0
Program Total:	\$1,675,528		\$1,630,001	
Program FTE	13.70	0.00	13.50	0.00

Program Revenues				
Fees, Permits & Charges	\$5,144,000	\$0	\$5,861,800	\$0
Intergovernmental	\$34,435	\$0	\$37,153	\$0
Other / Miscellaneous	\$35,000	\$0	\$237,400	\$0
Total Revenue	\$5,213,435	\$0	\$6,136,353	\$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 \$320,125. Passport application acceptance fees are \$298,375 and Passport photo fees are \$69,000; Document Recording page fees retained by the County General Fund are \$5,029,800. Recording record copy fees are \$237,400. 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(2) are projected at \$120,500. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$24,000. BoPTA is allocated \$37,153 of the \$3,715,272 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2017: 72025A DART County Clerk Functions

For FY18, transferred allocation of .20 FTE Finance Supervisor from County Clerk Function Program 72025A-18 to Tax Revenue Management Program 72027-18

Department: County Management **Program Contact:** Rick Teague
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The County Clerk scaled offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund. A portion of fees on recorded documents is dedicated for the County Clerks pursuant to Oregon Revised Statute 205.320(2), to acquire storage and retrieval systems and maintain and restore records as authorized by the County Clerk. Carryover funds will be used for services to continue conversion of historical recorded documents and other County Clerk records to digital format for a Digital Research Room, and to maintain County Clerk records and systems.

Program Summary

The County Clerk Functions Program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property values or waive personal property late filing fees based on evidence provided by the taxpayer.

The County Clerk Carryover Program for FY 2018 will continue the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format, as well as some hard copy records, in addition to providing for maintenance of existing county clerk records and systems. In the past, these records have been available to the public in DART's public research room via microfilm and microfiche. Records from 1965 forward are available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2018 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of digital records converted and uploaded to Digital Research Room	10,000	1,100,000	100,000	300,000
Outcome					

Performance Measures Descriptions

The number of digital records converted and uploaded to the Digital Research Room was a new measure in FY15. Digital images include record index and recorded document images. Since FY2013 we converted and uploaded 3.2 million index and document images for years 1965 through 1993. Focus for FY18 will be on document images prior to 1965 and other critical indexes.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(2) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems and maintaining and restoring records as authorized by the County Clerk.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$37,138	\$0	\$77,511	\$0
Contractual Services	\$126,862	\$0	\$133,489	\$0
Total GF/non-GF	\$164,000	\$0	\$211,000	\$0
Program Total:	\$164,000		\$211,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$164,000	\$0	\$211,000	\$0
Total Revenue	\$164,000	\$0	\$211,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$211,000, represents unspent "restricted revenues", and is a portion of recording fees dedicated to the County Clerk that reside in the General Fund. Under GASB #54, these funds are restricted for purposes described in Oregon Revised Statute 205.320(2).

Significant Program Changes

Last Year this program was: FY 2017: 72025B DART County Clerk Carryover

Prior to 2018 the performance measure was measured in millions of documents digitized. Since the largest percentage of documents utilized by the public have been digitized, we have scaled back the project and will longer need to reference documents in terms of millions digitized.

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 DART Ownership Program is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfers to take place. The Ownership Program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff, both on the phones and at the public counter.

Program Summary

The Ownership Program, within the Division of Assessment Recording and Taxation (DART), updates and maintains the ownership records for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live July 2018 is expected to further increase efficiencies.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Ownership Changes Processed	35,940	30,000	33,000	31,000
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	2017	2017	2018	2018
Personnel	\$364,045	\$0	\$359,006	\$0
Contractual Services	\$1,474	\$0	\$1,474	\$0
Materials & Supplies	\$1,750	\$0	\$1,450	\$0
Internal Services	\$87,484	\$0	\$72,567	\$0
Total GF/non-GF	\$454,753	\$0	\$434,497	\$0
Program Total:	\$454,753		\$434,497	
Program FTE	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$121,788	\$0	\$129,663	\$0
Total Revenue	\$121,788	\$0	\$129,663	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY2018, with \$129,663 allocated to DART Ownership Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72026 DART Ownership

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 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. 360,000 tax statements are sent annually and \$1.6 billion in property taxes is levied for collection. Almost 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program continuously monitors service delivery options available for possible enhancements. Payment processing hardware and software have been upgraded resulting in cost savings and efficiencies. Customer use of electronic payment options continue to increase. Credit cards are now accepted at the counter. A shopping cart feature was added improving customer service. The warrant release process has been 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. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system, estimated to go live July 2018, is expected to further increase efficiency and improve customer service.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Property Tax Statements Issued	355,180	360,000	360,000	360,000
Outcome	Percentage of Current Year Property Taxes Collected	97.8%	98.0%	98.0%	98%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	94.10	140.00	140.00	150.00

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	2017	2017	2018	2018
Personnel	\$1,110,603	\$0	\$1,176,123	\$0
Contractual Services	\$149,450	\$0	\$149,625	\$0
Materials & Supplies	\$64,228	\$0	\$63,352	\$0
Internal Services	\$486,573	\$0	\$526,338	\$0
Total GF/non-GF	\$1,810,854	\$0	\$1,915,438	\$0
Program Total:	\$1,810,854		\$1,915,438	
Program FTE	11.50	0.00	12.00	0.00

Program Revenues				
Fees, Permits & Charges	\$450,400	\$0	\$335,600	\$0
Intergovernmental	\$333,106	\$0	\$370,784	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$789,006	\$0	\$711,884	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 21% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated to be \$3,715,272 for FY2018 with \$370,784 allocated to Tax Revenue Management Program. Program revenues of \$341,100 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, and miscellaneous tax collection and copy fees. Remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2017: 72027 DART Tax Revenue Management

For FY18 transferred allocation of .50 FTE Finance Supervisor from 72025A-18 County Clerk Functions and 72024-18 DART Customer Service programs to DART Tax Revenue Management 72027-18.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of New Tax Roll Accounts Created	1,478	770	1,570	1,680
Outcome	Average Number of Changes per FTE	2,930	3,130	3,630	3,750
Output	Number of Mapping & Tax Roll Changes	17,579	19,500	21,820	22,550

Performance Measures Descriptions

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. The number of Mapping & Tax Roll Changes includes audits and data clean-up activities that have taken place this year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227, 271, 274, 275, 306-308, 312, 368, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. 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	2017	2017	2018	2018
Personnel	\$761,998	\$0	\$868,500	\$0
Materials & Supplies	\$41,470	\$0	\$43,058	\$0
Internal Services	\$138,801	\$0	\$136,996	\$0
Total GF/non-GF	\$942,269	\$0	\$1,048,554	\$0
Program Total:	\$942,269		\$1,048,554	
Program FTE	8.10	0.00	8.30	0.00

Program Revenues				
Intergovernmental	\$234,515	\$0	\$225,517	\$0
Total Revenue	\$234,515	\$0	\$225,517	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$3,715,272 for FY 2018, with \$225,517 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 2017: 72028 DART GIS/Cartography & Parcel Management

Transferred 1.00 FTE to DCM Business Services Program 72015-18; Added +1.00 FTE new GIS Data Analyst position (converted Temp to Permanent); Added .30 FTE allocation of Deputy County Assessor position; transferred .10 FTE Chief Appraiser position to Personal Property Appraisal 72031-18. Net Change +.20 FTE.

Department: County Management

Program Contact: Denise Terry

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The 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, Business Personal Property, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Projects Maintained	17	17	19	19
Outcome	Percentage of Neighborhoods in compliance with State standards.	98%	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.

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	2017	2017	2018	2018
Personnel	\$433,758	\$0	\$429,150	\$0
Materials & Supplies	\$18,610	\$0	\$15,732	\$0
Internal Services	\$50,482	\$0	\$52,627	\$0
Total GF/non-GF	\$502,850	\$0	\$497,509	\$0
Program Total:	\$502,850		\$497,509	
Program FTE	3.40	0.00	3.30	0.00

Program Revenues				
Intergovernmental	\$98,591	\$0	\$102,170	\$0
Total Revenue	\$98,591	\$0	\$102,170	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,715,272 for FY 2018, with \$102,170 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 2017: 72029 DART Assessment Performance Analysis

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. Special Programs maintains property information while providing direct customer service to interested parties.

Program Summary

SPG ensures that exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund County programs. Property taxes account for approximately 60% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on timely processing property descriptions, maintaining ownership and creating new accounts and compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation.

The Special Programs Group (SPG) maintains and processes over 11,000 accounts with special assessments and/or exemptions. Specially assessed properties like historic while exempt accounts include property owned and/or occupied by organizations such as charitable, fraternal, and religious. Leasehold records are monitored to maintain accurate, taxable values on over 800 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,000 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. All of these special assessment and exemption programs are mandated by law. In addition, approximately 500 field inspections are performed as part of the program's compliance activities. Staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. This program ensures that exempt and specially assessed property is accurately assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate market values on all property relates to the bonding capacity and general obligation bond tax rates for taxing districts in the County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	10,073	10,000	10,100	10,100
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$835.8	\$600	\$600	\$650
Input	Total Exempt Accounts Monitored	34,593	35,500	35,500	35,000
Output	Total Number of Accounts Processed for Prior Tax Roll	1,847	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. FY16 Actual had more than typical number of properties with Historic special assessment expiring and taxable value returning to tax roll. The program was subject to a moratorium the following year.

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	2017	2017	2018	2018
Personnel	\$1,152,384	\$0	\$986,122	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$20,511	\$0	\$21,702	\$0
Internal Services	\$185,445	\$0	\$170,146	\$0
Total GF/non-GF	\$1,359,340	\$0	\$1,178,970	\$0
Program Total:	\$1,359,340		\$1,178,970	
Program FTE	10.05	0.00	8.40	0.00

Program Revenues				
Intergovernmental	\$291,060	\$0	\$324,715	\$0
Total Revenue	\$291,060	\$0	\$324,715	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY2018, with \$324,715 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 2017: 72030 DART Property Assessment Special Programs

For FY18, Transferred Net 1.65 FTE position allocations from Program 72030-18 DART Special Programs; .15 FTE allocation moved to Program 72038-18 DART Tax Title and 1.50 FTE allocation moved to Program 72034-18 DART Residential Appraisal.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The 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 60% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Non-Leased Accounts Processed, Coded and Valued	22,100	22,350	22,350	22,100
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,635	\$2,450	\$2,450	\$2,650
Output	Percentage of Accounts with Captured Asset Listings	75%	76%	76%	76%
Output	Percentage of Accounts Filing Electronically	6%	6%	6%	7%

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	2017	2017	2018	2018
Personnel	\$1,046,332	\$0	\$1,126,756	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$12,040	\$0	\$13,069	\$0
Internal Services	\$231,505	\$0	\$233,258	\$0
Total GF/non-GF	\$1,299,877	\$0	\$1,383,083	\$0
Program Total:	\$1,299,877		\$1,383,083	
Program FTE	10.20	0.00	10.30	0.00

Program Revenues				
Intergovernmental	\$295,409	\$0	\$318,399	\$0
Total Revenue	\$295,409	\$0	\$318,399	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY 2018, with \$318,399 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 2017: 72031 DART Personal Property Assessment

For FY18, added .10 FTE Allocation of Chief Appraiser position to Program 72031-18 DART Personal Property Assessment

Department: County Management **Program Contact:** Jeffrey Brown

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

Related Programs:
Program Characteristics:

Executive Summary

The 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 4% 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 approximately 552 county-responsibility real property industrial properties and maintenance of 333 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Industrial Accounts Maintained	940	952	885	900
Outcome	Assessed Value placed on the Tax Roll (in millions)	\$3,047	\$3,044	\$3,044	\$3,098
Output	Number of Industrial Sites Reviewed	25	25	25	30

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 stayed constant, but should 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	2017	2017	2018	2018
Personnel	\$824,948	\$0	\$886,143	\$0
Materials & Supplies	\$49,876	\$0	\$39,882	\$0
Internal Services	\$105,248	\$0	\$109,841	\$0
Total GF/non-GF	\$980,072	\$0	\$1,035,866	\$0
Program Total:	\$980,072		\$1,035,866	
Program FTE	7.70	0.00	8.30	0.00

Program Revenues				
Intergovernmental	\$222,916	\$0	\$238,149	\$0
Total Revenue	\$222,916	\$0	\$238,149	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY 2018, with \$225,517 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72032 DART Property Assessment Industrial

Added 1.00 FTE new position, A&T Technician 2 (JCN 6451); Transferred .40 FTE allocation of Appraiser 2 position to Program 72033-18 Commercial Appraisal. Net change +.60 FTE from FY17 to FY18

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The 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 60% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Appraised	1519	930	1200	1000
Outcome	New Taxable Exception Value in Millions	\$2,469	\$1,200	\$2,000	\$2,000
Efficiency	% Automated Recalculation	11.5%	15%	15%	11.5%
Outcome	% Market Groupings with COD Compliance	85%	85%	85%	85%

Performance Measures Descriptions

Oregon law requires property to be at 100% of Market Value as of January 1 within standards established by the Oregon Department of Revenue. One primary standard is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet DOR standards can result in loss of the CAFFA grant and program control. The DOR annually reviews compliance through three required reports: The Certified Ratio Study, the Appraisal Plan and the CAFFA Grant application. The boom in multifamily projects resulted in a significant increase in taxable exception value. but will level off as the market normalizes.

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	2017	2017	2018	2018
Personnel	\$1,648,123	\$0	\$1,758,946	\$0
Contractual Services	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$85,901	\$0	\$89,147	\$0
Internal Services	\$232,354	\$0	\$228,643	\$0
Total GF/non-GF	\$1,996,878	\$0	\$2,107,236	\$0
Program Total:	\$1,996,878		\$2,107,236	
Program FTE	15.00	0.00	15.40	0.00

Program Revenues				
Intergovernmental	\$434,596	\$0	\$475,926	\$0
Total Revenue	\$434,596	\$0	\$475,926	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY 2018, with \$475,926 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72033 DART Commercial Property Appraisal

For FY18, transferred .40 FTE allocation of Property Appraiser 2 from Program 72032-18 Property Assessment Industrial to Program 72033-18 Commercial Property Appraisal

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 and all land specially assessed for use as farm, forest and open space. Residential Property represents 62% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 210,000 single family and two-four family properties; 35,700 condominiums; 4,900 manufactured homes; 1,880 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 60% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Appraised	17,481	17,000	17,000	17,500
Outcome	New Taxable Exception Value (in millions of dollars)	\$799.2	\$700	\$700	\$720
Efficiency	Accounts Appraised per Appraiser	729	700	700	750
Outcome	% Neighborhood with COD Compliance	98%	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	2017	2017	2018	2018
Personnel	\$3,292,221	\$0	\$3,403,680	\$0
Contractual Services	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$129,271	\$0	\$131,807	\$0
Internal Services	\$486,888	\$0	\$515,217	\$0
Total GF/non-GF	\$3,918,880	\$0	\$4,061,204	\$0
Program Total:	\$3,918,880		\$4,061,204	
Program FTE	29.60	0.00	31.60	0.00

Program Revenues				
Intergovernmental	\$857,231	\$0	\$976,745	\$0
Total Revenue	\$857,231	\$0	\$976,745	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY 2018, with \$976,745 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72034 DART Residential Property Appraisal

For FY18, transferred 2.00 FTE to Program 72034-18 DART Residential Appraisal, including 1.50 FTE from Program 72030-18 DART Special Programs, and .50 FTE from Program 72038-18 DART Tax Title

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 expected FY17: Initial 50% CAMA Programming, 60% of Simple Conversion Balancing, 60% of Data Conversion Coding & Testing, 60% of Conversion Program Testing, Final 50% Development Specifications, Final CAMA Valuation & Calculation Pages.

Deliverables expected FY18: Final Assessment Administration/Exemption Calculation & Setup, Final 50% CAMA Programming, Assessment Administration Programming, Appraisal Configuration Test and Validation, Appraisal End-to-End Application Testing, Appraisal UAT Development Support, Production Conversion & Balancing, Appraisal Training, Appraisal Go-Live Support, Tax Balancing & Calculation Setup, Tax Programming, Initial and Final Unit Testing, Collections Configuration Test and Validation, Collections End-to-End Application Testing, Collections UAT Development Support, 40% Data Conversion Coding & Testing, 40% Conversion Program Testing, 40% Simple Conversion Balancing, Collections Training, Collections Go-Live Support, Development Phased Delivery, First Year Annual Maintenance.

Deliverables expected FY19: Acceptance Support and Final System Acceptance.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of A&T System Project Milestones Met	4	19	6	22
Outcome	% of A&T Project Milestones Completed on Time	50%	100%	100%	100%
Outcome	% of A&T Project Milestones Completed within Budget	100%	100%	100%	100%

Performance Measures Descriptions

The multi-year project to select and implement a new A&T System has defined milestones for deliverables by fiscal year. Accomplished FY15: Project Plan, Install Base System, Fit Analysis Report. FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages, Initial 50% Development Specifications, Initial Assessment Administration/Exemption Calculations & Setup. Expected accomplishments in FY17, FY18 and FY19 are described in Program Summary.

Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totaling \$5,504,327. Multi-year contract executed in June 2014 to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system. \$1,354,860 paid in FY14 for Software License; \$230,740 Paid in FY15; \$569,763 paid in FY16; Additional Contract payments due upon completion and acceptance of project milestones in FY17 through FY19.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$338,334	\$0	\$385,997
Contractual Services	\$0	\$3,339,466	\$0	\$2,752,903
Materials & Supplies	\$0	\$416,200	\$0	\$0
Total GF/non-GF	\$0	\$4,094,000	\$0	\$3,138,900
Program Total:	\$4,094,000		\$3,138,900	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,094,000	\$0	\$3,138,900
Total Revenue	\$0	\$4,094,000	\$0	\$3,138,900

Explanation of Revenues

Beginning Working Capital for FY 2018 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2017 expenditures.

Significant Program Changes

Last Year this program was: FY 2017: 72035 DART Assessment & Taxation System Upgrade

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The DART Residential Development Program is an innovative new program to improve the accuracy of assessment records in an effort to ensure continued statutory compliance and provide workforce development and appraiser training opportunities for employees from the diverse groups in our community.

Program Summary

DART's Residential Appraisal 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; 1,880 floating properties; 2,750 farm/forest deferral properties; and 1,300 business accounts. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

This Program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS), and will accomplish that objective by hiring and training the LDA Staff in appraisal methodology, who will then inspect property in Multnomah that has not been inspected since 2003. Through this effort, internal assessment records will be audited and, when necessary, corrected. In addition, the increased valuation efforts and training of the LDA staff will develop a necessary Property Appraiser trainee program for DART.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Inspected				17,000
Outcome	RMV Addition (in million)				\$125 Mil

Performance Measures Descriptions

Performance Measure #1--63,000 accounts are identified for inspection. In the first year of the program, 17,000 accounts are viewed as a realistic goal. Performance Measure #2--a correct inventory of property is important for generating accurate Real Market Value (RMV), which is required by law. The outcome goal will realize property previously unidentified by the county.

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 process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$620,384	\$0
Materials & Supplies	\$0	\$0	\$15,264	\$0
Total GF/non-GF	\$0	\$0	\$635,648	\$0
Program Total:	\$0		\$635,648	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY 2018. This new program will be supported in part by the grant, with remaining support from General Fund Revenues.

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Denise Terry

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Requests & Support Activities Completed	3500	3,500	3,500	3600
Outcome	% of Requests Associated with Program Revenue	4%	4.0%	4%	4%

Performance Measures Descriptions

The Number of Requests & Support Activities measures an Activity representing a single request or contact, even if that request is for 5 data files to be created and sent to the client. The percent of Requests Associated with Program Revenue indicates the portion of the program's work activities associated with a portion of our revenue.

Legal / Contractual Obligation

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. 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	2017	2017	2018	2018
Personnel	\$725,102	\$0	\$609,334	\$0
Contractual Services	\$35,925	\$0	\$36,075	\$0
Materials & Supplies	\$370,165	\$0	\$457,260	\$0
Internal Services	\$195,429	\$0	\$339,025	\$0
Total GF/non-GF	\$1,326,621	\$0	\$1,441,694	\$0
Program Total:	\$1,326,621		\$1,441,694	
Program FTE	5.00	0.00	4.70	0.00

Program Revenues				
Intergovernmental	\$144,986	\$0	\$145,267	\$0
Other / Miscellaneous	\$55,000	\$0	\$50,000	\$0
Total Revenue	\$199,986	\$0	\$195,267	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,715,272 for FY 2018, with \$145,267 allocated to DART Applications Support Program. Program revenue of \$50,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72037 DART Applications Support

Transferred.30 FTE Deputy County Assessor position to Program 72028-18 GIS Cartography & Parcel 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 Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property inventory. The County's portfolio consists of 230 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at auction, private sales and by transfer to government agencies and non-profit corporations.

Program Summary

The County comes into ownership of real property at least once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are placed into the Tax Title Program portfolio and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. The program consults with other County departments and community agencies for housing, services and support for occupants of tax foreclosed properties. Maintenance of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

The Tax Title Program researches and inspects properties received to determine their highest and best use. The program will identify property to be sold at public sale in cooperation with the Multnomah County Sheriff's Office, a private sale or to made available for donation to governments or non-profit sponsors. Effective January 1, 2016, ORS 275.275 was amended to reflect the distribution of proceeds from sales, net of approved expenses. All net proceeds will be credited to the General Fund, Sub-Fund 10030 Tax Title: Affordable Housing, for the following purposes: (i) Funds for housing placement and retention support services for youth and families with children; (ii) Flexible rental assistance to place youth and families with children into housing; or (iii) Funds to develop new low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Properties remaining in Tax Title Inventory	232	210	215	200
Outcome	Properties placed back on the tax roll & into community use	23	30	30	30
Outcome	Revenue credited to General Fund, Sub-Fund	\$3,183,640	\$655,000	\$1,500,000	\$1,275,000

Performance Measures Descriptions

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and pass-through payments are accounted for, and the balance of revenue will be disbursed to Multnomah County General Fund, Sub-Fund 10030 Tax Title: Affordable Housing.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage & 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	2017	2017	2018	2018
Personnel	\$249,533	\$0	\$247,867	\$0
Contractual Services	\$813,320	\$0	\$1,424,200	\$0
Materials & Supplies	\$116,686	\$0	\$102,707	\$0
Internal Services	\$32,019	\$0	\$36,784	\$0
Total GF/non-GF	\$1,211,558	\$0	\$1,811,558	\$0
Program Total:	\$1,211,558		\$1,811,558	
Program FTE	2.35	0.00	2.10	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$50	\$0
Taxes	\$8,442	\$0	\$8,974	\$0
Other / Miscellaneous	\$1,200,000	\$0	\$1,800,000	\$0
Interest	\$3,066	\$0	\$2,534	\$0
Total Revenue	\$1,211,558	\$0	\$1,811,558	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$8,974 and interest estimated \$2,534 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$1,800,000 for FY18. 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 2017: 72038 DART Tax Title

Transferred net .25 FTE to other DART Appraisal Programs for FY18.

Department: County Management **Program Contact:** Marissa Madrigal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

A Home for Everyone Capital Investments Carryover includes funds previously approved and allocated for leasing and purchasing properties for shelter and housing. The funds remain unspent in FY 2017 and are carried over into FY 2018 to complete the purchase of the Gresham Women's Shelter property pursuant to the terms of the approved executed Agreement of Purchase and Sale. An approved Lease Agreement entered into June 2016 provides for the County to use the property and make lease payments until the final closing of the purchase.

Program Summary

Over the past two years the community has come together in an unprecedented way to respond to the crisis of homelessness. To continue to help families and vulnerable individuals break the cycle of homelessness and ensure the best use of limited funds, the County considered new options to increase access to affordable housing units and to provide other shelter options. This program provides capital funding in support of "A Home for Everyone Initiative".

In FY 2016, \$4.7 million of one-time-only funds were allocated and approved by the Board of Commissioners from revenue received from a settlement to the County to be used for leasing and/or purchasing properties for homeless shelter, housing, due diligence, renovation and capital improvements. Pursuant to an Agreement of Purchase and Sale approved and executed in June 2016 by the Board of Commissioners, the County agreed to purchase of a property in Gresham for use as a Women's Shelter for the purchase price of \$1.175 million.

The previously approved funds remain unspent in FY 2017 and are carried over into FY 2018 to complete the purchase of the Gresham Women's Shelter property pursuant to the terms of the executed Agreement of Purchase and Sale. A Lease Agreement entered into in June 2016 provides for the County to use the property and make lease payments to the seller through June 2018 or until the final closing of the purchase. At the time of closing, the final purchase price will be adjusted for lease payments.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measures Descriptions

Legal / Contractual Obligation

Agreement of Purchase and Sale executed June 21, 2016; If the sale of the property is not deemed closed prior to July 1, 2017, the agreement provides for the Multnomah County Board of Commissioners to adopt a budget for 2017-18 fiscal year that includes sufficient funds for the purchase of the property.

Lease Agreement executed June 20, 2016; Provides for County to make lease payments to Law Properties LLC for up to two years, through June 6, 2018 or until the sale is deemed closed. Purchase price will be adjusted for lease payments to be credited at time of closing.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$5,000,000	\$0	\$0	\$0
Capital Outlay	\$2,400,000	\$0	\$1,175,000	\$0
Total GF/non-GF	\$7,400,000	\$0	\$1,175,000	\$0
Program Total:	\$7,400,000		\$1,175,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$1,175,000	\$0
Total Revenue	\$0	\$0	\$1,175,000	\$0

Explanation of Revenues

Beginning working capital is carryover of unspent funds.

Significant Program Changes

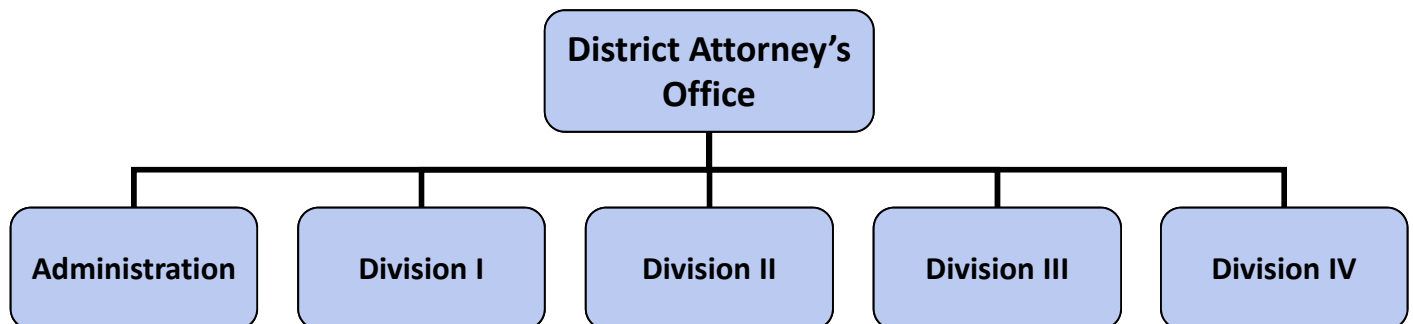
Last Year this program was: FY 2017: 72041 A Home for Everyone Capital Investments

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 of our community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to 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 FY 2018 budget for the District Attorney's (DA) Office totals \$33.5 million, a 1.6% increase from FY 2017. General Fund expenditures, comprising 74% of the total budget, increased by \$1.1 million (4.5%). The majority of the General Fund increase is in the materials and supplies and internal services categories.

Other Funds, 26% of the total budget, were reduced overall by \$532,031 (5.8%) due to state budget cuts (details in division significant changes and programs offers) and a reduction in District Attorney of New York (DANY) grant funding. Awarded in FY 2017, the DA's Office received a DANY grant to fund work on a sexual assault kit testing backlog, work that is now nearing completion. The reduction in this grant funding is \$364,791 and makes up the largest portion of the contractual services budget decrease.

Significant changes include the reduction of 6.03 FTE due to state funding decreases and cuts to meet budgetary constraint (cuts detailed in division significant changes). The internal services budget increased by \$608,700, driven by the addition of \$276,507 for the ERP system.

The DA's Office has no new General Fund ongoing programs for FY 2018. The FY 2018 General Fund allocation includes \$554,486 in one-time-only funding:

- Portland Building Relocation - General Fund Costs (15106B) \$140,178
The Portland building relocation will be funded partially through General Fund and partially through reimbursement from grants.

- CRIMES Replacement (15012) \$414,308
This program funds a 1.88 FTE project team to continue work on the replacement of the DA's Office existing case management system and associated software costs. A companion program offer (78319) in the Department of County Assets budgets for professional service costs (\$1,112,106).

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	210.42	212.00	209.00	204.95	(4.05)
Personnel Services	\$24,950,013	\$26,247,618	\$26,558,785	\$26,477,433	\$(81,352)
Contractual Services	973,743	\$1,573,100	\$2,526,887	2,093,595	(433,292)
Materials & Supplies	785,546	\$1,034,171	\$1,052,574	1,429,233	376,659
Internal Services	2,544,892	\$2,804,701	\$2,804,701	3,413,401	608,700
Capital Outlay	<u>27,173</u>	<u>25,960</u>	<u>0</u>	<u>59,800</u>	<u>59,800</u>
Total Costs	\$29,281,367	\$31,685,550	\$32,942,947	\$33,473,462	\$530,515

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

Successes and Challenges

Successes

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 2016:

- The office resolved over 13,000 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 \$9,000,000 in losses eligible for court-ordered restitution.
- Continuing a history of success, the Child Support Enforcement Division collected just under \$30,000,000 in child support, all of which went to helping households in Multnomah County.

Challenges

The District Attorney's Office depends upon uncertain funding resources from State, Federal, and Local sources. The State of Oregon provides significant support for our Child Support Enforcement (SED), Juvenile Trial Court, Child Abuse (MDT), and Victim Advocate programs.

The criminal justice system continues to face racial and ethnic disparities in our community. The District Attorney's Office is dedicated to continue its work to eliminate those disparities through thoughtful, data-driven, and coordinated policy adjustments.

Diversity and Equity

The District Attorney's Office is fully committed to workplace diversity and equity. This office will provide outstanding service to the many different people and populations within Multnomah County in a manner that is culturally and linguistically competent and trauma-informed. It is the policy of the District Attorney that all staff and attorneys 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.

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 fifth year of activity.

Another example of our efforts to address diversity and equity issues in our community can be seen in our Victims Assistance Program (15401). 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. In order to address inequities in our community, we must have an unbiased understanding of the current state of the criminal justice system and a method to evaluate the effectiveness of our programs.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$5,358,946	\$240,553	\$5,599,499	28.62
Division I	5,347,242	5,268,489	10,615,731	64.69
Division II	6,447,756	360,243	6,807,999	45.00
Division III	6,324,593	1,297,724	7,622,317	43.13
Division IV	<u>1,329,700</u>	<u>1,498,216</u>	<u>2,827,916</u>	<u>23.50</u>
Total District Attorney's Office	\$24,808,237	\$8,665,225	\$33,473,462	204.95

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.

Significant Changes

The Victims Assistance Program, previously located within the Administration Division, has moved to the newly established Division IV.

Administration staffing has been decreased, including reductions of 1.00 FTE clerical staff in the Records/Discovery Unit (15004) to meet budgetary constraints and 0.25 FTE Deputy District Attorney in the HB 3194 Justice Reinvestment Program (15010) due to a cut of the Criminal Justice Commission's Justice Reinvestment Grant fund revenues.

The CRIMES replacement project is continued this year with program offer 15012. The program offer funds 1.88 FTE to continue work to replace the existing CRIMES case management system.

Division I

Division I works to strengthen services for children and families in Multnomah County. It is comprised of four units: the Domestic Violence Unit, the MDT Child Abuse Unit, Juvenile, and Child Support Enforcement (SED):

- 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

Program staffing has been decreased in the Juvenile Unit (15101) and Multidisciplinary Child Abuse Team (15103), including reductions of 0.50 FTE Deputy District Attorney to meet budgetary constraints, 1.50 FTE Deputy District Attorneys due to a cut of the State contract revenues for Juvenile Dependency and Termination of Parental Rights, and 0.28 FTE Deputy District Attorney due to a cut of the Child Abuse Multidisciplinary Intervention (CAMI) grant fund revenues.

One-time-only costs to move Child Support Enforcement staff from the Portland Building to a new location due to planned renovations to the Portland Building are budgeted in this division (program offers 15106 and 15106B).

Division II

Division II is comprised of the Misdemeanor Trial Unit, Intake, the Neighborhood DA Unit, and Unit C/Gangs:

- Misdemeanor Trial Unit – 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.
- Intake – Responsible for reviewing misdemeanor custody, citation and direct present cases for legal sufficiency and determination as to whether or not criminal charges will be issued. Additionally, Intake staffs court hearings related to DUII diversion to include filing show cause motions when a defendant violates the requirements of diversion. Intake also receives, reviews, and litigates motions to reinstate driving privileges.
- 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.

Significant Changes

The Victims Assistance Program was previously located within Division II and has moved to the newly established Division IV.

Program staffing has been decreased, including a reduction of 0.50 FTE Deputy District Attorney in Unit C/Gangs (15201A) to meet budgetary constraints.

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/Human Trafficking – Prosecutes felony prostitution, human trafficking crimes and felony drug 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

Program staffing has been decreased, including a reduction of 1.00 FTE Deputy District Attorney in Unit A - Property Crimes (15301A) to meet budgetary constraints.

Division IV

Division IV is a newly formed division in FY 2018 comprised of two existing units previously located in the Administration Division and in Division II, the Victims Assistance Program and Investigations:

- 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.
- 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

Division IV is newly formed in FY 2018. Program staffing has been decreased, including a reduction of 1.00 FTE Deputy District Attorney in the Victims Assistance Program (15401) due to a cut of the Criminal Fine Account (CFA) and Victims of Crime Act (VOCA) grant fund revenues.

Investigations (15204) has added 3.00 FTE new investigator positions funded by a contract with the city of Portland to provide subpoena services.

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 2018 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$1,090,195	\$0	\$1,090,195	6.00
15001	Administrative Support Services	1,203,150	0	1,203,150	3.00
15002	Information Technology	1,406,766	0	1,406,766	6.00
15003	Finance/Human Resources	567,220	0	567,220	5.00
15004	Records/Discovery	671,015	0	671,015	5.50
15010	Justice Reinvestment (MCJRP)	6,292	240,553	246,845	1.25
15012	CRIMES Replacement	414,308	0	414,308	1.88
Division I					
15100	Division I Administration	303,531	0	303,531	1.00
15101	Juvenile Court Trial Unit	1,637,345	1,623,149	3,260,494	22.02
15102	Domestic Violence Unit	1,487,063		1,487,063	10.00
15103	MDT - Child Abuse Unit	981,368	855,085	1,836,453	6.58
15104	Child Support Enforcement	797,757	2,642,233	3,439,990	25.10
15106	Portland Building Relocation	0	148,022	148,022	0.00
15106B	Portland Building Relocation - General Fund Costs	140,178	0	140,178	0.00
Division II					
15200	Division II Administration	309,696	0	309,696	1.00
15201A	Unit C/Gangs	1,830,692	0	1,830,692	11.00
15202	Misdemeanor Trial Unit	1,972,700	0	1,972,700	15.00
15203	Neighborhood DA Program	1,264,107	360,243	1,624,350	9.00
15204	Intake	1,070,561	0	1,070,561	9.00
Division III					
15300	Division III Administration	306,526	0	306,526	1.00
15301A	Unit A - Property Crimes	1,957,207	70,739	2,027,946	14.50
15302	Unit B - Drugs/Human Trafficking	1,398,057	5,838	1,403,895	9.72
15304	Unit D - Violent Person Crimes	1,210,757	0	1,210,757	7.00
15305	Pre-Trial Unit	1,216,000	0	1,216,000	9.50
15306	Post Conviction Program	232,829	0	232,829	1.00

District Attorney's Office

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Division III (cont.)					
15307	Sexual Assault Kit Backlog Elimination Project	3,217	1,221,147	1,224,364	0.41
Division IV					
15400	Division IV Administration	189,151	0	189,151	1.00
15401	Victims Assistance Program	759,645	1,055,716	1,815,361	16.50
15402	Investigations	<u>380,904</u>	<u>442,500</u>	<u>823,404</u>	<u>6.00</u>
Total District Attorney's Office		\$24,808,237	\$8,665,225	\$33,473,462	204.95

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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 for the Multnomah County District Attorney's Office.

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 initiates and oversees Continuing Legal Education (CLE) sessions attended by law personnel internal and external to the DA's Office.

In addition to the District Attorney this unit includes a First Assistant to the District Attorney, two Administrative Managers, and two Administrative Secretaries who provide support for the DA and senior management.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of all staff communications	52	52	52	52
Outcome	Total number of cases resolved	13,487	12,759	10,471	12,666

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	2017	2017	2018	2018
Personnel	\$982,569	\$0	\$1,030,807	\$0
Materials & Supplies	\$23,700	\$0	\$31,100	\$0
Internal Services	\$2,900	\$0	\$28,288	\$0
Total GF/non-GF	\$1,009,169	\$0	\$1,090,195	\$0
Program Total:	\$1,009,169		\$1,090,195	
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 2017: 15000 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 Multnomah County District Attorney's office main reception desk, including interoffice and US Mail handling, communication transmittals regarding court appearances between court, defense attorney, community corrections and other agencies related to case scheduling. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Witness Subpoenas paid	1,452	1,500	1,696	1,163
Outcome	Amount paid in witness fees	\$10,362	\$12,000	\$11,917	\$10,308

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$211,740	\$0	\$221,784	\$0
Contractual Services	\$52,500	\$0	\$67,200	\$0
Materials & Supplies	\$141,100	\$0	\$140,408	\$0
Internal Services	\$713,003	\$0	\$773,758	\$0
Total GF/non-GF	\$1,118,343	\$0	\$1,203,150	\$0
Program Total:	\$1,118,343		\$1,203,150	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$440,840	\$0	\$399,553	\$0
Total Revenue	\$440,840	\$0	\$399,553	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15001 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 7-person unit is responsible for the operation and maintenance of the DA's document management system, Alfresco, and the DA's principal case tracking systems, CRIMES Juvenile and CRIMES Adult; in addition, the unit collects and prepares the Office's statistical data for public consumption. The unit also maintains a Helpdesk for the 250-plus members of the DA's office, fielding 4,453 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. This entails 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. Additionally, this current fiscal year has seen the start of preparations by IT for the replacement of the CRIMES case tracking systems (ca.2002) with newer technology, with completion anticipated for December 2017.

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 5:00pm, Monday through Friday, and 9:00AM to 5:00PM on Saturdays and Sundays.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Help Desk Calls	4,453	4,200	4,359	3,430
Outcome	Number of times the DA network failed due to an internal cause	0	0	0	0
Efficiency	Average Minutes spent per IT service call	14:04	15:00	14:04	14:00

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$857,447	\$0	\$890,492	\$0
Contractual Services	\$7,000	\$0	\$17,000	\$0
Materials & Supplies	\$388,250	\$0	\$382,727	\$0
Internal Services	\$624,097	\$0	\$89,747	\$0
Capital Outlay	\$0	\$0	\$26,800	\$0
Total GF/non-GF	\$1,876,794	\$0	\$1,406,766	\$0
Program Total:	\$1,876,794		\$1,406,766	
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 2017: 15002 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 200+ 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of payments made to vendors	3,611	3,000	2,370	2,011
Outcome	Percent of payments to vendors paid within 30 days	87%	90%	94%	89%

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$531,266	\$0	\$534,964	\$0
Contractual Services	\$3,200	\$0	\$3,100	\$0
Materials & Supplies	\$4,400	\$0	\$4,500	\$0
Internal Services	\$2,900	\$0	\$24,656	\$0
Total GF/non-GF	\$541,766	\$0	\$567,220	\$0
Program Total:	\$541,766		\$567,220	
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 2017: 15003 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, including records within the document management system. Staff also coordinate the scheduling and docketing of court appearances and provide records support to the deputy district attorneys and staff assigned to the arraignment courts.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of Discovery packets	17,477	16,000	17,093	16,709
Outcome	Total Discovery Revenue	\$358,355	\$340,000	\$360,000	\$360,000

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$438,585	\$0	\$373,789	\$0
Contractual Services	\$8,200	\$0	\$7,300	\$0
Materials & Supplies	\$23,400	\$0	\$31,600	\$0
Internal Services	\$124,023	\$0	\$258,326	\$0
Total GF/non-GF	\$594,208	\$0	\$671,015	\$0
Program Total:	\$594,208		\$671,015	
Program FTE	6.50	0.00	5.50	0.00

Program Revenues				
Service Charges	\$350,000	\$0	\$350,000	\$0
Total Revenue	\$350,000	\$0	\$350,000	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15004 Records/Discovery

Significant changes in this program area include the reduction of 1.00 FTE clerical staff to meet budgetary constraints.

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 .5 Legal Assistant 1 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 oversight and technical assistance 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. The .5 FTE CJRP LA1 assist in completing expedited criminal history reports for use by the prosecutor, defense attorney, court and DCJ.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of cases interviewed for potential diversion	1142	1106	1068	1100
Outcome	Number of cases diverted from prison*	616	243	452	500

Performance Measures Descriptions

* Number of cases diverted from prison equals (all MCJRP sentences plus non-MCJRP sentences) - MCJRP prison

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$265,605	\$0	\$209,632
Materials & Supplies	\$1,000	\$0	\$2,200	\$0
Internal Services	\$1,000	\$40,638	\$4,092	\$30,921
Total GF/non-GF	\$2,000	\$306,243	\$6,292	\$240,553
Program Total:	\$308,243		\$246,845	
Program FTE	0.00	1.50	0.00	1.25

Program Revenues				
Indirect for Dept. Admin	\$33,626	\$0	\$25,282	\$0
Intergovernmental	\$0	\$299,140	\$0	\$240,553
Beginning Working Capital	\$0	\$7,103	\$0	\$0
Total Revenue	\$33,626	\$306,243	\$25,282	\$240,553

Explanation of Revenues

\$240,553 from the State of Oregon HB 3194

Significant Program Changes

Last Year this program was: FY 2017: 15010 Justice Reinvestment (MCJRP)

State funding is reduced by \$58,587 versus the previous year. Significant changes in this program area include the reduction of 0.25 FTE Deputy District Attorney due to reductions in state funding.

Department: District Attorney

Program Contact: Karl Kosydar

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Collaborative project with the Department of County Assets (DCA) IT department to replace the District Attorney's case management system (CRIMES) used in the administration for all Adult and Juvenile cases including information on hearings, judgments, defendants, witnesses, and victims. This program offer funds an internal MCDA team of 2.50 FTE for 9 months to provide subject matter expertise to vendors contracted through DCA-IT and training of MCDA employees.

Program Summary

For the past 14 years the CRIMES case management has allowed MCDA to meet the legislative requirement of keeping an official record of all District Attorney court proceedings including information on hearings, judgments, defendants, witnesses, and victims.

This project was kicked off during the FY2016 budget cycle with funding to DCA of \$100,000 to assist MCDA in the planning, vendor identification, and contracting for the project. The project timeline and these costs are based on current estimates to complete by March 2018. Training costs are included in implementation services and MCDA implementation team costs and does not require any DCA Talent Development resources. Ongoing support costs (e.g. licensing, ongoing training, updates / upgrades, hardware refresh, MCDA or DCA personnel, etc.) are not included in the funding request; those costs are covered in the 15002 - Information Technology Program Offer.

Standing up the hardware is included in existing rates from Tech Services to support normal activities for MCDA because the amount of hardware doesn't require incremental resources in County IT.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Software modules developed, installed, tested, and accepted for use		26	0	26
Outcome	Employees Trained on the new system		150	0	150

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$270,030	\$0	\$235,458	\$0
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$178,850	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$270,030	\$0	\$414,308	\$0
Program Total:	\$270,030		\$414,308	
Program FTE	2.00	0.00	1.88	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15012 CRIMES Replacement

Department: District Attorney **Program Contact:** Chuck Sparks**Program Offer Type:** Administration **Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:****Executive Summary**

The Chief Deputy DA provides leadership, policy direction, long and short range planning and daily operational oversight for Division I, which is responsible for protecting some of the most vulnerable children, adults and families in the County. This division includes the Multi-Disciplinary Child Abuse Team, Domestic Violence, Juvenile Trial Court, and Support Enforcement Units. The Chief DDA directs these activities on behalf of children and families in a variety of leadership and liaison positions inside and outside the office.

Program Summary

The Chief Deputy District Attorney of Division I is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility for the Domestic Violence Team., Juvenile Unit (19 staff), Multidisciplinary Child Abuse Team (7 staff) and Child Support Enforcement Unit (26 staff).

The Chief Deputy provides leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, which directly affects the lives and safety of children, teens, domestic violence survivors and families in Multnomah County. Division 1 works with children and families to investigate and prosecute child abuse and domestic violence, protect vulnerable children who were subject to abuse and neglect in the home, hold delinquent youth accountable while involving their families in the solutions, and ensure the timely payment of child support for families.

The Division 1 Chief Deputy performs a critical, family justice liaison role with outside partners, including Department of Human Services and Child Protective Services, Department of Community Justice, all county police agencies, non-profit partners, the defense bar, and the court by serving on numerous collaborative working groups. These include the Family Violence Coordinating Council, Sexual Assault Response Team (SART), Domestic Violence Court Working Group, Multidisciplinary Child Abuse Team Executive Committee, Department of Community Justice Working Group, Juvenile Justice Council, State and Local Child Fatality Review Team, Child Welfare Council, LPSCC–Racial and Ethnic Disparities Subcommittee, Domestic Violence Fatality Review Team, and the Juvenile Justice Task Force.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Domestic Violence and Child Abuse cases reviewed	3,052	3,350	3,149	2,979
Outcome	Number of Domestic Violence and Child Abuse cases resolved	1,418	1,400	1,042	1,094

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	2017	2017	2018	2018
Personnel	\$279,539	\$0	\$295,704	\$0
Materials & Supplies	\$1,200	\$0	\$4,100	\$0
Internal Services	\$500	\$0	\$3,727	\$0
Total GF/non-GF	\$281,239	\$0	\$303,531	\$0
Program Total:	\$281,239		\$303,531	
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 2017: 15100 Division I Administration

Department: District Attorney **Program Contact:** Chuck Sparks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 15101B
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of new or reopened dependency cases	398	400	388	376
Outcome	Number of children protected as a result of work on dependency cases	536	500	486	441
Output	Number of delinquency cases reviewed	1,087	1,100	1,140	1,158
Output	Number of termination of parental rights cases	95	80	100	102

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$1,419,206	\$1,917,313	\$1,384,990	\$1,601,403
Contractual Services	\$7,000	\$21,746	\$8,300	\$21,746
Materials & Supplies	\$22,900	\$0	\$31,800	\$0
Internal Services	\$122,128	\$0	\$212,255	\$0
Total GF/non-GF	\$1,571,234	\$1,939,059	\$1,637,345	\$1,623,149
Program Total:	\$3,510,293		\$3,260,494	
Program FTE	12.07	11.96	11.26	10.76

Program Revenues				
Intergovernmental	\$0	\$1,939,059	\$0	\$1,623,149
Total Revenue	\$0	\$1,939,059	\$0	\$1,623,149

Explanation of Revenues

\$199,167 Oregon Department of Human Services, Office of Child Welfare Programs - Juvenile Dependency
 \$1,109,098 Oregon Department of Human Services, Office of Child Welfare Programs - Termination of Parental Rights
 \$314,884 Oregon Department of Human Services, Office of Child Welfare Programs - Title IV-e

Significant Program Changes

Last Year this program was: FY 2017: 15101 Juvenile Court Trial Unit

Significant changes in this program area include the reduction of 2.00 FTE Deputy District Attorney due to reductions in state funding and budgetary constraints.



Program #15102 - Domestic Violence Unit 4/11/2017

Department: District Attorney **Program Contact:** Chuck Sparks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 15102B - Domestic Violence - Deputy District Attorney (1.00 FTE)
Program Characteristics:

Executive Summary

The Domestic Violence program screens and prosecutes all domestic violence cases, violations of restraining orders, civil commitments and participates in the Mental Health Court. This unit is made up of 7 DDAs and one intern all of which are supervised by one Senior DDA. This unit had 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 cases annually, 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 1,253 domestic violence cases including 547 misdemeanors, 364 felonies, and 342 restraining order violations. The crimes include all level of assault, sexual assault, kidnapping, harassment, 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 as a resource for training of community partners, state and local law enforcement agencies. The unit dedicates a full time attorney to mental health court and civil commitments for the county.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	All Domestic Violence Cases Issued (Felony, Misdemeanor, Violation of Restraining Order)	1,444	1,500	1,152	1,241
Outcome	All Domestic Violence Cases Resolved (Felony, Misdemeanor, Violation of Restraining Order)	1,342	1,300	768	1,043
Output	All Domestic Violence Cases Reviewed (Felony, Misdemeanor, Violation of Restraining Order)	2,867	3,000	2,174	2,733

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$1,515,721	\$0	\$1,386,179	\$0
Contractual Services	\$37,000	\$0	\$26,400	\$0
Materials & Supplies	\$21,020	\$0	\$16,000	\$0
Internal Services	\$7,930	\$0	\$58,484	\$0
Total GF/non-GF	\$1,581,671	\$0	\$1,487,063	\$0
Program Total:	\$1,581,671		\$1,487,063	
Program FTE	11.00	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 2017: 15102 Domestic Violence Unit

1.00 FTE was transferred to program offer 15301.

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. A case in the MDT unit is often time-intensive.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of MDT cases reviewed*	284	170	305	299
Outcome	The number of dependency and criminal child abuse cases filed*	239	90	204	235
Outcome	The percent of successful prosecutions (resolved/issued) that kept children safe	94%	90%	89%	90%

Performance Measures Descriptions

*This is a new measure.

*This is an updated 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	2017	2017	2018	2018
Personnel	\$688,280	\$185,359	\$840,788	\$178,230
Contractual Services	\$35,500	\$709,653	\$33,400	\$632,028
Materials & Supplies	\$13,000	\$39,860	\$12,000	\$18,538
Internal Services	\$54,764	\$46,743	\$95,180	\$26,289
Total GF/non-GF	\$791,544	\$981,615	\$981,368	\$855,085
Program Total:	\$1,773,159		\$1,836,453	
Program FTE	3.97	2.00	4.58	2.00

Program Revenues				
Indirect for Dept. Admin	\$38,678	\$0	\$21,495	\$0
Intergovernmental	\$0	\$981,615	\$0	\$855,085
Total Revenue	\$38,678	\$981,615	\$21,495	\$855,085

Explanation of Revenues

\$855,085 State of Oregon - Child Abuse Mult-disciplinary Intervention (CAMI)

Significant Program Changes

Last Year this program was: FY 2017: 15103 MDT - Child Abuse Unit

Significant changes in this program area include the reduction of 0.28 FTE Deputy District Attorney due to reductions in state funding and 0.33 FTE transferred to this program from program offer 15307.

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 78% 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of families (cases) assisted each month	7,537	7,000	7,500	7,916
Outcome	Amount of child support collected	\$31M	\$31M	\$31M	\$31M
Efficiency	Percent of owed child support collected	78%	78%	78%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$553,906	\$2,086,703	\$612,997	\$1,990,051
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$38,097	\$0	\$38,097
Internal Services	\$100,890	\$467,013	\$173,540	\$582,305
Capital Outlay	\$0	\$0	\$11,220	\$21,780
Total GF/non-GF	\$654,796	\$2,601,813	\$797,757	\$2,642,233
Program Total:	\$3,256,609		\$3,439,990	
Program FTE	5.54	20.46	5.96	19.14

Program Revenues				
Indirect for Dept. Admin	\$264,176	\$0	\$239,998	\$0
Fees, Permits & Charges	\$0	\$30,955	\$0	\$30,941
Intergovernmental	\$0	\$2,510,655	\$0	\$2,611,292
Beginning Working Capital	\$0	\$60,203	\$0	\$0
Total Revenue	\$264,176	\$2,601,813	\$239,998	\$2,642,233

Explanation of Revenues

\$2,434,947 Federal Department of Justice through the Oregon Department of Justice
 \$207,286 State of Oregon

Significant Program Changes

Last Year this program was: FY 2017: 15104 Child Support Enforcement

Department: District Attorney **Program Contact:** Allen Vogt
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 15104-18 Child Support Enforcement
Program Characteristics:

Executive Summary

The City of Portland has notified MCDA of its intent to renovate the Portland Building, which houses Child Support Enforcement, IT, and Investigation staff. The program offer provides funding to cover moving and increased office leasing costs for the displaced employees beginning in November of 2017.

Program Summary

MCDA currently occupies 9,453 square feet of the 15th floor of the Portland Building. The Facilities and Property Management (FPM) section of Multnomah County's Department of County Assets is currently seeking alternative space.

FPM estimates moving costs of \$288,200 and an increase in leasing cost over that of the Portland Building of \$186,397 in FY2018. These cost will be partially covered by the State of Oregon's Department of Justice's Child Support Program which contracts with MCDA for the provision of Child Support Enforcement services in Multnomah County. This program offer includes the funds covered by the State of Oregon's Department of Justice's Child Support Program; General Fund moving costs are in program offer 15106B-18 Portland Building Relocation General Fund Costs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Square footage of office space leased				~9,450
Outcome	Number of employees relocated				24

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$0	\$0	\$0	\$148,022
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$0	\$148,022
Program Total:	\$0		\$148,022	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$148,022
Total Revenue	\$0	\$0	\$0	\$148,022

Explanation of Revenues

\$148,022 Federal Department of Justice through the Oregon Department of Justice

Significant Program Changes

Last Year this program was:



Program #15106B - Portland Building Relocation - General Fund Costs 4/11/2017

Department: District Attorney **Program Contact:** Allen Vogt
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 15106-18
Program Characteristics: One-Time-Only Request

Executive Summary

The City of Portland has notified MCDA of its intent to renovate the Portland Building, which houses Child Support Enforcement, IT, and Investigation staff. The program offer provides funding to cover moving and increased office leasing costs for the displaced employees beginning in in November of 2017.

Program Summary

MCDA currently occupies 9,453 square feet of the 15th floor of the Portland Building. The Facilities and Property Management (FPM) section of Multnomah County's Department of County Assets is currently seeking alternative space.

FPM estimates moving costs of \$288,200 and an increase in leasing cost over that of the Portland Building of \$186,397 in FY2018. These cost will be partially covered by the State of Oregon's Department of Justice's Child Support Program which contracts with MCDA for the provision of Child Support Enforcement services in Multnomah County; this program offer covers the General Fund portion of moving costs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$0	\$0	\$140,178	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$140,178	\$0
Program Total:	\$0		\$140,178	
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: 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.

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 Neighborhood DA Program, the Misdemeanor trial unit, and Intake.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases reviewed	12,199	18,000	11,542	9,680
Outcome	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases issued	9,493	6,235	8,213	6,554

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	2017	2017	2018	2018
Personnel	\$279,539	\$0	\$295,704	\$0
Contractual Services	\$12,000	\$0	\$6,700	\$0
Materials & Supplies	\$1,500	\$0	\$3,200	\$0
Internal Services	\$1,000	\$0	\$4,092	\$0
Total GF/non-GF	\$294,039	\$0	\$309,696	\$0
Program Total:	\$294,039		\$309,696	
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 2017: 15200 Division II Administration

Department: District Attorney **Program Contact:** Kirsten Snowden

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

Related Programs:
Program Characteristics:
Executive Summary

Felony Trial Unit C/Gangs prosecutes a variety of very serious and mid-level felony crimes including: homicides, robberies, weapons offenses, gang crimes, vehicular homicides and assaults, arson, residential burglaries and felony animal abuse. These crimes are predominantly person crimes, and many of the violent cases handled by this unit have long-lasting effects on the victimized community members. Last year this unit reviewed 970 cases.

Program Summary

This 11.5 FTE program (8.5 DDAs 3 support staff) works closely with federal, state and local law enforcement agencies to prosecute serious person and property crimes, including those cases involving homicides, vehicular assaults and homicides, crimes involving gangs, weapons possession by felons, arson, animal abuse, all degrees of robberies, and residential burglaries. Unit C/Gangs works cooperatively with state and local law enforcement agencies and community partners to target and reduce the instances of gang related crime through aggressive enforcement and prosecution. In the continuum of prosecution services, this unit prosecutes mostly high risk and some medium level offenders, and many cases handled in Unit C/Gangs have high visibility in the community. The program also works cooperatively with the Portland Police Bureau, Multnomah County Sheriff's Office, Gresham Police Bureau, and other local law enforcement agencies in the County to promote better case investigation and development by consulting with and training officers in the complex legal issues these cases present. Members of the unit are available to officers with questions 24 hours per day, 7 days per week. Additionally, the unit works with the Bureau of Alcohol, Tobacco and Firearms and the US Attorney's Office to reduce by vigorous prosecution the illegal use, possession and transfer of firearms. Hundreds of these weapons cases are handled annually, resulting in both state and federal prosecutions. A key goal to the Unit C/Gangs program is to make sure that offenders are held accountable for their criminal behavior and that the rights of victims are protected. The program seeks to hold offenders accountable for committing serious person and property crimes, and seeks to engage other community partners in reducing gang related violence and illegal activities in the schools and neighborhoods.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	751	800	740	740
Outcome	Cases Resolved	687	700	665	657

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$1,861,208	\$0	\$1,712,535	\$0
Contractual Services	\$26,900	\$0	\$42,100	\$0
Materials & Supplies	\$16,850	\$0	\$14,600	\$0
Internal Services	\$15,478	\$0	\$61,457	\$0
Total GF/non-GF	\$1,920,436	\$0	\$1,830,692	\$0
Program Total:	\$1,920,436		\$1,830,692	
Program FTE	11.50	0.00	11.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15201A Unit C/Gangs - Robbery, Weapons

Significant changes in this program area include the reduction of 0.50 FTE Deputy District Attorney to meet budgetary constraints.

Department: District Attorney **Program Contact:** Kirsten Snowden

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

Related Programs:
Program Characteristics:

Executive Summary

This 27-person program (11 DDAs, 16 Support Staff) holds offenders accountable by providing prosecution services for misdemeanor crimes. Intake attorneys review and issue charging documents on misdemeanor cases and directly respond to a variety of inquiries from members of the public regarding criminal law issues, and the criminal process in Multnomah County.

Program Summary

This program works collaboratively with the State courts and local law enforcement agencies to prosecute all misdemeanor crimes except those involving domestic violence. The attorneys assigned to Intake screen, issue or reject for prosecution misdemeanor offenses such as driving under the influence of intoxicants (DUI), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Intake attorneys also handle court appearances at the Justice Center including arraignments, DUI Diversion entries, Community Court and early resolution cases.

Cases involving non-violent offenders can also now be referred to the Community Courts located in downtown Portland and Gresham. These courts not only issue sanctions against offenders but also provide access to needed social services such as alcohol treatment, drug treatment and mental health services. With over 9,000 cases processed each year, the Community Courts offer a cost-effective collaboration between the state courts, prosecution and social service providers.

Attorneys assigned to the Misdemeanor Trial Unit prepare cases for trial and represent the State of Oregon in misdemeanor jury and bench trials. These attorneys also appear in court on other matters including pleas, sentencing's, probation violation hearings, and restitution hearings. Attorneys in the trial unit work collaboratively with the Neighborhood DA program by prosecuting their issued cases. Most non-violent offenders qualify for "Community Court" where they can earn a reduction or dismissal of their charges by giving back to local neighborhoods through community service while getting connected with needed social service programs. Offenders who decline or are ineligible for "Community Court" are prosecuted by the attorneys in the Misdemeanor Trial Unit. Because of the large volume of cases and the continued expansion of East County, prosecutors present cases to courts located in downtown Portland and also in Gresham.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	6,177	10,000	4,802	4,874
Outcome	Cases Resolved	5,546	8,500	5,635	5,198
Output	Cases Reviewed*	8,433	-	7,826	7,715

Performance Measures Descriptions

*This is a new measure.

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	2017	2017	2018	2018
Personnel	\$1,649,387	\$0	\$1,720,480	\$0
Contractual Services	\$3,700	\$0	\$7,500	\$0
Materials & Supplies	\$28,075	\$0	\$61,800	\$0
Internal Services	\$93,532	\$0	\$182,920	\$0
Total GF/non-GF	\$1,774,694	\$0	\$1,972,700	\$0
Program Total:	\$1,774,694		\$1,972,700	
Program FTE	15.00	0.00	15.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15202A Misdemeanor Trial Unit, Intake, Community

*This program has been split into 15202 Misdemeanor Trial Unit and 15204 Intake

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Neighborhood District Attorney Program is comprised of 7 neighborhood-based Deputy District Attorneys and 2 support staff who work directly with local individual citizens, community groups, neighborhood associations, business associations and law enforcement agencies in communities throughout Multnomah County to identify and develop strategies to combat quality of life crimes and improve neighborhood livability. NDAs also review and issue charging documents on misdemeanor cases throughout the county. Last year the program reviewed over 3,600 cases.

Program Summary

This nationally recognized model program engages a variety of community, business and law enforcement partners in identifying crime issues and developing strategies within a community to combat quality of life crime in neighborhoods throughout Multnomah County. The Neighborhood prosecutors are strategically located in East, North/Northeast, Central, Port of Portland and the Gresham police precincts, and the Rockwood and Albina neighborhoods and Tri-Met. Each Neighborhood District Attorney (NDA) is responsible for working with police, other government agencies, businesses and citizens to improve the quality of life in the areas they serve. This includes keeping police officers up to date on criminal law changes, making the criminal justice system user-friendly for responsible area businesses, marshaling prosecution resources to solve entrenched neighborhood problems, attending community meetings and providing legal tools for citizens and police to use to improve their quality of life, such as collaborating on partnership agreements, business trespass agreements, homeless issues, diversion programs, innovative gang interventions, focused prosecutions and involving citizens to obtain search warrants to close neighborhood drug houses.

Specialized prosecutors are contracted with Lloyd Business District and Tri-Met to prosecute crimes and solve crime problems specific to those entities. There is also one additional prosecutor in the North/Northeast area assigned to coordinate county-wide misdemeanor gang prosecutions and probation with the Portland Police and Multnomah County Circuit Court in an effort to have these emerging gang members mentored by area pastors and community leaders. In addition the program issues approximately one half of all misdemeanors processed by the office, including quality-of-life misdemeanors such as drinking, camping, graffiti, drugs and prostitution.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	11,910	9,586	6,548	5,968
Outcome	Neighborhood DAs problem solving contacts: citizens, law enforcement, businesses, and neighborhood assocs.	17,878	29,500	18,844	22,081

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$1,137,819	\$323,430	\$1,174,099	\$360,243
Contractual Services	\$150	\$0	\$200	\$0
Materials & Supplies	\$15,500	\$25,138	\$11,700	\$0
Internal Services	\$12,262	\$7,302	\$78,108	\$0
Total GF/non-GF	\$1,165,731	\$355,870	\$1,264,107	\$360,243
Program Total:	\$1,521,601		\$1,624,350	
Program FTE	7.28	1.72	7.17	1.83

Program Revenues				
Indirect for Dept. Admin	\$6,042	\$0	\$0	\$0
Intergovernmental	\$0	\$55,021	\$0	\$57,696
Other / Miscellaneous	\$28,000	\$300,849	\$50,000	\$302,547
Total Revenue	\$34,042	\$355,870	\$50,000	\$360,243

Explanation of Revenues

\$57,696 City of Portland (Bureau of Justice Assistance)
 \$75,000 Lloyd Business District
 \$227,547 Trimet
 \$50,000 General Fund - SBAD Contract

Significant Program Changes

Last Year this program was: FY 2017: 15203 Neighborhood DA Program

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Misdemeanor Intake Unit reviews cases and determines whether or not criminal charges will be issued.

Program Summary

Responsible for reviewing misdemeanor custody, citation and direct present cases for legal sufficiency and determination as to whether or not criminal charges will be issued. Intake attorneys and certified law students staff two court rooms in the justice center: JC 1 Community Court and JC 4 Misdemeanor Arraignments. Additionally, Intake staffs court hearing related to DUII diversion to include filing show cause motions when a defendant violates the requirements of diversion. Intake also receives reviews and litigates motions to reinstate driving privileges.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued*	825	-	862	789
Outcome	Cases Resolved*	962	-	982	898
Output	Cases Reviewed*	638	-	641	524

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$815,247	\$0	\$866,303	\$0
Contractual Services	\$26,000	\$0	\$27,100	\$0
Materials & Supplies	\$52,950	\$0	\$23,100	\$0
Internal Services	\$75,801	\$0	\$154,058	\$0
Total GF/non-GF	\$969,998	\$0	\$1,070,561	\$0
Program Total:	\$969,998		\$1,070,561	
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 2017: 15202A Misdemeanor Trial Unit, Intake, Community

*This program was previously included in the 15202 Misdemeanor Trial Unit program offer.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	5,352	5,000	4,550	4,275
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	3,849	3,500	3,321	3,250
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved*	3,619	3,200	3,102	3,033

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	2017	2017	2018	2018
Personnel	\$279,539	\$0	\$295,704	\$0
Materials & Supplies	\$5,100	\$0	\$6,800	\$0
Internal Services	\$1,122	\$0	\$4,022	\$0
Total GF/non-GF	\$285,761	\$0	\$306,526	\$0
Program Total:	\$285,761		\$306,526	
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 2017: 15300 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 houses 8.5 DDAs. Unit A 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, 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 component in 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. This past year, the START program served 42 cases through Unit A.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	1,155	1,100	957	894
Outcome	Cases Resolved	1,107	1,050	797	712

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.

*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	2017	2017	2018	2018
Personnel	\$1,871,729	\$70,748	\$1,871,932	\$70,739
Contractual Services	\$12,700	\$0	\$6,900	\$0
Materials & Supplies	\$15,450	\$0	\$18,500	\$0
Internal Services	\$7,300	\$0	\$59,875	\$0
Total GF/non-GF	\$1,907,179	\$70,748	\$1,957,207	\$70,739
Program Total:	\$1,977,927		\$2,027,946	
Program FTE	13.83	0.67	13.88	0.62

Program Revenues				
Intergovernmental	\$0	\$70,748	\$0	\$70,739
Total Revenue	\$0	\$70,748	\$0	\$70,739

Explanation of Revenues

\$70,739 State of Oregon - Criminal Justice Commission - Success Through Accountability, Restitution, and Treatment (START)

Significant Program Changes

Last Year this program was: FY 2017: 15301A Unit A - Property Crimes

Last year this program was: FY 2017: 15301A Unit A - Property Crimes, FY2017: 15301B Unit A - Deputy District Attorney (0.50 FTE).

Significant changes in this program area include the reduction of 1.00 FTE Deputy District Attorney to meet budgetary constraints and 1.00 FTE transferred to this program from program offer 15102.

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Felony Trial Unit B holds offenders accountable by prosecuting human trafficking cases and drug cases involving: manufacturing, distribution and possession of controlled substances; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. Unit B works closely with local law enforcement to identify and clean areas within the County that have a high level of drug activity, and supports and promotes programs designed for the effective treatment of drug addiction.

Program Summary

This 5-DDA program engages in the review and prosecution of cases involving drug and vice crimes such as the manufacture, distribution and possession of controlled substances; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. This program has a key role in the local drug control strategy of reducing the supply of drugs through aggressive enforcement and prosecution. The program works cooperatively with other state and local and federal law enforcement agencies and the Department of Community Justice and the Courts, to reduce the demand for illegal drugs by requiring offenders to enter into mandatory treatment programs and drug courts.

This program stands as the gatekeeper for holding offenders accountable, improving social conditions by requiring addiction treatment, reducing illegal drug activity in our schools and helping to support the cost of local drug treatment programs. In the continuum of prosecution services, this unit prosecutes low, mid-level and high-level offenders and is key to making sure that offenders are held accountable for their criminal behavior. This program responds, investigates, and reviews drug overdose death cases and prosecutes offenders responsible for drug related deaths where appropriate. The program has direct responsibility for the Human Trafficking Unit (10 staff) and serves on the Domestic Violence Fatality Review Team and the Sexual Assault Response Team.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	1,596	1,650	1,303	1,435
Outcome	Cases Resolved	1,525	1,550	1,111	1,354
Output	Cases Reviewed*	1,526	-	1,363	1,200

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	2017	2017	2018	2018
Personnel	\$1,330,270	\$48,552	\$1,339,248	\$0
Contractual Services	\$500	\$0	\$1,600	\$0
Materials & Supplies	\$14,770	\$0	\$14,300	\$5,838
Internal Services	\$12,677	\$2,428	\$42,909	\$0
Total GF/non-GF	\$1,358,217	\$50,980	\$1,398,057	\$5,838
Program Total:	\$1,409,197		\$1,403,895	
Program FTE	9.70	0.30	9.72	0.00

Program Revenues				
Indirect for Dept. Admin	\$2,009	\$0	\$0	\$0
Intergovernmental	\$0	\$50,980	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$5,838
Total Revenue	\$2,009	\$50,980	\$0	\$5,838

Explanation of Revenues

Federal Equitable Sharing Funds - \$5,838

Significant Program Changes

Last Year this program was: FY 2017: 15302A Unit B - Drugs/Vice

Program includes Human trafficking unit that was housed in the Domestic Violence Unit in FY2017.

Department: District Attorney**Program Contact:** Don Rees**Program Offer Type:** Existing Operating Program**Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:**

Executive Summary

Felony Trial Unit D prosecutes cases involving violent person crimes such as aggravated murder, other types of homicide, aggravated assault, rape, kidnap, sex offenses, attempted murder, compelling prostitution and official misconduct. These cases involve some of the most serious or highest level offenders and some medium level offenders.

Program Summary

This 6-DDA program works in close cooperation with federal, state and local law enforcement agencies to prosecute some of the most serious crimes that occur in Multnomah County. The program is a key partner in the East County Major Crimes Unit which target and respond to the most serious crimes and serves the East County communities. The program protects the public and holds offenders accountable through the prosecution of crimes involving aggravated murder, other types of homicide, aggravated assault, rape, kidnap, sex offenses, attempted murder and compelling prostitution. In cooperation with a variety of law enforcement and other agencies, this program investigates and, when appropriate, prosecutes cases involving official misconduct of public officials. The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding high and medium level offenders accountable for committing serious person crimes or official misconduct.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	346	380	286	381
Outcome	Cases Resolved	295	375	226	347

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$1,096,630	\$0	\$1,139,037	\$0
Contractual Services	\$22,200	\$0	\$14,800	\$0
Materials & Supplies	\$13,900	\$0	\$18,000	\$0
Internal Services	\$13,177	\$0	\$38,920	\$0
Total GF/non-GF	\$1,145,907	\$0	\$1,210,757	\$0
Program Total:	\$1,145,907		\$1,210,757	
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 2017: 15304 Unit D - Violent Person Crimes

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Pre-Trial unit coordinates the following for the District Attorney's Office: judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

Program Summary

This 3-DDA program provides a variety of important functions within the District Attorney's office including felony arraignment court appearances, civil litigation, post-conviction relief and appeals. The pre-trial unit also works with the Governor's office in fugitive and extradition matters. All public records request are reviewed by the Pre-Trial department. The program also provides administration for the Grand Jury which meets to review evidence on felony criminal cases to determine if an indictment should be issued. For people who qualify, this program provides a process for the expungement of records.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	245	275	149	238
Outcome	Cases Reviewed*	248	-	197	230
Outcome	Cases Resolved	219	360	178	218

Performance Measures Descriptions

*This is a new measure.

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	2017	2017	2018	2018
Personnel	\$1,203,985	\$0	\$1,153,614	\$0
Materials & Supplies	\$12,300	\$0	\$9,700	\$0
Internal Services	\$9,000	\$0	\$52,686	\$0
Total GF/non-GF	\$1,225,285	\$0	\$1,216,000	\$0
Program Total:	\$1,225,285		\$1,216,000	
Program FTE	10.00	0.00	9.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15305 Pre-Trial Unit

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The program includes responsibilities which represent a new approach to criminal justice placing the district attorney in the lead of review of claims of actual innocence and wrongful conviction. The program expands upon this cutting edge approach to criminal justice by utilizing this Deputy District Attorney as the office resource for professional training and developing critical internal office case handling "best practices", ethics and avoidance of repeating past mistakes. The program places the Post-Conviction Deputy at the center of significant post-conviction related office analysis and

Program Summary

The program represents a first for Oregon and one of only a limited number of such programs in the nation. When responding to a claim of actual innocence or wrongful conviction, case review requires thorough, committed and unrelenting effort. These challenges have involved cases some of which date from the 1980's and 1990's. This post-conviction review is complicated by the passage of time including obtaining old archival records, retention and storage of evidence, as well identifying and contacting original law enforcement investigators, victims, witnesses. This case review also requires analysis of past litigation, including trial transcripts, appeal briefs and state or federal post-conviction challenges. Finally, these cases are challenging to determine the availability and significance of potential new forensic testing including DNA , as well, the significance of past and present laws.

In addition, the program deputy is responsible for additional post-conviction case support including liaison to the Governor when the office responds to petitions for Executive Clemency, liaison with the Oregon Board of Parole for purposes of Murder review, Exit interview and Dangerous Offender release hearings, , liaison to the Oregon Department of Justice in its response to Oregon statute based petitions for Post-Conviction Relief and federal petitions for Habeas Corpus relief, hearings before the Psychiatric Security Review Board (PSRB) matter to determine whether a person found Guilty but Insane should continue to be subject to PSRB supervision or discharge.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	PSRB cases reviewed	192	240	100	80
Outcome	PSRB cases actively pursued	162	190	80	60

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$220,458	\$0	\$227,547	\$0
Materials & Supplies	\$2,150	\$0	\$1,600	\$0
Internal Services	\$500	\$0	\$3,682	\$0
Total GF/non-GF	\$223,108	\$0	\$232,829	\$0
Program Total:	\$223,108		\$232,829	
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 2017: 15306 Post Conviction Program

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$191,861	\$0	\$80,762
Contractual Services	\$0	\$1,496,938	\$0	\$1,132,147
Internal Services	\$0	\$19,570	\$3,217	\$8,238
Total GF/non-GF	\$0	\$1,708,369	\$3,217	\$1,221,147
Program Total:	\$1,708,369		\$1,224,364	
Program FTE	0.00	1.00	0.00	0.41

Program Revenues				
Indirect for Dept. Admin	\$16,193	\$0	\$6,065	\$0
Intergovernmental	\$0	\$1,708,369	\$0	\$1,221,147
Total Revenue	\$16,193	\$1,708,369	\$6,065	\$1,221,147

Explanation of Revenues

\$1,132,147 District Attorney of New York (DANY)
 \$89,000 Bureau of Justice Assistance (SAKI)

Significant Program Changes

Last Year this program was: FY 2017: 15307 Sexual Assault Kit Backlog Elimination Project

Department: District Attorney

Program Contact: Paul Weatheroy

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The District Attorney's Chief Investigator provides leadership, policy direction, long and short range planning as well as daily operational oversight for Division IV. This Division is responsible for protecting victims of crime, which includes the most vulnerable persons in Multnomah County. The Chief Investigator is dedicated to public service and community outreach. The Chief Investigator creates and develops partnerships with local, state, federal law enforcement, other government and community organizations throughout the County. This division includes a staff of ten investigators.

Program Summary

The Chief Investigator, Division IV, is a member of senior management with specific division level responsibilities. This position provides direct oversight for ten DA Investigators and the Victims Assistance Program, comprised of 15 Victim Advocates, plus approximately 90 Sexual Assault Volunteer Advocates (SAVA).

The Chief Investigator provides leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division which directly affects the lives and safety of children, teens, families, LGBT, homeless and other vulnerable populations that have been victims in Multnomah County. Division IV investigators perform duties which include conducting interviews, processing evidence, locating witnesses, and other critical tasks needed to support Deputy District Attorneys and to help them protect the community and hold defendants accountable.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of victim's utilizing victims assistance programs*	1,464	2,500	1,386	1,262
Outcome	Subpoenas served through Investigations*	4,284	3,500	3,176	4,516

Performance Measures Descriptions

*This is a new measure.

*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	2017	2017	2018	2018
Personnel	\$156,066	\$0	\$171,305	\$0
Materials & Supplies	\$0	\$0	\$3,440	\$0
Internal Services	\$0	\$0	\$14,406	\$0
Total GF/non-GF	\$156,066	\$0	\$189,151	\$0
Program Total:	\$156,066		\$189,151	
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:

*This is a new division for the fiscal year. It includes 15401 Victims Assistance Program and 15402 Investigations. The Victim Assistance Program was previously housed within the Administration Division while the Investigation Program was located within Division 2.

Department:	District Attorney	Program Contact:	Paul Weatheroy
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	15401B - Victim Assistance Program		
Program Characteristics:			

Executive Summary

The primary goal of the Victim Assistance and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. To this end, it is the philosophy of the office that every effort be made to maximize victim involvement at every possible stage of a criminal case, and assure the rights of crime victims by investigating the economic loss to victims and ensuring that losses are accurately presented in court.

Program Summary

Victim Advocates work directly with crime victims to explain the criminal justice system, including what rights are available to them; provide court accompaniment; offer referral information to appropriate community services and guide victims through the prosecution process.

The program also provides 24-hour on-call response to victims of sexual assault. We carry out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service is then followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

Currently there is an enhanced focus on improving all aspects of obtaining restitution for victims of crime. As a result of this focus impressive improvements have been made, and other possibilities for improvement are being studied. Last year, the Restitution Recovery Program assisted 2,500 victims, and helped victims claim \$7,000,000 in restitution.

All victims of crimes being prosecuted by the District Attorney's Office receive information about their rights as victims, an opportunity to submit information about their losses for restitution, and notification letters on the case status and disposition.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	The number of cases assigned a victim advocate for the assistance of the crime victim	1,464	2,500	1,386	1,262
Outcome	Number of court appearances attended to support the victim	1,103	1,500	1,978	2,018

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$537,372	\$944,754	\$656,140	\$884,852
Contractual Services	\$0	\$0	\$500	\$27,574
Materials & Supplies	\$28,600	\$72,864	\$20,700	\$12,775
Internal Services	\$30,427	\$96,826	\$82,305	\$130,515
Total GF/non-GF	\$596,399	\$1,114,444	\$759,645	\$1,055,716
Program Total:	\$1,710,843		\$1,815,361	
Program FTE	6.13	10.87	6.62	9.88

Program Revenues				
Indirect for Dept. Admin	\$80,116	\$0	\$106,713	\$0
Intergovernmental	\$0	\$1,114,444	\$0	\$1,050,716
Other / Miscellaneous	\$0	\$0	\$0	\$1,000
Beginning Working Capital	\$0	\$0	\$0	\$4,000
Total Revenue	\$80,116	\$1,114,444	\$106,713	\$1,055,716

Explanation of Revenues

\$471,893 Criminal Fine Account (CFAA)
 \$578,823 Victims of Crime Act (VOCA)
 \$5,000 Restitution ordered by the Court

Significant Program Changes

Last Year this program was: FY 2017: 15005 Victims Assistance Program

This program has been moved to be under the new Division IV's administration. Significant changes in this program area include the reduction of 1.00 FTE Deputy District Attorney due to reductions in state funding.

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Investigation unit provides case specific felony investigation, evidence gathering, witness interviews and transport, subpoena service and other trial assistance.

Program Summary

The Investigations unit works closely and in cooperation with federal, state and local law enforcement agencies and Deputy District Attorneys to provide investigation services on high, medium and low level felony cases. With a combination of District Attorney Investigators and Investigators assigned to the office from the Portland Police Bureau, the program provides case specific evidence gathering and evaluation, witness interviews and transport for testimony, background investigations and service of subpoenas that compel witness appearance. Investigations are a crucial and integral part of the prosecution of all felony cases. The Investigations program works to assist in holding offenders accountable by effective and aggressive prosecution.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Subpoenas Issued	6,072	5,750	5,496	4,401
Outcome	Subpoenas Served	4,284	3,500	3,176	4,516

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$268,807	\$53,630	\$282,801	\$387,120
Contractual Services	\$34,000	\$0	\$0	\$0
Materials & Supplies	\$29,500	\$0	\$23,060	\$0
Internal Services	\$97,770	\$0	\$75,043	\$55,380
Total GF/non-GF	\$430,077	\$53,630	\$380,904	\$442,500
Program Total:	\$483,707		\$823,404	
Program FTE	2.51	0.49	2.53	3.47

Program Revenues				
Intergovernmental	\$0	\$53,630	\$0	\$442,500
Total Revenue	\$0	\$53,630	\$0	\$442,500

Explanation of Revenues

\$388,362 City of Portland
 \$54,138 City of Gresham

Significant Program Changes

Last Year this program was: FY 2017: 15204 Investigations

Prior to FY2018, the City of Portland housed three Investigators employed by the Portland Police at MCDA offices to perform subpoena services. In FY2017, in order to assist with hiring challenges at PPB, the City of Portland contracted with MCDA to provide those subpoena services, resulting in the increase in contract revenue and headcount in FY2018.

*This program has been moved from Division I to Division IV's administration.

Department Overview

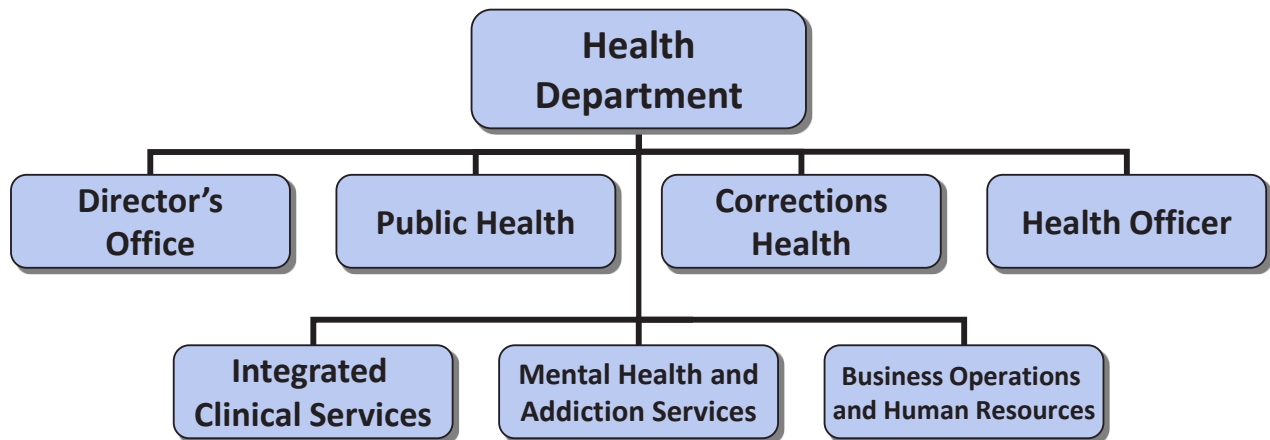
The Health Department’s vision ‘Healthy People in Healthy Communities’ guides our work.

The Department has six broad goals:

- 1) Effectively position Multnomah County Health Department as a trusted partner to state/local officials for assessment, policy development and long-range planning;
- 2) Develop a finance strategy to preserve critical services and support infrastructure for improved health outcomes;
- 3) Fundamentally change the way we do our work to challenge embedded internal and external structures that contribute to inequity;
- 4) Genuinely engage with communities and staff to drive positive changes;
- 5) Recruit, retain and promote a diverse, inclusive and high performing workforce;
- 6) Increase our effectiveness and reduce duplication across service areas.

To achieve these six goals, the Department uses the key strategies of:

- 1) Influencing federal, state, and local officials to address community health priorities in planning, policy development, financing, and legislation;
- 2) Prioritizing investments in programs and infrastructure that improve health outcomes and health equity;
- 3) Integrating the preliminary steps of trauma- and equity-informed practices across our organization;
- 4) Partnering with our diverse communities to identify, evaluate, and communicate the health equity impacts of public policies;
- 5) Including employee voices in strategy, policy, and decision-making;
- 6) Developing a diversity-focused succession plan that recognizes and invests in the talent and potential of employees at all levels of our organization;
- 7) Strengthening the skill of managers and supervisors to lead with intention, transparency, and inclusion;
- 8) Evaluating current processes and services to identify and address duplication;
- 9) Leveraging technology to drive innovation, efficiency and cost savings.



Budget Overview

The FY 2018 Health Department Proposed budget is \$305.2 million which represents a 9% decrease from the FY 2017 Adopted budget. The County General Fund contributes \$136.7 million, or 45% of the total. Traditional General Fund dollars make up 67% of these revenues, while Medicaid and Federally Qualified Health Center (FQHC) Alternative Payment Method funds contribute an additional \$45.5 million. The remainder of the Health budget (\$168.5 million) comes from Federal and State revenue, Medicaid (by way of Health Share of Oregon), and other medical fee revenue.

The reductions in the Health budget are driven by budget cuts at the State and Federal level, and lower than expected revenues in the clinical system. The majority of FTE reductions derive from cutting seven clinical provider teams and the associated support staff. The Health FY 2018 budget includes program offers 40051D and 40096, which increase clinical capacity in the Corrections Health system to better meet the needs of incarcerated individuals.

The FY 2018 Health General Fund allocation contains \$1.7 million in additional ongoing funding for the following new program offers:

- Corrections Health MCIJ Supplemental Staffing (40051D) \$253,167
- Overdose Prevention Strategy (40061B) \$211,078
- Crisis Service Current Capacity Funding (40069B) \$631,543
- Suppl. Case Mgt & Psychiatric Consultation Services (40082B) \$295,572
- MCDC Intake, Reception & Mental Health Staffing (40096) \$335,868

The FY 2018 Health General Fund allocation includes \$3.0 million in one-time-only funding. The one-time-only funding is allocated to five program offers and funds 5.20 FTE. A list of programs funded one-time-only can be found on page 21 of the Budget Director's Message.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	1,387.16	1,515.91	1,493.23	1,384.43	(108.80)
Personnel Services	\$151,860,556	\$173,974,815	\$171,605,696	\$165,791,112	(\$5,814,584)
Contractual Services	119,435,273	107,169,789	106,343,538	77,258,199	(29,085,339)
Materials & Supplies	23,013,332	22,110,797	21,994,692	24,577,018	2,582,326
Internal Services	41,143,964	35,698,153	35,536,451	37,451,767	1,915,316
Capital Outlay	<u>174,618</u>	<u>644,458</u>	<u>644,458</u>	<u>154,458</u>	<u>(490,000)</u>
Total Costs	\$335,627,743	\$339,598,012	\$336,124,835	\$305,232,554	(30,892,281)

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

Successes and Challenges

The Department is providing critical services to a very diverse population across our whole community including:

- Primary care, pharmacy, and dental care services that provide care for an extremely diverse patient population across seven primary care clinics (most with dental services), one HIV specialty primary care clinic, 14 School Based Health Centers, and one dental clinic attached to Central City Concern's primary care clinic.
- Health care and behavioral health care for all individuals housed in the county's two jails and one juvenile detention facility.
- Mental health crisis services, school based mental health and suicide prevention services available to the whole community.
- Specialized mental health services for the seriously mentally ill, specifically strategies to help mentally ill individuals in the criminal justice system.
- Managing the broad range of mental health and addiction services available to the people living in Multnomah County insured by the Oregon Health Plan.
- Protecting the environmental health of our community including addressing lead in water, restaurant inspection, healthy homes, and the spread of disease.
- Monitoring and treating communicable and sexually transmitted diseases.
- Promoting healthy behaviors, safe and healthy environments and social norms for all people, particularly people with the worst health outcomes.
- Creating a comprehensive five-year Community Health Improvement Plan to address racial and ethnic health disparities in Multnomah County.

The Department faces significant funding challenges for the foreseeable future. After a period of health care expansion funding from the federal government is in question and state resources are flat or declining. While demand for mental health services remains high our funding is falling short of demand. The County's clinical system continues to experience fluctuation in revenue. This next year, the system must right size our service mix to match demand and revenue. The possibility of repeal of the Affordable Care Act Medicaid expansion makes planning for future health care services difficult.

Services to people held in our jails and juvenile detention facilities are a critical part of the safety net we provide to the community. These services are funded completely by County General Funds. The department is reviewing staffing levels and management structure given the need. Corrections health will continue to balance staffing, structure and cultural changes to provide the best services within our resources.

State and federal funding for public health services is declining at a time when interest in addressing community wide population health is rising. The Department will continue to focus on core services and reach out to community partners to build community capacity to address public health needs.

Diversity and Equity

Diversity and equity efforts are fundamental to our work. The department serves an incredibly diverse population and continues to expand recruitment efforts to hire the most diverse work force in the county. The department offers staff a broad range of training to enable staff to best serve a diverse population. Just a few examples of our culturally specific programs include:

- Racial and Ethnic Approaches to Community Health (REACH) is a federally funded effort to address smoking cessation and healthy food access for the African American community, and those in Portland’s poorest zip codes.
- Healthy Birth Initiative (HBI) builds community capacity to support African American families to have healthy babies. HBI addresses infant mortality in the African American community where in Multnomah County African American babies are 2.5 times more likely to die at birth than white babies.
- Culturally-Specific Mental Health Services for five communities of color, creating increased engagement and higher treatment completion rates.
- Nursing and Behavioral Health support Head Start to foster early school success.
- Culturally- and linguistically-specific School Based Mental Health counselors at schools with large populations of youth of color.
- An Adolescent Health and Teen Pregnancy Prevention grant helping prevent unintended pregnancies in the African American, Latino, and Native American communities.
- Refugee and Immigrant Health Services targeted at creating trust, access to care and communication with immigrant and refugee communities.
- Latina Maternal Medical Home funded by a CareOregon grant to create an integrated, culturally specific pre-and post-natal experience for Latinas, to promote better birth outcomes and early childhood development.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$988,607	\$0	\$988,607	3.00
Health Officer	5,815,856	2,282,052	8,097,908	36.25
Public Health	28,186,304	27,155,602	55,341,906	313.92
Integrated Clinical Services	47,896,673	62,187,656	110,084,329	588.50
Business Operations and Human Resources	15,692,833	0	15,692,833	95.90
Corrections Health	17,942,512	0	17,942,512	110.10
Mental Health and Addiction Services	<u>20,164,948</u>	<u>76,919,511</u>	<u>97,084,459</u>	<u>236.76</u>
Total Health Department	\$136,687,733	\$168,544,821	\$305,232,554	1,384.43

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 1,300 employees, and is responsible for more than \$300 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 Operations, 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 of Oregon statutes. The Health Officer supervises deputy health officers for Multnomah, Clackamas and Washington counties to improve the consistency of public health service in the Tri-County area and to ensure consistent public health physician input on regional issues including health reform, environmental health, communicable diseases and emergency preparedness.

The Emergency Medical Services program coordinates, regulates and works to improve the quality of pre-hospital medical services for people experiencing an emergency; the EMS Medical Director provides 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 program is responsible for establishing the causes and manner of death under special circumstances in the County.

Significant Changes

The Board of County Commissioners approved an updated Ambulance Service Plan in December 2016. A contractor was retained in FY 2017, to provide a system analysis and to help develop RFP specifications. With one-time-only funding in FY 2018, the contractor will help develop scoring criteria, organize a panel to review proposals, and help in finalizing the new contract. Then an RFP for a contract anticipated to begin in FY 2019 will be released.

The Health Officer program anticipates extending its contract with Clackamas and Washington counties for Deputy Health Officer services. The Multnomah County Health Officer leads a regional coalition to prevent opioid overdose with funding support from the CDC and OHA.

Public Health

The Public Health Division is statutorily responsible for promoting and protecting health, and preventing diseases in Multnomah County's diverse communities. The division is guided by public health science, demonstrated best practices, and community driven solutions, which include the Multnomah County Public Health Advisory Board and Community Health Improvement Plan. These drivers enable the division to address inequities by incorporating community voice and culturally specific approaches alongside assessment, evaluation, research, population health monitoring, and disease investigation.

Major investments include the following core public health functions:

1) Communicable Disease Control fulfills the mandate to limit the spread of reportable communicable diseases, including sexually transmitted diseases, through outbreak investigation; immunizations; harm reduction; and specialty clinical services. 2) Environmental Health protects the safety of residents by inspecting licensed facilities; monitoring mosquitoes and other vectors; and assuring healthy environments through tobacco retail licensing, lead poisoning prevention, and air quality monitoring. 3) Prevention & Health Promotion addresses health, developmental and nutritional needs of low-income families with infants/children; promotes healthy life choices among teens through sexuality education and youth violence prevention; reduces documented inequities by building community partnerships and capacity to improve population health; and implements culturally specific programming and strategies to improve maternal/child health and prevent chronic disease.

Significant Changes

For FY 2018, the WIC program is requesting one-time-only funding for a program redesign. The redesign improvement process includes identification of equity and place-based strategies and partnership service provision in areas of highest need to increase caseloads and improve client health outcomes. Currently, the Women, Infants and Children Program (WIC) serves approximately 16,000 pregnant women and mothers, and their infants and young children per month with healthful foods, nutrition education and breastfeeding support.

Ongoing support for the Overdose Prevention Strategy program will maintain our commitment to overdose response training and naloxone distribution. Naloxone is a prescription medication that reverses opiate overdoses. From 2002-2012, heroin overdose deaths in Oregon increased 46%; Multnomah County accounted for 50-70% of deaths. In 2013, naloxone training began at local syringe exchange sites and heroin deaths dropped 30%. In 2014, for the first time, more of Oregon's heroin deaths happened outside of the county. Naloxone saves lives and is a key component to a comprehensive regional, statewide, and national strategy to address the opiate epidemic.

Finally, notification of continued federal funding of the Racial and Ethnic Approaches to African American Health (REACH) program means the program will continue in FY 2018.

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 and operational efficiencies, and maximizes opportunities with grants and programs for special populations.

Clinical services are provided in eight primary care clinic sites. Oral health and prevention services located at six dental sites provide much needed access to dental care for children and adults. The School and Community Oral Health program provide exams and/or sealants to over 1,500 school children. School Based Health clinics (SBHC) provide primary care services to patients in the schools and surrounding community.

In calendar year 2016, ICS provided medical or dental services to approximately 71,000 of Multnomah County's most vulnerable residents.

Significant Changes

North Portland Health Center remodeling plans are in the final stages with ground-breaking anticipated summer 2017. One-time-only capital for construction will add medical exam rooms, move pharmacy to the second floor and add dental operatories for a dental clinic. The work will be phased so that the clinic can remain operational during construction.

Analysis of the SBHC program showed a decreased need for services in North and Northeast Portland. To assure equitable resource allocation, the Grant SBHC will close in June 2016. A growing need for SBHC services in East County offers a new opportunity to serve students in the future.

ICS continues to innovate services to meet the increased need and demands of health system reform. To increase access (maximizing care appointments available) Dental Services piloted Advanced Access scheduling. Clients may book appointments within 2-4 weeks of their preferred time. Early results show easier access to appointments and a reduced backlog. In the past few years, Primary Care has been expanding to meet the needs of the Medicaid population. In the coming year, clinics are taking a close look to see if current capacity exceeds the demand for primary care services. The proposed budget includes a reduction in provider teams across several clinics.

Our clients continue to represent our diverse community, with approximately 44% indicating they are best served in a language other than English. Our health centers serve clients speaking over 100 different languages.

Business Operations Human Resources

Business Operations provides leadership, policy and strategic direction to the Health Department . This division includes Workforce Development, Human Resources and Training for more than 1,300 full and part-time employees. The Budget, Accounting, Medical Accounts Receivable and Contracting services manage a budget of over \$300 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 and maintenance of the strategic plan, communications, and priority setting for IT and data resources.

Human Resources/Training & Workforce Development Group provides guidance and consultation in administrative procedures, recruitment, employee/labor relations, Class Comp, management competencies, personnel policies and labor contract interpretation, training facilitation, employee/ leadership development and legal compliance.

Business Operations is responsible for accounting, financial reporting, budget development and monitoring, medical account services, contracts and purchasing.

Significant Changes

Health care 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. The Health Department is expanding its recruitment efforts, with the goal of increasing the diversity of our hires at all levels of the organization.

Corrections Health

Corrections Health meets national standards that assure access to care and safeguard the health of those who are in detention in the Multnomah County Detention Center (MCDC), the Multnomah County Inverness Jail (MCIJ) and youth in the Donald E. Long Home.

In the adult facilities, staff provide around-the-clock health evaluation, illness identification and treatment services for over 36,000 adults each year. Over 50% have serious, unstable and/or chronic health conditions, such as diabetes, kidney failure, infections, alcohol/drug withdrawal and major mental/behavioral illnesses. The vast majority of detainees return to their communities, so improvement of their health in the detention settings also improves the health of their families and the community. Stabilization of substance use and behavioral health conditions allows detainees to more fully participate in their legal cases, which protects their constitutional rights and promotes a more efficient judicial process.

At the juvenile facility, licensed nursing staff provide services 16 hours per day, including screening, symptom evaluation and treatment for over 2,000 youth per year. More than one third of youth receive mental health treatment. Diagnosis and treatment of sexually transmitted diseases (STD) continues to be a focus to improve the health of the youth as well as that of the community.

Significant Changes

In FY 2017 the Board requested an assessment of personnel needs at Multnomah County Inverness Jail (MCIJ) and a proposal for how to improve Correction Health's operations at MCIJ, with the goals of balancing workloads among shifts, improving the quality of clinical services, and improving employee morale. Briefings were provided outlining a request to add Community Health Nurses and a Medication Aide. A contingency transfer was approved in FY 2017 and on-going funding in FY 2018 will keep the staffing changes in place.

Also, additional mental health and medical staffing at the Multnomah County Detention Center will allow for more rapid mental health assessments at MCDC booking and reception. Corrections Health provides round-the-clock mental health support to over 1,100 detainees of the Multnomah County jails. Corrections Health nurses provides over 1,800 intake screenings to incoming detainees each month. Thirty percent of those incoming detainees had identified serious mental health issues, often with concurrent substance use concerns.

Mental Health and Addiction Services

Multnomah County Mental Health and Addiction Services Division (MHASD) aims to enhance and maintain high-quality, accessible, and culturally appropriate systems of care for children, youth and adults with mental illnesses and emotional and addictive disorders.

Through consumer-driven, culturally responsive and evidence-based practices, MHASD serves all county residents as a public safety net, regardless of their insurance, income or cultural experience. The division prioritizes services that are culturally appropriate and supported by peers with lived experience.

As a subcontractor of Health Share of Oregon, MHASD manages the mental health benefit of more than 113,000 Oregon Health Plan members in our county. Over 40,000 individuals received treatment services from the system in Fiscal Year 2016.

MHASD offers community prevention and early intervention programs for all county residents through the Early Childhood, Early Assessment and Support Alliance and Mental Health First Aid programs. In FY 2017, the division trained 775 residents to identify and respond to signs of suicide and/or mental health crises, leading in a regional effort to raise awareness about mental health.

Significant Changes

- 1) Mental Health and Addiction Services Division operates a 24-hour, 365-day-a-year behavioral health emergency crisis response system, including crisis hotline, mobile crisis outreach and walk-in clinic. State funding reductions in 2012 have threatened to destabilize the system. This budget will keep current service capacity whole while we continue to evaluate the service continuum.
- 2) This budget also includes increases the funding for residents experiencing severe mental illness who are uninsured. The goal of the new one-time-only funding is to ensure that residents who have been incarcerated or hospitalized receive community-based treatment.
- 3) Law Enforcement Assisted Diversion (LEAD) is a new innovative pilot program developed to address low-level drug street crime in downtown Portland. The goal of LEAD is to improve community health and safety by using a harm reduction and assertive engagement model and coordinating with law enforcement. LEAD started in 2017 and will continue in FY 2018.
- 4) Finally, this budget includes enhancement of mental health case management and psychiatric consultation services in schools. The educational system needs help problem solving and identifying resources to increase attendance and reduce emotional/behavioral issues that interfere with educational goals. Additional funding will provide assistance with coordinating services/supports, and advocating for students suffering from mental health issues. The School Mental Health Program will work to ensure students seriously affected by mental illness are connected with the appropriate supports they need to remain in and perform successfully in school.

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

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Director's Office					
40000	Health Department Director's Office	\$988,607	\$0	\$988,607	3.00
Health Officer					
40002	Tri-County Health Officer	371,583	463,254	834,837	2.50
40004A	Ambulance Services (Emergency Medical Services)	2,067,409	985,383	3,052,792	12.95
40004B	Ambulance Service Plan Consulting Services	100,000	0	100,000	0.00
40005	Public Health & Regional Health Systems Emergency Preparedness	132,079	568,458	700,537	3.60
40030	Medical Directors (Physician, Nurse Practitioner and Nursing)	1,828,355	264,957	2,093,312	7.10
40052	Medical Examiner	1,316,430	0	1,316,430	10.10
Public Health					
40001	Public Health Administration and Quality Management	2,014,723	295,109	2,309,832	13.15
40006	Tobacco Prevention and Control	510,076	405,000	915,076	6.36
40007	Health Inspections and Education	4,512,531	97,067	4,609,598	32.10
40008	Vector-Borne Disease Prevention and Code Enforcement	1,371,622	0	1,371,622	9.60
40009	Vital Records	0	863,335	863,335	6.91
40010	Communicable Disease Prevention and Control	3,051,033	1,350,185	4,401,218	28.80
40011	STD/HIV/Hep C Community Prevention Program	1,686,769	1,400,354	3,087,123	19.29
40012	Services for Persons Living with HIV	1,438,519	6,951,122	8,389,641	36.30
40014	Immunizations	327,395	290,186	617,581	3.90
40018A	Women, Infants, and Children (WIC)	1,799,998	2,974,809	4,774,807	37.60
40018B	Women, Infants, and Children (WIC) Redesign	240,505	0	240,505	2.70
40025	Adolescent Sexual Health Equity Program (ASHEP)	295,533	1,249,999	1,545,532	6.85
40037	Environmental Health Community Programs	219,438	436,870	656,308	2.35

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Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Public Health (cont.)					
40038	Health Promotion and Community Capacity Building	750,000	497,666	1,247,666	5.32
40048	Community Epidemiology	972,576	1,942,207	2,914,783	15.49
40053A	Racial and Ethnic Approaches to Community Health	1,187,877	383,375	1,571,252	7.57
40054	Nurse Family Partnership	2,111,467	1,703,274	3,814,741	18.61
40055	Home and Community Based Health Consulting	758,168	1,750,319	2,508,487	18.03
40056	Healthy Families	937,357	2,375,461	3,312,818	9.65
40057	Future Generations Collaborative	236,368	263,435	499,803	1.35
40058	Healthy Birth Initiative	775,876	1,198,920	1,974,796	12.48
40060	Chronic Disease and Violence Prevention	1,688,175	635,271	2,323,446	14.65
40061A	Harm Reduction	1,089,220	91,638	1,180,858	3.16
40061B	Overdose Prevention Strategy	211,078	0	211,078	1.70
Integrated Clinical Services					
40016	Medicaid/Medicare Eligibility	98,639	1,389,664	1,488,303	12.50
40017A	Dental Services	10,787,113	10,825,502	21,612,615	134.93
40017B	North Portland Dental Expansion Carryover	1,800,000	0	1,800,000	0.00
40019	North Portland Health Clinic	2,570,767	3,339,803	5,910,570	29.70
40020	Northeast Health Clinic	3,230,056	3,818,112	7,048,168	41.40
40022	Mid County Health Clinic	6,293,435	4,966,252	11,259,687	68.60
40023	East County Health Clinic	4,965,058	4,349,452	9,314,510	51.60
40024	School Based Health Centers	3,705,838	2,470,852	6,176,690	32.69
40026	La Clinica de Buena Salud	750,950	1,584,451	2,335,401	12.00
40027	Southeast Health Clinic	1,555,862	2,985,505	4,541,367	27.40
40029	Rockwood Community Health Clinic	2,867,790	2,645,665	5,513,455	32.70
40031	Pharmacy	0	19,760,373	19,760,373	56.78
40032	Lab and Medical Records	3,428,765	1,557,936	4,986,701	36.20
40033	Primary Care and Dental Access and Referral	2,272,607	658,627	2,931,234	18.50
40034	Quality Assurance	3,327,442	1,835,462	5,162,904	32.20
40036	Community Health Council and Civic Governance	242,351	0	242,351	1.30

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Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Business Operations and Human Resources					
40003	Health Department Leadership Team Support	580,559	0	580,559	5.00
40039	Human Resources and Training	3,177,950	0	3,177,950	20.30
40040	Budget & Finance	3,157,759	0	3,157,759	26.00
40041	Medical Accounts Receivable	1,650,690	0	1,650,690	13.00
40042	Contracts & Procurement	1,504,455	0	1,504,455	12.00
40043	Health Department Operations	2,579,321	0	2,579,321	16.60
40044	Health Clinical Data and Reporting	3,042,099	0	3,042,099	3.00
Corrections Health					
40049	Corrections Health Juvenile Detention	1,025,677	0	1,025,677	6.00
40050A	Corrections Health Multnomah County Detention Center (MCDC)	3,450,634	0	3,450,634	24.40
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	3,214,133	0	3,214,133	15.10
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	3,094,270	0	3,094,270	19.70
40051A	Corrections Health Inverness Jail (MCIJ) Clinical Services	2,993,865	0	2,993,865	16.40
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	1,712,347	0	1,712,347	10.80
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	1,367,821	0	1,367,821	8.50
40051D	Corrections Health MCIJ Supplemental Staffing	253,167	0	253,167	2.00
40059	Corrections Health Mental Health Services	494,730	0	494,730	4.20
40096	MCDC Intake and Reception Mental Health Staffing	335,868	0	335,868	3.00
Mental Health and Addiction Services					
40065	Mental Health & Addiction Services Administration	531,485	1,076,999	1,608,484	8.48
40067	Medical Records for MHASD	179,124	633,917	813,041	7.30
40068	Mental Health Quality Management & Protective Services	889,950	7,111,044	8,000,994	32.83
40069A	Behavioral Health Crisis Services	2,431,060	7,156,694	9,587,754	18.90
40069B	Crisis Service Current Capacity Funding	631,543	0	631,543	1.00
40070	Mental Health Crisis Assessment & Treatment Center (CATC)	642,072	2,354,195	2,996,267	0.00
40072	Mental Health Commitment Services	1,244,325	2,967,954	4,212,279	24.50

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Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Mental Health and Addiction Services (cont.)					
40073	Peer-run Supported Employment Center	112,618	0	112,618	0.00
40074	Mental Health Residential Services	1,046,124	12,783,757	13,829,881	11.14
40075	Adult Mental Health Initiative (AMHI)	0	2,843,755	2,843,755	9.33
40076	Mental Health Services for Adults	0	11,766,460	11,766,460	0.00
40077A	Mental Health Treatment & Medication for the Uninsured	1,169,766	0	1,169,766	0.00
40077B	Supplemental Treatment & Rx Funding for the Uninsured	150,000	0	150,000	0.00
40078	Early Assessment & Support Alliance	0	1,674,450	1,674,450	11.04
40080	Community Based MH Services for Children & Families	1,716,397	2,192,119	3,908,516	16.25
40081	Multnomah Wraparound	23,236	4,389,509	4,412,745	22.67
40082A	School Based Mental Health Services	1,456,876	1,822,760	3,279,636	22.22
40082B	Supplemental Case Management & Psychiatric Consultation Services	295,572	0	295,572	3.20
40083	Mental Health First Aid	189,403	0	189,403	1.00
40084	Culturally Specific Mental Health Services	1,618,420	0	1,618,420	0.00
40085A	Adult Addictions Treatment Continuum	2,512,965	7,806,859	10,319,824	6.35
40085B	Law Enforcement Assisted Diversion (LEAD)	750,000	0	750,000	0.00
40086	Addiction Services Gambling Treatment & Prevention	0	811,001	811,001	0.15
40087	Addiction Services Alcohol & Drug Prevention	0	523,748	523,748	1.00
40088	Coordinated Diversion for Persons with Mental Illness	563,691	2,463,230	3,026,921	15.00
40089	Addictions Detoxification & Post Detoxification Housing	1,798,612	1,296,616	3,095,228	0.00
40090	Family & Youth Addictions Treatment Continuum	211,709	640,709	852,418	0.00
40091	Family Involvement Team	0	1,129,910	1,129,910	0.00
40094	Medicaid Insurance Plan Administration and Operations	0	<u>3,473,825</u>	<u>3,473,825</u>	<u>24.40</u>
Total Health Department		\$136,687,733	\$168,544,821	\$305,232,554	1,384.43

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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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Increased access to Health Dept. services as measured by # of clients served.	164,000	166,210	160,000	165,000
Outcome	Annual Federal and State resources \$ leveraged for services (expressed in millions).	\$200 mil	\$234 mil	\$210 mil*	\$213 mil

Performance Measures Descriptions

*\$28mil in Medicaid money now managed by Tri-County collaborative with Health Share of Oregon, reducing the Fed/State resources in FY2017.

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	2017	2017	2018	2018
Personnel	\$688,152	\$0	\$728,826	\$0
Contractual Services	\$39,750	\$0	\$51,500	\$0
Materials & Supplies	\$129,274	\$0	\$130,968	\$0
Internal Services	\$76,667	\$0	\$77,313	\$0
Total GF/non-GF	\$933,843	\$0	\$988,607	\$0
Program Total:	\$933,843		\$988,607	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40000 Health Department Director's Office

Department: Health Department **Program Contact:** Loreen Nichols
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
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, quality and project management, Public Health Administration and Quality Management (PHA-QM) enables the Public Health Division (PHD) to meet the foundational capabilities and legal requirements to act as Multnomah County's local public health authority. The PHD is responsible for systems that promote and protect the health of, and prevent disease for, all residents and diverse communities within Multnomah County. Strategies of the PHD include direct services, policy interventions, community partnerships, planning, and assessment. The following program areas support these strategies.

Leadership: This program area includes the Office of the Public Health Director. The 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. Major areas of focus include assessment and implementation of public health system reform and leadership on the Coalition of Local Health Officials, the Governor-appointed Public Health Advisory Board of the Oregon Health Authority, and the Multnomah County Public Health Advisory Board.

Administration: This program area provides core administrative functions for the PHD. Division-wide administration ensures accountability through achieving performance standards related to Public Health Accreditation, Public Health Modernization, effective financial management, and the PHD Strategic Plan.

Quality and Project Management: Oversees quality assurance, quality improvement, performance measurement, and information management activities for public health assessment, service delivery, community engagement, and partnerships. Other key functions include public health workforce development; public health informatics; project management for emerging public health issues with departmental and community significance (such as the prescription opioid epidemic); and academic partnerships.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Multnomah County Public Health Advisory Board meetings	9	12	12	12
Outcome	% of identified quality improvement, strategic projects, and strategic plan objectives successfully completed	80%	na/-	80%	80%

Performance Measures Descriptions

Outcome: new measure

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,652,462	\$110,835	\$1,546,467	\$216,435
Contractual Services	\$132,873	\$0	\$108,852	\$28,500
Materials & Supplies	\$39,049	\$20,754	\$73,704	\$14,713
Internal Services	\$138,451	\$13,411	\$285,700	\$35,461
Total GF/non-GF	\$1,962,835	\$145,000	\$2,014,723	\$295,109
Program Total:	\$2,107,835		\$2,309,832	
Program FTE	13.40	0.60	11.41	1.74

Program Revenues				
Indirect for Dept. Admin	\$10,485	\$0	\$20,496	\$0
Intergovernmental	\$0	\$145,000	\$0	\$295,109
Total Revenue	\$10,485	\$145,000	\$20,496	\$295,109

Explanation of Revenues

State Opiate grant for Prescription drug Overdose Prevention and Federal BJA Hal Rogers PDMP to enhance the capacity of regulatory and law enforcement agencies and public health officials to collect and analyze controlled substance prescription data and other scheduled chemical products through a centralized database administered by an authorized state agency.

ST Opiate Grant: \$95,109
 Fed BJA Hal Rogers PDMP Grant: \$200,000

Significant Program Changes

Last Year this program was: FY 2017: 40001 Public Health Administration and Quality Management

Department: Health Department

Program Contact: Paul Lewis

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program provides public health physician consultation, medical direction, and leadership to health department administrators, program staff and community partners. This cooperative effort of the metro-county health departments is intended to improve the consistency and quality of public health services; increase learning and collaboration across the counties; and improve the quality, efficiency and effectiveness of Health Officer services, both as a region and for individual counties. Clackamas and Washington Counties contract with Multnomah County for their health officer services.

Program Summary

Four public health physicians serve as the Tri-County Health Officers:

In Multnomah County the Health Officer is also the 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, Sexually Transmitted Infection, Tuberculosis, and Environmental Health Food Service programs. The Health Officer oversees the EMS Program, the Public Health Emergency Preparedness Program, and the regional 7 county Hospital Preparedness Program. In addition the Health Officer supervises the Medical Director of the Multnomah County Clinics 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) supervise select public health programs; (3) work with department staff, other county agencies, and community groups to manage critical public health problems; and (4) participate in department administration.

The program supports Multnomah County Health Department's goals by providing effective and accountable local public health practice leadership and medical direction that results in quality clinical and health promotion programs. The health officer program staff provided leadership on chronic disease prevention programs, addressed issues of communicable disease control, led the development of a regional opiate safety coalition, led the regional response to Emergency Department and Emergency Medical System overload that occurred during the winter storms, provided technical support for board presentations on Emergency Medical Systems and Opioids. Dr Lewis also participates as the large county representative on the Cleaner Air Oregon advisory Committee to the OHA and DEQ.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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 FY18. TCHO program staff meet regularly with county health administrators to review service delivery, program satisfaction, and progress on individual workplan items. Contract deliverables for FY18 will be negotiated and finalized by June 30, 2017. These will provide guidance for work priorities and program activities. Annual survey completed in January 2017 and both counties indicated they intend to renew the contract.

Legal / Contractual Obligation

ORS 431.418 requires counties to employ or contract with a physician to serve as County Health Officer. Intergovernmental agreements with Clackamas and Washington counties specify Health Officer services that Multnomah County is required to provide as well as expected outcomes and evaluation measures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$310,144	\$382,125	\$326,205	\$402,527
Materials & Supplies	\$10,366	\$13,281	\$12,038	\$9,825
Internal Services	\$9,915	\$58,594	\$33,340	\$50,902
Total GF/non-GF	\$330,425	\$454,000	\$371,583	\$463,254
Program Total:	\$784,425		\$834,837	
Program FTE	1.00	1.50	1.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$36,150	\$0	\$38,117	\$0
Intergovernmental	\$0	\$454,000	\$0	\$463,254
Total Revenue	\$36,150	\$454,000	\$38,117	\$463,254

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 \$463,254 in revenue from Clackamas and Washington counties.

Significant Program Changes

Last Year this program was: FY 2017: 40002 Tri-County Health Officer



Program #40003 - Health Department Leadership Team Support 4/7/2017

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 and serve as a link for the Department Director and Leadership Team for communication at multiple internal organizational levels and to external stakeholders. Director Office reception team members provide general office services, such as copying, travel and training, time and attendance records (TARS) entry, supply ordering, mailings, mail distribution, telephone, computer programs, minutes, surveys, operation of the Department's main telephone lines and front office reception on the Director's floor.

This program offer supports the Health Department Leadership Team's ability to achieve accountability, to manage resources and service delivery costs effectively, to equitably evaluate and streamline delivery of services and County operations, to provide reliable information for decision-making, which improves the reporting results.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of projects completed on time with an error rate not to exceed 3%.	92%	92%	92%	92%
Outcome	Annual satisfaction survey rating by Department Leadership Team on scale of 1 to 10.	8	9	7	8

Performance Measures Descriptions

Survey of Department Leadership members conducted at end of fiscal year will meet or exceed 8 (on a scale of 1-10).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$609,883	\$0	\$444,626	\$0
Materials & Supplies	\$17,649	\$0	\$24,478	\$0
Internal Services	\$147,716	\$0	\$111,455	\$0
Total GF/non-GF	\$775,248	\$0	\$580,559	\$0
Program Total:	\$775,248		\$580,559	
Program FTE	7.00	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 2017: 40003 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 the 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Personnel	\$981,298	\$693,996	\$1,108,860	\$674,761
Contractual Services	\$836,085	\$89,542	\$642,162	\$76,608
Materials & Supplies	\$168,647	\$45,952	\$172,507	\$13,751
Internal Services	\$105,823	\$126,235	\$143,880	\$220,263
Total GF/non-GF	\$2,091,853	\$955,725	\$2,067,409	\$985,383
Program Total:	\$3,047,578		\$3,052,792	
Program FTE	6.35	6.13	7.03	5.92

Program Revenues				
Indirect for Dept. Admin	\$65,652	\$0	\$63,898	\$0
Fees, Permits & Charges	\$989,913	\$0	\$1,693,849	\$0
Intergovernmental	\$0	\$0	\$263,132	\$0
Other / Miscellaneous	\$114,225	\$955,725	\$109,882	\$985,383
Service Charges	\$814,790	\$0	\$0	\$0
Total Revenue	\$1,984,580	\$955,725	\$2,130,761	\$985,383

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 fines fund system improvements.

Ambulance License Fees: \$1,106,396
 Medical Direction contracts: \$261,744
 Charges for Services: \$392,988
 Ambulance Fines: \$109,882
 Coordinated Care Organization grants of TC911 Program:
 Health Share: \$662,049

Significant Program Changes

Last Year this program was: FY 2017: 40004A 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 was recently updated December 8, 2016 to reflect changes that have occurred in healthcare and the industry over the last 20 years. This was necessary prior to issuing a RFP for emergency ambulance services. The current contract for ambulance services expires in August, 2018. This funding will support continuation of an industry expert consultant for the Ambulance Plan process and the subsequent RFP.

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, a updated plan was completed and approved by the Board on December 8, 2016 Ordinance 1238. 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.

The project is currently on schedule and on track to complete on time. FY17 is anticipated to end with the public release of the Emergency Ambulance RFP. The significant work to be completed in FY18 will involve the completion of the RFP process in coordination with procurement and the EMS Program. The specific work to be completed includes the following key items: execution of the approved RFP process that will be approved and coordinated with County procurement, develop, plan, and hold a pre-bid conference for potential proposers, document all interactions, questions and responses through the RFP process, identify, vet, and enlist an expert panel for evaluation of the proposals, ensure a work plan is in place for the expert panel review process, document all activities associated with the procurement evaluation process including panel process, work plan, and conducting the process itself, provide technical assistance as required in determining the best proposal and recommending an award of contract, assist in post RFP contract negotiations, develop transition plan from current contract to new contract, monitor and assist in final implementation of new contract.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of scheduled contracted milestones completed	na/-	90%	100%	90%
Outcome	% of contracted milestones completed on time	na/-	90%	100%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40004B Ambulance Service Plan Consulting Services

Updated Ambulance Service Plan approved by County Board on December 8th, 2016 for implementation on September 1, 2018.

Preparedness

Department: Health Department **Program Contact:** Paul Lewis

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

Related Programs:

Program Characteristics:

Executive Summary

Preparing for and responding to emergencies with widespread or severe health impacts require multi-agency, multi-jurisdictional, and public/private sector collaboration. Two Health Department programs contribute to this: 1) Public Health Preparedness assures that we can carry out the County's unique public health responsibilities in an emergency; 2) Regional Healthcare System Emergency Preparedness assures that hospitals and other health care providers in the 6-county NW Oregon region have a proven capacity to care for victims of large scale emergencies.

Program Summary

Responding to emergencies with severe health impacts (such as natural disasters, severe epidemics/pandemics, terrorist attacks) requires coordinated action to 1) focus the response on priority needs, and 2) effectively leverage resources of government, private healthcare providers, and non-profit organizations. This offer assures public and private health preparedness. Public Health preparedness includes: 1) emergency plans and protocols linked to the County's Emergency Response Plan; 2) trained and exercised Health Department leadership, managers and supervisors and incident management team members; 3) exercises to test and refine plans and capabilities, and 4) plans to increase capacity for key public health functions (e.g., epidemiology capacity to investigate and analyze an emergency's health impacts).

Regional Healthcare System Emergency Preparedness facilitates healthcare delivery system preparedness in Multnomah, Clackamas, Washington, Columbia, Tillamook and Clatsop counties and coordinates planning with SW Washington. It assures that hospitals, clinics, and other providers are prepared to respond in an effective and coordinated manner. The program 1) ensures that hospitals and other providers develop and exercise plans to increase the number of patients they can serve; 2) creates regional plans to coordinate a public/private response; 3) develops regional capacities to address communication and other critical support needs; and 4) develops regional capacities to manage specific health impacts (e.g., pandemic influenza). The programs coordinate and collaborate to develop effective governmental and private sector health response capacities in the county and region.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	89%	98%	89%	89%
Quality	Program satisfaction	89%	93%	89%	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	2017	2017	2018	2018
Personnel	\$0	\$463,996	\$105,123	\$409,408
Contractual Services	\$0	\$0	\$0	\$59,713
Materials & Supplies	\$264	\$50,873	\$3	\$6,513
Internal Services	\$44,524	\$73,565	\$26,953	\$92,824
Total GF/non-GF	\$44,788	\$588,434	\$132,079	\$568,458
Program Total:	\$633,222		\$700,537	
Program FTE	0.00	3.10	0.80	2.80

Program Revenues				
Indirect for Dept. Admin	\$40,355	\$0	\$38,771	\$0
Intergovernmental	\$0	\$588,434	\$0	\$568,458
Total Revenue	\$40,355	\$588,434	\$38,771	\$568,458

Explanation of Revenues

State Public Health Emergency Preparedness is supported by Federal Centers for Disease Control (CDC) funds received through an intergovernmental agreement with Oregon Department of Human Services. Regional Health System Emergency Preparedness is funded by the US Dept. of Health and Human Services via the Oregon Health Authority (OHA), and by an Urban Area Security Initiative (UASI) grant.

State Public Health Emergency Preparedness \$230,069 and Cities Readiness Initiative \$30,212
 OHA, Ebola, Health Security, Preparedness, and Response Program: \$254,177; Urban Area Security Initiative (UASI): \$54,000

Significant Program Changes

Last Year this program was: FY 2017: 40005 Public Health & Regional Health Systems Emergency Preparedness

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40037, 40060, 40053A, 40053B
Program Characteristics:

Executive Summary

The Tobacco Control and Prevention program within the Environmental Health Services works to prevent and reduce tobacco and nicotine use and exposure in Multnomah County. Tobacco use continues to be the leading cause of death and disability in Multnomah County and nationally. The program includes community interventions, as well as issuing licenses and retailer inspections. Reducing youth access is a central focus of the program.

Program Summary

Tobacco use continues to be the single most preventable cause of disease, disability, and death in Multnomah County and across the nation. 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 Multnomah County adults currently smoke cigarettes. Furthermore, 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.

The Tobacco Control and Prevention program is focused on preventing and reducing tobacco and nicotine use and exposure locally. On July 1, 2016, the program began the licensing of tobacco retailers and licensing enforcement began January 1, 2017. Main 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 of smoke-free environments; providing support and resources to smokers who want to quit; surveillance and evaluation; and engaging diverse communities in tobacco prevention efforts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of tobacco retail licenses issued	na/-	778	878	975
Outcome	Number of policies established to reduce tobacco use and exposure	2	3	0	2
Output	Number of retailer inspections	na/-	622	567	1,053
Output	Number of community partnerships	na/-	na/-	18	26

Performance Measures Descriptions

2) Number of policies enables program to track & monitor whether partnership activities result in concrete changes to policy.
3) Revised to include annual compliance inspection as well as minimum legal sales age inspections, education, and outreach visits. 4) New: Tracked by the number of established and strengthened partnerships through specific project and program activities.

Legal / Contractual Obligation

Tobacco Prevention and Education Grant, funded by the Oregon Public Health Division, must comply with required work plans and assurances.

Multnomah County Ordinance 2015-1225.

ICAA OARS plus MSA, SYNAR, RICO, FDA, and Family Smoking Prevention and Tobacco Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$411,394	\$342,961	\$391,837	\$297,143
Contractual Services	\$53,292	\$115,243	\$2,000	\$0
Materials & Supplies	\$22,223	\$4,624	\$33,734	\$1,148
Internal Services	\$23,167	\$153,673	\$82,505	\$106,709
Total GF/non-GF	\$510,076	\$616,501	\$510,076	\$405,000
Program Total:	\$1,126,577		\$915,076	
Program FTE	4.10	3.15	3.66	2.70

Program Revenues				
Indirect for Dept. Admin	\$32,444	\$0	\$28,139	\$0
Fees, Permits & Charges	\$510,076	\$0	\$510,076	\$0
Intergovernmental	\$0	\$616,501	\$0	\$405,000
Total Revenue	\$542,520	\$616,501	\$538,215	\$405,000

Explanation of Revenues

Program revenues include OHA Oregon Public Health Division Tobacco Prevention and Education grant (\$405,000) and Tobacco retail licenses general fund fees (\$510,076).

Significant Program Changes

Last Year this program was: FY 2017: 40006 Tobacco Prevention and Control

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40008, 40037
Program Characteristics:

Executive Summary

Health Inspections and Education is a fee-supported program that helps protect the public from disease and injury by investigating food and waterborne disease; educating about food safety practices; and performing inspections of licensed facilities. The program is aligned with the Food and Drug Administration's national standards and received an outstanding rating in the 2014 triennial review from the Oregon Health Authority.

Program Summary

Health Inspections and Education is a legally mandated program that protects the health and safety of the entire community by providing education, assuring safe food and water, controlling disease, improving safety in the work place, and reducing unintentional injuries. It also supports other public health activities by incorporating prevention activities into the inspection process. The citizenry understands and expects the following program functions.

Inspected Facilities: The program has responsibility for assuring health and safety in 4,543 facilities including restaurants, mobile restaurants, hotel/motels, RV parks, organizational camps, warehouses, commissaries, vending machines, and jails. Most facilities receive two inspections per year. **Swimming Pools and Spas:** The program inspects and licenses 537 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 931 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 (dependent on the type of system) to ensure they are properly maintained and meet EPA water quality standards. There are also 12 additional systems that are monitored; the program responds to alerts as needed.

Foodborne Illness Outbreaks: Registered Environmental Health Specialists support local foodborne illness investigations in collaboration with the Communicable Disease Program and are key participants in emergency response. Multnomah County Environmental Health conducted 13 foodborne illness investigations (FBI) in food service facilities in the previous fiscal year. **Food Handler Training and Certification:** Multi-lingual training about safe food preparation in 7 languages is provided online and in person to food workers at all literacy levels to support health equity and entry into the workforce. Emergency contact information has been gathered for over 5,000 facilities, which can be used in a robo-calling system. A monthly newsletter/blog has over 3000 subscribers consisting of food operators, regulators, and community members.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of licenses issued	7,412	7,670	6,732	8,011
Outcome	Number of Priority & Priority Foundation violations	10,193	7,374	10,115	11,042
Output	Number of facility inspections	13,468	12,805	14,097	13,734
Output	Number of Food Worker Cards issued	13,545	14,041	13,721	13,763

Performance Measures Descriptions

1) Licenses issued excludes facilities inspected but not licensed (ie. schools, day cares, etc.). 2) Priority and Priority Foundation Violations are items noted during inspections that can directly affect the health of the consumer, leading to elevated food safety risk and requiring immediate correction. 3) Facilities inspected on-site (e.g. restaurants, mobile units, etc.). 4) Reflects number of people who completed certification in the given year. The certificate is a 3-year certificate and makes food workers employable in the food industry.

Legal / Contractual Obligation

Legal mandates are 2009 FDA Food Code, 2012 OR Food Sanitation Rules; ORS Chapt. 30.890 (gleaning); ORS Chapt. 624; ORS Chapt. 448; MCC 21.612 (license fees); MCC Chapt. 5; MCC Chapt. 21 (Civil Penalty Ordinance); OR Dept. of Education Division 51 (Schools); OARS 581-051-0305; OARS Chapt. 333 (Licensed Programs); ORS 183 (Civil Penalty), ORS 164 (Food); ORS 700 (EHS License); ORS 414 (Childcare). OARS 333-018 Communicable Disease and Reporting 333-019 Communicable Disease Control.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,966,115	\$70,429	\$3,428,825	\$84,109
Contractual Services	\$254,117	\$4,920	\$263,417	\$0
Materials & Supplies	\$194,215	\$8,843	\$195,004	\$2,729
Internal Services	\$589,071	\$8,523	\$625,285	\$10,229
Total GF/non-GF	\$4,003,518	\$92,715	\$4,512,531	\$97,067
Program Total:	\$4,096,233		\$4,609,598	
Program FTE	27.89	0.71	31.21	0.89

Program Revenues				
Indirect for Dept. Admin	\$6,663	\$0	\$7,966	\$0
Fees, Permits & Charges	\$3,882,489	\$0	\$4,512,531	\$0
Intergovernmental	\$0	\$92,715	\$0	\$97,067
Total Revenue	\$3,889,152	\$92,715	\$4,520,497	\$97,067

Explanation of Revenues

Fees are set by ordinance. Refer to Chapter 21 MC Ordinance 08-140.

FDA Grant of \$74,352 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.

Multnomah County Environmental Health receives \$22,715 of support each year from the State of Oregon-Drinking Water Section. This level of support continues to stay consistent. Money received from the state is used to pay for staff who work in the drinking water program performing sanitary surveys and responding to alerts.

Health inspection and education licenses general fund fees: \$4,512,531

Significant Program Changes

Last Year this program was: FY 2017: 40007 Health Inspections and Education

In FY 17, a 13.72% fee increase was passed which paid for three new inspectors and a health educator. This enabled an increase in facility inspections and violations over what was purchased. FY18 measures reflect this increase.

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

The Vector program protects the public from emerging and imminent vector-borne (animal to human) diseases and reduces the social/economic impact of uncontained outbreaks. Major vector-borne diseases include Hantavirus, West Nile Virus and 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 mosquitoes, and public education. The program includes enforcement of nuisance codes.

Program Summary

Vector control and code enforcement are core public health services. Multnomah County's climate supports ideal mosquito and rat habitats. International airport and shipping along with migratory bird flyways provide avenues for new diseases to enter the community. Mosquito control began in the county in the 1930's, when malaria was endemic. In 2016, nine counties in Oregon reported 66 mosquito-cases of West Nile Virus. There were no cases detected in Multnomah County. It is necessary to maintain current levels of surveillance and control to ensure early prevention and suppression of this and other vector-borne diseases using World Health Organization and Center for Disease Control best practices. Rodent control is critical to public health. Rodents can spread Hantavirus, plague and other diseases and can affect livability. A survey in the county rat population showed Toxoplasmosis (Cat Box Fever) in 6% of the rat population. Vector Control protects the community by serving all populations, while focusing on the vulnerable (i.e. elderly, children, homeless). The citizenry understands and expects these program functions.

The Vector program's major components include mosquito control; rodent control; and nuisance code enforcement. The program solicits input from a Commissioner-appointed Citizen Advisory Committee. Mosquito control comprises the majority of the program's funds/staffing. The program is the primary provider of rodent control in the county. Nuisance code enforcement addresses public health code violations, including restaurant enforcement, dumping, and harboring specified animals (e.g., bees, livestock, and birds).

The program's main activities include collecting and identifying mosquitoes, birds, and rats; monitoring for and responding to emerging vector-borne disease such as Zika virus and now-endemic West Nile Virus; performing laboratory analysis on rats and mosquitoes to determine what species carry disease, their preferred habitats, and population size; abating/suppressing mosquitoes that carry West Nile Virus with pesticides with the least impact; reducing the mosquito breeding habitat through water control and vegetation management; and educating the average citizen and vulnerable populations about preventing vectors and their habitat through community meetings, pamphlets and the media.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of acres treated for mosquitoes	1,418	2,200	2,000	2,000
Outcome	Mosquitoes prevented (in billions)	1.42	1.10	1.25	1.25
Efficiency	Number of acres treated for mosquitoes per FTE	284	440	300	300
Output	Number of rodent inspections conducted	1,012	900	1,000	1,000

Performance Measures Descriptions

1) Total acreage where mosquito suppression activities occurred is subject to variance in weather patterns, seasonal flooding, characteristics, and presence/absence of disease. 2) Based on industry standard estimate methodology: 500,000 mosquitoes per surface acre of water multiplied by number of acres treated, estimates mosquitoes prevented (to nearest whole number). 3) Total acreage treated per FTE. Five FTE were used to treat for mosquitoes in all reported years' calculations. 4) On-site inspections stemming from rodent complaints received.

Legal / Contractual Obligation

Legal mandates are ORS 167, 452, 498, 506, and 634; OAR 635 and 603; 1968 Agreement City of Portland and Multnomah County – Title 13 and Title 8; MC 2011-129; NPDES General Aquatic Permit for Mosquito Control 2300A; 7 contractual mandates include grants, contracts, federal, regional, and local mandates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$952,733	\$0	\$987,015	\$0
Contractual Services	\$64,500	\$0	\$26,500	\$0
Materials & Supplies	\$106,461	\$0	\$102,663	\$0
Internal Services	\$213,644	\$0	\$255,444	\$0
Total GF/non-GF	\$1,337,338	\$0	\$1,371,622	\$0
Program Total:	\$1,337,338		\$1,371,622	
Program FTE	9.60	0.00	9.60	0.00

Program Revenues				
Fees, Permits & Charges	\$100	\$0	\$500	\$0
Intergovernmental	\$3,000	\$0	\$0	\$0
Other / Miscellaneous	\$1,000	\$0	\$1,000	\$0
Service Charges	\$290,935	\$0	\$290,935	\$0
Total Revenue	\$295,035	\$0	\$292,435	\$0

Explanation of Revenues

Local municipalities' revenue contracts equal \$292,435. This include \$1,000 penalties; \$1,500 Maywood Park; \$5,000 Oregon zoo; \$60,435 City of Portland - Sustainability, \$500 Special Animal Permits, and \$224,000 City of Portland - BES.

Significant Program Changes

Last Year this program was: FY 2017: 40008 Vector-Borne Disease Prevention and Code Enforcement

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Vital Records program is a legislatively mandated, fee supported program that issues birth and death certificates in accordance with Federal and State statutes to maintain the integrity and accuracy of birth and death information. The information is analyzed and used for public health prevention and intervention activities for positive health outcomes.

Program Summary

The Vital Records program is responsible for issuing birth and death certificates within the first six months after the birth or death, and within 24-hours of receipt of a request for certificate. Death certificates can be issued to family members, legal representatives, governmental agencies, or to the person or agency with personal or property rights. Birth records can be released to immediate family including grandparents, parents, brothers/sisters, legal representatives, or governmental agencies. Employees working in this program must be registered with the state to assure competency. An electronic birth and death data certification model was implemented requiring a significant increase in individual education with community partners.

The Vital Records program provides reliable information for decision-making in public health so that populations at risk for poor health outcomes are identified to receive proactive interventions. For example, pregnant women were identified as being at greater risk for death from H1N1 influenza by reviewing hospitalization data and death certificates. As a result, physicians and clinical services providing care to pregnant women were prioritized for receipt of vaccine, averting deaths in this high risk population. Also, the program assures accurate, timely and confidential registration of birth and death events minimizing the opportunity for identity theft and assuring accurate record of cause of death and the identification of parents of the born child.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of birth and death certificates issued	41,836	44,530	40,948	41,713
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	2017	2017	2018	2018
Personnel	\$0	\$663,036	\$0	\$657,449
Contractual Services	\$0	\$19,264	\$0	\$19,537
Materials & Supplies	\$0	\$15,719	\$0	\$16,194
Internal Services	\$0	\$161,084	\$0	\$170,155
Total GF/non-GF	\$0	\$859,103	\$0	\$863,335
Program Total:	\$859,103		\$863,335	
Program FTE	0.00	7.23	0.00	6.91

Program Revenues				
Indirect for Dept. Admin	\$62,723	\$0	\$62,260	\$0
Fees, Permits & Charges	\$0	\$859,103	\$0	\$863,335
Total Revenue	\$62,723	\$859,103	\$62,260	\$863,335

Explanation of Revenues

This is a fee driven, self-sustaining program. The fee schedule is established by the State of Oregon.
Vital Stats Certs (Licenses): \$863,335

Significant Program Changes

Last Year this program was: FY 2017: 40009 Vital Records

Department: Health Department **Program Contact:** Amy Sullivan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40014
Program Characteristics:

Executive Summary

Communicable Disease Services (CDS) protects the health of the community by responding to reportable communicable diseases with prompt disease investigation and limiting the spread of these diseases through appropriate disease control interventions. CDS upholds the State of Oregon communicable disease statutes, responding to over 5,000 disease reports each year, ranging from tuberculosis (TB) and pertussis to E. coli 0157 and Zika. CDS responds 24/7 to events of public health importance.

Program Summary

The vision of Communicable Disease Services (CDS) is to be a trusted community resource that protects the people of Multnomah County from preventable infectious diseases. The program limits the spread of life-threatening infectious diseases using core public health principles and tools. Staff conduct investigations that find people who have been exposed to serious diseases to make sure they get the information and care they need to stay healthy. To prevent these diseases before they start, CDS works with communities to provide education and screening. For people who already have diseases like TB, the program assures access to medicine. For healthcare providers, the program assures availability of appropriate diagnostic testing by providing a link to state and national laboratories that test for rare pathogens. CDS also serves as the frontline of an international system to track communicable disease threats by collecting and analyzing essential information that is shared with the State of Oregon and the Centers for Disease Control and Prevention.

CDS' 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. Staff work with other Health Department programs, including Environmental Health, Health Officers, and Emergency Preparedness; provide educational opportunities for future public health professionals; and support newly arriving refugees, who are disproportionately affected by communicable diseases common in their countries of origin.

CDS services include comprehensive TB prevention through clinic and home visits, nursing case management, and screening; epidemiologic investigation and assurance of preventive health measures in response to reportable disease exposures and outbreaks; response planning and implementation for emerging infectious diseases like Zika; public health disease surveillance and analysis to track communicable disease threats; and provision of OSHA-mandated blood-borne pathogens training and health screenings for County employees. CDS is also expanding partnerships with government and community partners to build preemptive capacity to address emerging issues, including the need for increased provider support and case investigation related to Zika. Ongoing challenges include multi-drug resistant TB, healthcare-acquired infections, and increased homelessness making identification of cases and contacts more difficult.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of disease report responses	5,892	5,850	5,974	5,850
Outcome	Location of contacts (pertussis, meningococcal meningitis, Hepatitis A and B) within one day	na/-	na/-	71%	70%
Quality	Percent of tuberculosis (TB) patients completing treatment within 12 months	95%	90%	95%	90%
Outcome	Number of identified meningococcal disease case contacts receiving recommendation or prescription	100%	100%	100%	na/-

Performance Measures Descriptions

1) Output: Disease & laboratory reports received/reviewed/responded to. 2) Outcome: Timeliness of response. Potentially exposed persons. State report, Jan 2017: 71% Mult. (50% statewide) 3) Quality: National goal for completing TB treatment (90% per OHA & CDC). 4) Outcome: Two homeless cases had contacts not found despite evening/weekend shelter visits (FY2016, 29 of 55 shelter contacts found; FY2017, 3 of 12). All identified contacts offered Cipro. Replaced in FY 2018 to reflect newer state triennial review measure.

Legal / Contractual Obligation

ORS Chapters 433, multiple sections. OAR 333-012-0065: Epidemiology and Accident Investigation and Reporting
 OAR 333, Division 17, 18 and 19: Disease Control, Disease Reporting, and Investigation and Control of Diseases. OAR
 333-026-0030: Civil Penalties for Violations of OAR Chapter 333, Divisions 18 and 19. OHA ACDP Investigative Guidelines,
 per OAR 333, Div. 19. Local Health Department Program Elements PE 01, PE 03, PE 25, PE 43. OHA and CLHO BT/CD &
 TB Assurances
 OAR 437: OR-OSHA: Bloodborne Pathogens 1910.1030. CDC recs: Immunization of Health-Care Workers, Vol. 46/RR-18;
 Guidelines for Preventing the Transmission of TB in Health-Care Facilities, Vol. 43/RR-13.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,325,094	\$965,643	\$2,296,839	\$1,160,709
Contractual Services	\$46,780	\$17,946	\$59,065	\$32,952
Materials & Supplies	\$66,319	\$33,283	\$114,179	\$15,201
Internal Services	\$519,289	\$118,858	\$580,950	\$141,323
Total GF/non-GF	\$2,957,482	\$1,135,730	\$3,051,033	\$1,350,185
Program Total:	\$4,093,212		\$4,401,218	
Program FTE	19.76	8.14	18.37	10.43

Program Revenues				
Indirect for Dept. Admin	\$79,804	\$0	\$96,682	\$0
Intergovernmental	\$0	\$979,340	\$0	\$1,135,826
Other / Miscellaneous	\$0	\$150,348	\$0	\$176,882
Service Charges	\$0	\$6,042	\$0	\$37,477
Total Revenue	\$79,804	\$1,135,730	\$96,682	\$1,350,185

Explanation of Revenues

CDS is funded by federal and state grants and client fees. Federal and state grants support best practices (e.g., TB evaluations and LTBI treatment support for newly arriving refugees) and expanded public health surveillance activities (e.g., Metropolitan Area Pertussis Surveillance and Emerging Infectious Disease program) that build upon statutory responsibilities. Internal service reimbursements are for occupational health services provided to county employees and volunteers.

State of Oregon LPHA (Direct State and Federal through State): \$1,056,453
 Refugee Health Promotion (Direct Federal): \$110,000
 Medical Fees: \$183,732

Significant Program Changes

Last Year this program was: FY 2017: 40010 Communicable Disease Prevention and Control

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40061A, 40061B, 40012, 40025
Program Characteristics:

Executive Summary

The STD/HIV/Hep C Community Prevention Program meets the statutory obligation to investigate and interrupt disease transmission as a core public health function. The program prioritizes efforts to reduce STD inequities among racial and sexual minority adolescents and young adults. It includes the critical services of disease tracking, partner notification, focused public health clinical services, and related wraparound services that link clients to services such as HIV care. These services remain critical functions as the county continues to see significant increases in syphilis and gonorrhea.

Program Summary

Multnomah County is succeeding in reducing new HIV cases through condom distribution, testing, linking infected individuals to HIV treatment, and preventing infection with medication called HIV PrEP. New HIV cases decreased 30% in past 2 years from previous 5 year average. Meanwhile, there are significant syphilis and gonorrhea increases, which threaten fertility and pregnancy outcomes and have permanent neurological consequences. Gonorrhea increased by 27% over the last year, reaching nearly 2,000 cases, and by 82% over the past 6 year average. The syphilis rate for gay and bisexual men is as much as 200 times higher than for heterosexual men; and syphilis is increasing among heterosexual women, which is very concerning due to potentially devastating congenital syphilis outcomes in pregnancy.

The STD/HIV/Hep C Community Prevention Program uses culturally-specific, evidence-based, population-focused approaches to prevent disease transmission. Program areas include: Partner Services - Staff contact infected people and their sex/needle-sharing partners, link them to testing and treatment, and counsel for behavior change. STD Clinical Services - Staff provide timely evaluation, treatment, and prevention counseling for people without health care access, including for rare, complex cases, in a judgment-free, culturally-relevant manner. Additionally, staff provide consultations and continuing medical education to medical providers in the community; and HIV prevention medication (PrEP) to highest risk individuals. The STD clinic is a designated training site for medical providers. Finally, testing services are provided in geographic areas of highest morbidity. Partnerships - Targeted community-based testing, health promotion, and condom distribution is provided through direct services and subcontracts with community partners. Collaboration with community organizations and health care systems enhance programmatic capacity. Epidemiology - Case investigation identifies population-level patterns of STD/HIV infection to inform health care and other systems to appropriately target resources and efforts. In partnership with the Centers for Disease Control, local public health lab surveillance identifies emerging drug-resistant strains of STDs.

The program has a strong record of meeting national benchmark performance measures, and is nationally recognized for innovation and program coordination, as well as high client satisfaction across all demographics. A cornerstone of the program is designing services to reduce long-standing inequities among racial, ethnic, and sexual minority communities.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of STD and HIV test clinical encounters	6,915	5,500	5,878	5,000
Outcome	Percent of all County gonorrhea/syphilis/HIV cases diagnosed through this program	21%	30%	17%	20%
Quality	Percent of syphilis/HIV cases investigated	81%	90%	87%	85%
Output	Number of patients initiated on PrEP	na/-	150	125	150

Performance Measures Descriptions

1) Due to reduced FTE, number of clinical encounters expected to be less in FY17. 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) Revised to report on two highest priority diseases recommended by CDC (high priority gonorrhea also investigated although not included here). 4) HIV PrEP is a relatively new significant public health intervention, integrated after one-time-only funding supported initiation of this service FY17 40011-D.

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	2017	2017	2018	2018
Personnel	\$929,870	\$785,331	\$1,037,445	\$1,007,718
Contractual Services	\$146,842	\$15,000	\$159,444	\$238,500
Materials & Supplies	\$31,784	\$25,008	\$99,534	\$34,395
Internal Services	\$414,090	\$88,844	\$390,346	\$119,741
Total GF/non-GF	\$1,522,586	\$914,183	\$1,686,769	\$1,400,354
Program Total:	\$2,436,769		\$3,087,123	
Program FTE	9.97	6.59	8.51	10.78

Program Revenues				
Indirect for Dept. Admin	\$69,460	\$0	\$93,254	\$0
Intergovernmental	\$0	\$581,633	\$0	\$1,090,733
Other / Miscellaneous	\$0	\$18,000	\$0	\$0
Service Charges	\$0	\$289,621	\$0	\$309,621
Total Revenue	\$69,460	\$889,254	\$93,254	\$1,400,354

Explanation of Revenues

STD/HIV/Hep C is funded by an intergovernmental agreement between Multnomah County as the local public health authority (LPHA) and the Oregon Health Authority for HIV prevention and State Support for Public Health disease investigation. Federal CDC and HRSA grants also contribute to program revenues.

State Local Public Health Authority IGA: \$838,233
 Federal Ryan White: \$40,000
 Federal STD Surveillance Network Grant (SSuN): \$212,500
 Medical Fees: \$309,621

Significant Program Changes

Last Year this program was: FY 2017: 40011A STD/HIV/Hep C Community Prevention Program

Harm reduction services and associated overdose prevention strategies have been removed from this Program Offer and consolidated into independent Program Offers (40061A and 40061B). Additionally, STD Clinical Services will begin a redesign process in FY18 to make service delivery more efficient and increase third party billing/grant revenue.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40011, 40025
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, and people experiencing homelessness, mental illness and substance abuse, as well as other special needs populations. These services contribute to lower mortality from HIV, fewer disease complications and the associated costs, and reduced transmission of HIV in the community.

Program Summary

The HIV Clinic serves over 1,400 clients each year. Clinic services include outpatient medical care, mental health services, 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. Patient navigation services 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 (HCS) 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 of people living with HIV and linkage to medical care.
- Care: A coordinated primary care system provides medical, dental, and mental health and substance abuse treatment.
- Service Coordination: Case management connects clients with health insurance, housing, and other services critical to staying in care.
- Housing and Basic Needs: Through rental assistance and building life skills, provides housing and support, including meals, to clients who are among the most vulnerable in our community to ensure ability to remain engaged in medical care and adherent to medications.
- Health Promotion: Behavioral education provides clients with self-management skills.
- Planning: A community-based council identifies service needs and allocates funding to address these gaps.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of unduplicated HCS clients served (all srvtypes/whole 6-county system).	2,844	2,700	2,765	2,700
Outcome	Percent of HCS clients (all 6 counties) engaged in HIV medical care.	78%	85%	87%	85%
Output	Number of unduplicated HIV Clinic clients.	1,581	1,450	1,450	1,450
Quality	Percent of HIV Clinic clients whose last viral load test is below 200 copies.*	87%	85%	86%	90%

Performance Measures Descriptions

* This test measures how much virus is in the blood. Below 200 is a strong sign of individual health and also very low chance of transmitting HIV to others.

Legal / Contractual Obligation

Federal HIV grant and contract funds are restricted. Part A grant requires: 1) Serving Clackamas, Columbia, Multnomah, Washington, Yamhill & Clark Counties; 2) 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	2017	2017	2018	2018
Personnel	\$936,146	\$3,271,679	\$1,062,246	\$3,368,304
Contractual Services	\$102,304	\$2,597,765	\$0	\$2,414,580
Materials & Supplies	\$59,025	\$177,944	\$182,161	\$172,148
Internal Services	\$151,331	\$963,195	\$194,112	\$996,090
Total GF/non-GF	\$1,248,806	\$7,010,583	\$1,438,519	\$6,951,122
Program Total:	\$8,259,389		\$8,389,641	
Program FTE	7.56	27.19	10.27	26.03

Program Revenues				
Indirect for Dept. Admin	\$361,525	\$0	\$377,905	\$0
Intergovernmental	\$0	\$5,811,455	\$0	\$5,615,169
Other / Miscellaneous	\$0	\$20,000	\$0	\$20,039
Service Charges	\$1,204,958	\$1,179,128	\$1,402,884	\$1,315,914
Total Revenue	\$1,566,483	\$7,010,583	\$1,780,789	\$6,951,122

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.

Medical Fees: \$2,718,798 ; State/Local Revenue contracts: \$328,297; Other private: 20,039

HIV Care Services Revenue - Federal Ryan White Part A grant: \$3,955,794

HIV Clinic Revenue - Federal Ryan White & HIV Early Intervention grants: \$1,331,078

Significant Program Changes

Last Year this program was: FY 2017: 40012A Services for Persons Living with HIV

The HIV Clinic Special Projects of National Significance grant for patient navigators is ending in June 2017. The HIV Clinic plans to sustain patient navigation services through other grant and revenue sources.

Department: Health Department **Program Contact:** Amy Sullivan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010
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. CIP also serves as a provider-of-last-resort, directly administering immunizations. 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 vaccine-preventable communicable diseases. 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. No VFC-eligible child is turned away due to inability to pay, as any child needing vaccine to stay in school should have timely access to that vaccine. 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 assures the basic disease prevention needs of the community are met through several interrelated program components, including safe vaccine supply and efficient use of vaccine for the county system of Federally Qualified Health Centers; providing immunization services at the Communicable Disease Services clinic and community sites for both children and adults; and conducting activities that uphold State mandates related to school immunization laws, including issuing exclusion orders as needed, assuring that all children and students are complete or up-to-date on their immunizations. To uphold State mandates, CIP works in certified day care centers, preschools, kindergartens, Head Start Programs, and private, alternative, and public schools. Each year, CIP immunizes over 1,000 students and assists over 400 facilities in complying with State mandates.

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. However, CIS is committed to values of innovation, collaboration, diversity, excellence, teamwork, and accountability to find 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of immunizations directly provided to keep children in school.	1,124	1,000	1,033	1,000
Outcome	Percent of assisted facilities successful in meeting immunization law requirements.	95%	98%	90%	90%
Output	Number of schools & other facilities assisted with immunization law requirements.	443	420	472	420
Output	Percent of all vaccine administration data entered within 14 days of vaccine administration.	100%	95%	100%	95%

Performance Measures Descriptions

Output 1: Vaccines provided from 1st Fri thru 3rd Sat. in Feb. Average ~2 vaccinations/child. Output 2: Certified childcare facilities, kindergartens, and private schools directly assisted from Oct-Mar of the previous FY. Related outcome (percent successful) indicates reports submitted by state deadlines. Next year offers contingent on receiving CDC-funded Public Health Associate (PHA) to assist with reporting process in FY 2018.

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	2017	2017	2018	2018
Personnel	\$186,061	\$231,919	\$209,940	\$241,364
Contractual Services	\$1,485	\$0	\$2,575	\$17,062
Materials & Supplies	\$34,028	\$21,506	\$36,539	\$2,410
Internal Services	\$52,437	\$33,812	\$78,341	\$29,350
Total GF/non-GF	\$274,011	\$287,237	\$327,395	\$290,186
Program Total:	\$561,248		\$617,581	
Program FTE	1.57	2.43	1.81	2.09

Program Revenues				
Indirect for Dept. Admin	\$21,939	\$0	\$22,857	\$0
Intergovernmental	\$0	\$200,492	\$0	\$197,762
Service Charges	\$0	\$86,745	\$0	\$92,424
Total Revenue	\$21,939	\$287,237	\$22,857	\$290,186

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 government allows a vaccine administration fee of \$21.96/vaccine for VFC and 317 program vaccines. For over a decade, state and federal immunizations funding has been essentially flat, and immunizations revenue has 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: \$197,762

Patient Fees: \$92,424

Significant Program Changes

Last Year this program was: FY 2017: 40014 Immunizations

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Medicaid Enrollment assists uninsured and under-insured Oregonians gain access to health services by providing application and enrollment assistance and advocacy to families and children applying for state and federally provided Medical and Dental Coverage as well as other forms of assistance. Additionally patients are screened for eligibility to sliding scale fees for services received, if they are unable to obtain other coverage. Last year, more than 16,000 clients were screened and 10,800 enrolled in OHP.

Program Summary

The Medicaid Enrollment program provides outreach and education efforts which increase the number of clients who complete the Oregon Health Plan (OHP) enrollment process; access to health care services (particularly for pregnant women and children); and ensures continuity of coverage at re-certification. The program aims to provide dignified access to health care for County residents in collaboration with existing Multnomah County services, by securing insurance coverage for eligible individuals.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Annual number of clients screened	13,694	14,000	16,000	18,000
Outcome	% of Self-Pay patients in Medical	12%	15%	17%	15%
Outcome	% of Self-Pay patients in Dental	13%	9%	16%	12%

Performance Measures Descriptions

Output: Annual number of clients completing financial screening to determine eligibility for available programs
Outcome: % of self-pay patients in medical and dental to ensure that patients are screened for services available.

Legal / Contractual Obligation

The Medicaid Enrollment Program is on contract with the State Division of Medical Assistance Programs (DMAP) to provide application and enrollment assistance to all OHP/Medicaid eligibles including education regarding managed health care. Information shall include establishing a Date of Request (DOR) or effective date of coverage, managed medical, dental, and mental health care, covered services (including preventive and emergent), client rights and responsibilities, and the grievance and appeal process.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$225,503	\$1,347,151	\$0	\$1,133,718
Contractual Services	\$3,000	\$0	\$1,500	\$0
Materials & Supplies	\$20,871	\$0	\$5,282	\$6,390
Internal Services	\$94,932	\$157,384	\$91,857	\$249,556
Total GF/non-GF	\$344,306	\$1,504,535	\$98,639	\$1,389,664
Program Total:	\$1,848,841		\$1,488,303	
Program FTE	2.75	16.25	0.00	12.50

Program Revenues				
Indirect for Dept. Admin	\$123,045	\$0	\$102,860	\$0
Intergovernmental	\$0	\$294,467	\$0	\$294,467
Service Charges	\$0	\$1,210,068	\$0	\$1,095,197
Total Revenue	\$123,045	\$1,504,535	\$102,860	\$1,389,664

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 FY18 is based on actual expenses from FY2017. DMAP disallows the cost of supervision, office support and interpretation services. General fund provides funding for expenditures not covered by state funding.

Division of Medical Assistance Programs (DMAP): \$1,095,197
 Federal Primary Care Grant: \$294,467

Significant Program Changes

Last Year this program was: FY 2017: 40016 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 over 27,000 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 patients who have not visited a dentist in the past 24 months, and clients currently receiving treatment at one of our primary care clinics. The clinical program also focuses on services for pregnant women because 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 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 exam visit (oral hygiene instruction, tobacco cessation, nutritional counseling), and improving access and utilization for patients in our service areas to improve overall oral health. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Billable patient visits (including School and Community Oral Health)	75,282	67,883	78,000	87,000
Outcome	No show rate	20%	na/-	18%	16%
Quality	Percentage of patients who say that 'provider always listens.'	88%	85%	88%	90%

Performance Measures Descriptions

NEW: Measure 2: Percent of patients who DO NOT APPEAR for a scheduled dental visit~New measure proposed for FY 2018

Measure 3: Percent 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	2017	2017	2018	2018
Personnel	\$7,815,497	\$6,286,839	\$9,307,324	\$6,814,179
Contractual Services	\$77,644	\$209,022	\$10,000	\$320,346
Materials & Supplies	\$375,678	\$737,989	\$284,980	\$1,111,174
Internal Services	\$1,139,613	\$2,137,138	\$1,184,809	\$2,579,803
Total GF/non-GF	\$9,408,432	\$9,370,988	\$10,787,113	\$10,825,502
Program Total:	\$18,779,420		\$21,612,615	
Program FTE	51.42	66.43	62.69	72.24

Program Revenues				
Indirect for Dept. Admin	\$1,311,863	\$0	\$1,521,931	\$0
Intergovernmental	\$0	\$672,772	\$0	\$312,187
Other / Miscellaneous	\$273,222	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$263,961	\$0
Service Charges	\$8,888,793	\$8,698,216	\$10,523,152	\$10,513,315
Total Revenue	\$10,473,878	\$9,370,988	\$12,309,044	\$10,825,502

Explanation of Revenues

The primary source of revenue is Medicaid payments and patient fees.

Dental Patient Fees: \$ 21,300,428.

Federal Primary Care Grant: \$ 312,187.

Significant Program Changes

Last Year this program was: FY 2017: 40017A Dental Services

For FY 2018, we are expanding services by adding dentists, and hygienists (3.50 FTE Dentists, and 2.50 FTE Dental Hygienists) after approval from both the Board of County Commissioners and Community Health Council (federally mandated consumer majority board). These providers will allow us to utilize all existing operatories-50 (dental chairs) on every workday, to best serve the needs of our community. We are expecting to serve an added 6,000 clients, and have an additional 12,000 visits, which will help reduce our wait times, and wait lists, improving access.

Department: Health Department **Program Contact:** Len Barozzini
Program Offer Type: Existing Operating 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Increase access by adding 1000 unique patients in first year of operations	na/-	1,000	na/-	1000
Outcome	Patient Satisfaction: Patients report getting an appointment when they requested it.	na/-	70%	na/-	70%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$1,310,000	\$0	\$1,800,000	\$0
Capital Outlay	\$490,000	\$0	\$0	\$0
Total GF/non-GF	\$1,800,000	\$0	\$1,800,000	\$0
Program Total:	\$1,800,000		\$1,800,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$1,800,000	\$0
Total Revenue	\$0	\$0	\$1,800,000	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Kathleen Humphries
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40018B
Program Characteristics:

Executive Summary

The Women, Infants and Children Program (WIC) serves approximately 16,000 pregnant women and mothers and their infants and young children per month. WIC promotes positive health outcomes through strengthening life course nutrition with healthful foods and nutrition education, promoting and supporting breastfeeding, and providing comprehensive health and social service referrals.

Program Summary

WIC is a public health program that improves the nutrition and nutrition-related health of pregnant women, nursing moms, infants, and young children. The program is committed to raising the level of nutrition-related health status experienced by the most vulnerable members within the county. WIC provides nutritious food, nutrition education and counseling, growth monitoring, health screening, peer breastfeeding support, and networks of support to eligible families. These services support families to enjoy better nutrition and health throughout their lives.

Early life nutrition affects every aspect of health across the life course. Evaluation of WIC has demonstrated that families on WIC are in overall better health and have less food insecurity when they are on the program. Further, WIC mothers have a 25% reduced risk for preterm birth and 44% lower risk for low birth weight babies, which translates into better health and less chronic disease throughout their lives. For every dollar spent on a pregnant woman in WIC, up to \$4.21 is saved in Medicaid costs. Supporting families in their breastfeeding goals is another key focus area for WIC. Breastfeeding provides immunity protection to infants, health benefits to the mother, and lifelong risk reduction for important chronic diseases. Breastfeeding promotion at WIC and the Breastfeeding Peer Counseling (BFPC) program use an evidence-based support model that is effective for the County's most vulnerable families who experience significant economic and racial disparities in breastfeeding. Since BFPC's inception, breastfeeding rates in Multnomah County have increased 1% per year.

WIC served over 25,000 different clients last year with multiple visits and provided access to other support services including prenatal care, immunizations, Head Start, housing and day care assistance, social services, and more. WIC acts as a core referral center for other health and social services and has been key in enrolling families in Medicaid and private insurance and 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. For example, 28% of WIC clients do not speak English and, in a given month, WIC serves over 4,000 clients who speak 41 languages other than English. The program responds to this need by having signage in multiple languages, hiring professional staff who speak multiple languages fluently, and contracting with outside agencies to provide interpretation services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of WIC clients in one year who receive healthful foods with E-WIC benefits	25,706	na/-	20,222	26,734
Outcome	Percent of WIC clients initiating breastfeeding	92%	92%	92%	93%
Outcome	Number of nutrition education contacts with WIC families	59,937	na/-	52,852	55,000
Quality	Average number of clients served per month in languages other than English	na/-	na/-	4,352	4,526

Performance Measures Descriptions

1) New measure: participants receive healthful foods and culturally specific ideas on how to use them. Infants who are breastfeeding receive food benefits via enhanced food packages for their nursing mother. 2) % of mothers who initiated breastfeeding after delivery. 3) New measure: all participant contacts that include nutrition education, counseling, or support activity or interaction. 4) New measure: Families who indicate "prefers a language other than English" and for whom interpreters were provided and family was successful in becoming certified at WIC.

Legal / Contractual Obligation

The Special Supplemental Nutrition Program for Women, Infants and Children 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	2017	2017	2018	2018
Personnel	\$848,599	\$2,798,959	\$881,221	\$2,650,583
Contractual Services	\$0	\$0	\$40,000	\$0
Materials & Supplies	\$75,448	\$48,013	\$74,216	\$1,912
Internal Services	\$722,283	\$286,361	\$804,561	\$322,314
Total GF/non-GF	\$1,646,330	\$3,133,333	\$1,799,998	\$2,974,809
Program Total:	\$4,779,663		\$4,774,807	
Program FTE	9.28	33.52	9.92	27.68

Program Revenues				
Indirect for Dept. Admin	\$222,699	\$0	\$251,011	\$0
Intergovernmental	\$0	\$3,133,333	\$0	\$2,974,809
Total Revenue	\$222,699	\$3,133,333	\$251,011	\$2,974,809

Explanation of Revenues

WIC's revenue includes federal funds in the intergovernmental revenue agreement between Multnomah County as the local public health authority (LPHA) and the State of Oregon Public Health Services. WIC is also funded with County general fund. County general funds assist the WIC program in meeting the Federal/State funding requirement of scheduling new pregnant women within 10 days of application to the program. Starting in FY17, Title V grant funds were also part of the WIC portfolio of funding. These funds are used to increase African American culturally specific breastfeeding support in Multnomah County through WIC and the Breastfeeding Peer Counseling program.

State WIC grant: \$2,678,010

State Maternal & Child Health (Title V) grant: \$75,000

Breastfeeding Peer Counseling support grant: \$221,799

Significant Program Changes

Last Year this program was: FY 2017: 40018 Women, Infants and Children (WIC)

In FY17, WIC implemented a redesign project to boldly re-imagine WIC for Multnomah County. The purpose of the redesign has been to aggressively engage in quality improvement efforts to understand the drivers for local caseload declines. Several quality improvement strategies were initiated, including new partnerships with Head Start programs, expanded nutrition education classes, and new food packages. Also, a full clinic redesign process was initiated after engaging WIC consumers in October 2016. These changes have resulted in caseload gains. Program Offer 40018B is a one-time-only request to continue and finalize the redesign process in FY18.

Department: Health Department **Program Contact:** Kathleen Humphries
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40018
Program Characteristics: One-Time-Only Request

Executive Summary

For FY18, the WIC program is requesting one-time-only funding for a program redesign. The redesign improvement process includes identification of equity and place-based strategies and partnership service provision in areas of highest need to increase caseloads and improve client health outcomes. Currently, the Women, Infants and Children Program (WIC) serves approximately 16,000 pregnant women and mothers, and their infants and young children per month with healthful foods, nutrition education and breastfeeding support.

Program Summary

For FY18, the WIC program is requesting one-time-only funding for a program redesign. For the past four years, the WIC caseload has been declining locally, statewide, and nationally. Some of the challenges facing clients are poor transportation options, and for working families, the economic costs of attending mid-day, in-person clinic visits. Over the last year the program has been aggressively engaged in quality improvement and redesign efforts to improve client engagement and increase caseload.

Several quality improvement strategies have been initiated, resulting in caseload gains. Also initial planning for service redesign has begun engaging WIC consumers, WIC staff, the Oregon Health Authority WIC Program, and other Public Health Division Maternal Child and Family Health programs.

The redesign improvement process includes identification of equity and place-based strategies and partnership service provision in areas of highest need, maximizing the service opportunities of electronic benefits, evaluating nutrition education offerings, and developing a new model for a streamlined clinical organization and supervisory structure.

The one time only funding will allow a full, thoughtful redesign process that will result in a smaller, cross-trained staffing model, adoption of technology to increase clinic workflows and improve client communication, and expanded community partnerships to reach WIC-eligible families where they are already engaged in other health and social services. The intention of the redesign is that community partners will provide services traditionally led by the WIC Program. As an example, WIC expanded partnerships with Multnomah County Head Start agencies in Summer 2016 to provide services on site.

The goal of the redesign is to reduce overall operating costs while increasing the program's ability to reach and engage WIC-eligible families and ultimately improve the health outcomes of women, infants, and children.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of agile, cross-trained staff providing WIC services	na/-	na/-	na/-	6
Outcome	Number of expanded community partnerships engaging WIC-eligible families for service	na/-	na/-	na/-	10

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$223,008	\$0
Contractual Services	\$0	\$0	\$17,497	\$0
Total GF/non-GF	\$0	\$0	\$240,505	\$0
Program Total:	\$0		\$240,505	
Program FTE	0.00	0.00	2.70	0.00

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

Explanation of Revenues

This one-time-only offer does not restore/backfill the reduction in State WIC funding.

Significant Program Changes

Last Year this program was:

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 4,500 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 person centered medical home (PCMH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of patients with a North Portland Health Center assigned PCP	na/-	18,793	4,500	6,000
Outcome	% of children who are up to date on immunizations at 24 months of age	81%	85%	25%	78%

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 method).
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. (Performance Measure 2 CY estimate is well below target due primarily to a national change to recommended vaccination schedule).

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	2017	2017	2018	2018
Personnel	\$2,089,114	\$2,084,367	\$2,285,446	\$1,442,761
Contractual Services	\$0	\$63,476	\$0	\$62,475
Materials & Supplies	\$30,366	\$854,379	\$7,410	\$739,264
Internal Services	\$676,836	\$518,953	\$277,911	\$940,845
Capital Outlay	\$0	\$154,458	\$0	\$154,458
Total GF/non-GF	\$2,796,316	\$3,675,633	\$2,570,767	\$3,339,803
Program Total:	\$6,471,949		\$5,910,570	
Program FTE	22.40	11.65	22.30	7.40

Program Revenues				
Indirect for Dept. Admin	\$380,471	\$0	\$342,934	\$0
Intergovernmental	\$0	\$1,429,284	\$0	\$1,311,787
Service Charges	\$2,793,564	\$2,195,907	\$2,565,220	\$2,028,016
Total Revenue	\$3,174,035	\$3,625,191	\$2,908,154	\$3,339,803

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: \$4,593,236

Federal Health Infrastructure Investment Program - Community Health Center Alteration/Renovation grant: \$706,615

Federal Primary Care grant PC 330: \$134,462

Federal Primary Care/Homeless grant: \$451,353

State Family Planning grant: \$19,357

Significant Program Changes

Last Year this program was: FY 2017: 40019 North Portland Health Clinic

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Northeast Health Center (NEHC), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of Northeast Portland. 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 6,200 patients that identify Northeast Health Center as their primary care home.

Program Summary

Northeast Health Clinic primary care services are designed to be a person centered medical home (PCMH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Northeast Health Clinic plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of patients with a Northeast Health Center assigned PCP	8,000	9,000	6,200	7,500
Outcome	Percentage of children who are up to date on immunizations at 24 months of age	85%	85%	33%	78%

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. (Performance Measure 2 CY estimate is well below target due primarily to a national change to recommended vaccination schedule.)

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	2017	2017	2018	2018
Personnel	\$3,198,685	\$2,736,666	\$2,853,085	\$2,146,081
Contractual Services	\$0	\$77,158	\$0	\$111,049
Materials & Supplies	\$12,491	\$271,890	\$30,036	\$271,024
Internal Services	\$842,360	\$795,618	\$346,935	\$1,289,958
Total GF/non-GF	\$4,053,536	\$3,881,332	\$3,230,056	\$3,818,112
Program Total:	\$7,934,868		\$7,048,168	
Program FTE	18.90	30.30	17.50	23.90

Program Revenues				
Indirect for Dept. Admin	\$559,221	\$0	\$458,871	\$0
Intergovernmental	\$0	\$982,127	\$0	\$976,002
Service Charges	\$4,049,964	\$3,025,409	\$3,218,691	\$2,842,110
Total Revenue	\$4,609,185	\$4,007,536	\$3,677,562	\$3,818,112

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: \$5,974,992; Federal Primary Care grant: \$951,470
 State Family Planning grant: \$24,532; Legacy Health CARES grant: \$85,809

Significant Program Changes

Last Year this program was: FY 2017: 40020 Northeast Health Clinic

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Mid-County Health Center (MCHC) serves clients in one of the poorest and most culturally diverse areas of Multnomah County. MCHC provides vital health services for patients who, even if insured, would remain isolated from medical care because of where they live, the language they speak and their higher level of complex healthcare needs. With its Refugee Program and culturally competent staff, MCHC is an important health care safety net for the community. The clinic provides a medical home to approximately 11,000 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 immigrants or were refugees (Russia, Somalia, Sudan, Latin America, Vietnam, Iraq, Iran, etc.). Staff represent approximately 25 different countries and more than 60% of the MCHC staff speak a second language. Many are immigrants and a few were refugees themselves. MCHC services are designed specifically to prevent people from needing more costly and often less appropriate care. The immigrant and refugee populations often receive little preventative care at home, leading to a disproportionately high rate of serious medical conditions (ie. diabetes, hypertension, heart disease, cancer). Many client families have three or more children; often with serious health problems (ie. asthma, diabetes, poor nutrition, no dental care, post-traumatic stress, etc.) which impact their schooling and development. This program helps them with pediatric and prenatal services as well as referrals. Many children receive their first complete set of vaccines at MCHC.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of patients with a Mid County Health Center assigned PCP	14,000	20,000	12,000	14,000
Outcome	% of children who are up to date on immunizations at 24 months of age	85%	85%	37%	78%

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. (Performance Measure 2 CY estimate is well below target due primarily to a national change to recommended vaccination schedule.)

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	2017	2017	2018	2018
Personnel	\$5,603,225	\$4,917,714	\$4,762,981	\$3,253,933
Contractual Services	\$276,500	\$103,397	\$0	\$326,832
Materials & Supplies	\$17,266	\$446,358	\$5,506	\$498,481
Internal Services	\$1,505,725	\$1,084,339	\$1,524,948	\$887,006
Total GF/non-GF	\$7,402,716	\$6,551,808	\$6,293,435	\$4,966,252
Program Total:	\$13,954,524		\$11,259,687	
Program FTE	58.00	31.60	49.90	18.70

Program Revenues				
Indirect for Dept. Admin	\$1,002,127	\$0	\$749,563	\$0
Intergovernmental	\$0	\$969,253	\$0	\$661,474
Service Charges	\$7,536,451	\$5,632,997	\$6,288,021	\$4,304,778
Total Revenue	\$8,538,578	\$6,602,250	\$7,037,584	\$4,966,252

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: \$10,592,799
 Federal Primary Care grant: \$630,310
 State Family Planning grant: \$31,164

Significant Program Changes

Last Year this program was: FY 2017: 40022 Mid County Health Clinic

FY17 included staffing and visit revenues for an October 2016 launch of Saturday clinics, which has been delayed.

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 13,500 patients.

Program Summary

East County Health Center primary care services are designed to be a person centered medical home (PCMH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally appropriate primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. East County Health Center 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of patients with a East County Health Center assigned PCP	na/-	18,000	13,500	14,500
Outcome	% of children who are up to date on immunizations at 24 months of age	89%	85%	41%	78%

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. (Performance Measure 2 CY estimate is well below target due primarily to a national change to recommended vaccination schedule.)

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	2017	2017	2018	2018
Personnel	\$4,372,688	\$3,624,577	\$4,353,075	\$2,167,491
Contractual Services	\$1,500	\$193,851	\$66,040	\$96,023
Materials & Supplies	\$66,958	\$347,697	\$16,609	\$364,258
Internal Services	\$1,635,852	\$847,545	\$529,334	\$1,721,680
Total GF/non-GF	\$6,076,998	\$5,013,670	\$4,965,058	\$4,349,452
Program Total:	\$11,090,668		\$9,314,510	
Program FTE	44.93	23.00	34.50	17.10

Program Revenues				
Indirect for Dept. Admin	\$741,327	\$0	\$599,279	\$0
Intergovernmental	\$0	\$1,091,797	\$0	\$1,249,324
Service Charges	\$6,072,894	\$3,921,873	\$4,958,280	\$3,100,128
Total Revenue	\$6,814,221	\$5,013,670	\$5,557,559	\$4,349,452

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: \$8,058,408; Federal Primary Care grant: \$1,191,343; State Family Planning grant: \$57,981

Significant Program Changes

Last Year this program was: FY 2017: 40023 East County Health Clinic

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of patients with three or more visits with a risk assessment in the last year	65%	70%	76%	70%
Outcome	% of patients with persistent asthma prescribed appropriate medications	93%	80%	92%	92%

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	2017	2017	2018	2018
Personnel	\$3,054,637	\$1,536,815	\$2,261,559	\$1,876,747
Contractual Services	\$34,724	\$76,372	\$10,699	\$65,467
Materials & Supplies	\$288,571	\$237,324	\$387,849	\$88,048
Internal Services	\$641,337	\$753,788	\$1,045,731	\$440,590
Total GF/non-GF	\$4,019,269	\$2,604,299	\$3,705,838	\$2,470,852
Program Total:	\$6,623,568		\$6,176,690	
Program FTE	23.71	14.55	15.82	16.87

Program Revenues				
Indirect for Dept. Admin	\$332,716	\$0	\$323,685	\$0
Intergovernmental	\$0	\$1,314,983	\$0	\$1,181,075
Service Charges	\$2,469,260	\$1,289,316	\$1,903,784	\$1,289,777
Total Revenue	\$2,801,976	\$2,604,299	\$2,227,469	\$2,470,852

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: \$3,193,561

State SBHC grant: \$727,704

Federal Primary Care grant: \$373,379

State Family Planning grant: \$79,992

Significant Program Changes

Last Year this program was: FY 2017: 40024 School Based Health Centers

FY17 included tele-medicine pilot at two clinic sites and early findings are that it has been successful.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40011, 40012, 40060
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. ASHEP provides direct evidence-based comprehensive sexual health and relationship 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, sexually transmitted infections, teen dating violence; eliminating sexual health disparities; promoting youth development. In FY18, ASHEP will reach over 10,000 youth.

Program Summary

The Adolescent Sexual Health Equity Program (ASHEP) promotes sexual and relationship health through large-scale population-level programming in multiple school districts and community settings. ASHEP uses public health and social determinate data to identify geographic areas and specific populations at highest need for focused resources. ASHEP and its partners are focused on reducing the overall teen unintended pregnancy rate and sexually transmitted infection rates in Multnomah County, especially inequities between demographic groups. Locally, significant inequities in these health outcomes exist among Latinos, Native Americans, and African Americans. LGBTQ youth populations are also disproportionately impacted by sexually transmitted infection when compared to the county as a whole. Both teen pregnancy and sexually transmitted infections can interrupt education and limit future opportunities impacting the long-term fertility and health of youth.

ASHEP partners with youth, educators, caregivers, and service providers in school and community settings. Oregon law requires comprehensive sexuality and healthy relationship skill education for youth. ASHEP plays a key role in supporting schools to meet this goal across 5 county school districts. ASHEP trains and provides evidence-based sexual and relationship health curricula to Middle and High School teachers, and trains school and community coaches to implement teen-dating violence prevention curricula. ASHEP staff evaluate the program while implementing it and adapt/translate curricula to provide effective education to special populations (e.g. English language learners, developmentally disabled). ASHEP Health Educators also reach high-need youth not enrolled in mainstream public schools through alternative high schools, SUN programs, residential treatment, juvenile detention, and other community sites. Together ASHEP staff and community partners work to strengthen community resilience, address inequities, and support culturally-specific and responsive efforts. The capacity of African American, Latino, and Native American communities is increased by training, collaborating, and funding partner organizations to provide culturally-specific skill building, policy advocacy, and community mobilization among both youth and their parents/caring adults.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of participants in educational sessions/training	5,507	12,000	11,035	11,200
Outcome	Percent of trained educators who feel confident teaching evidence-based sexuality education	86%	90%	88%	85%
Quality	Percent of classes taught to fidelity	80%	85%	85%	89%

Performance Measures Descriptions

1) Total number of target population participants reached through direct services (includes parents, youth, teachers, and community-based program staff) 2) The percentage of educators, after training, that feel confident they can implement an evidence-based sexual health curriculum. 3) The percentage of observed classes that include key components of evidence-based curricula.

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	2017	2017	2018	2018
Personnel	\$214,361	\$686,591	\$176,616	\$528,389
Contractual Services	\$1,500	\$676,463	\$0	\$637,520
Materials & Supplies	\$30,272	\$42,476	\$4,723	\$19,839
Internal Services	\$109,543	\$89,704	\$114,194	\$64,251
Total GF/non-GF	\$355,676	\$1,495,234	\$295,533	\$1,249,999
Program Total:	\$1,850,910		\$1,545,532	
Program FTE	2.01	6.99	1.72	5.13

Program Revenues				
Indirect for Dept. Admin	\$70,132	\$0	\$50,038	\$0
Intergovernmental	\$0	\$1,549,999	\$0	\$1,249,999
Total Revenue	\$70,132	\$1,549,999	\$50,038	\$1,249,999

Explanation of Revenues

The program is funded by Office of Adolescent Health Teen Pregnancy Prevention Grant and County General Funds.

Fed Teen Pregnancy Prevention Grant: \$1,249,999

Significant Program Changes

Last Year this program was: FY 2017: 40025 Adolescent Sexual Health Equity Program (ASHEP)

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

La Clinica de Buena Salud (The Good Health Clinic), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the under and uninsured residents of the NE Portland, Cully Neighborhood. 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 services, and person center medical home (PCMH) services, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. La Clinica health and social services team includes: primary, preventive and urgent health care, behavioral health services, case management and resource referral. Although La Clinica was initially intended to primarily serve the Latino community, the program has expanded and responded to the area's changing demographics which include culturally-specific services for Somali immigrants and refugees, and Russian speaking families in the Cully neighborhood and beyond. La Clinica is the County's anchor health care program for homeless children and families. The program initiates consultation and coordination efforts with other providers to build cultural competency among other service providers and lead efforts to solve community problems.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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%	35%	78%

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	2017	2017	2018	2018
Personnel	\$908,034	\$829,506	\$554,347	\$1,071,467
Contractual Services	\$0	\$31,786	\$0	\$33,891
Materials & Supplies	\$11,538	\$104,517	\$6,699	\$102,643
Internal Services	\$169,241	\$392,671	\$189,904	\$376,450
Total GF/non-GF	\$1,088,813	\$1,358,480	\$750,950	\$1,584,451
Program Total:	\$2,447,293		\$2,335,401	
Program FTE	6.20	7.80	2.60	9.40

Program Revenues				
Indirect for Dept. Admin	\$153,852	\$0	\$142,422	\$0
Intergovernmental	\$0	\$726,560	\$0	\$772,212
Service Charges	\$1,086,358	\$631,920	\$750,950	\$812,239
Total Revenue	\$1,240,210	\$1,358,480	\$893,372	\$1,584,451

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: \$1,563,189
 Federal Primary Care/Homeless grant: \$754,782
 State Family Planning grant: \$17,430

Significant Program Changes

Last Year this program was: FY 2017: 40026 La Clinica de Buena Salud

Performance Measure 2 CY estimate is well below target due primarily to a national change to recommended vaccination schedule.

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). The clinic provides comprehensive, culturally appropriate services which include treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations) primary care and enabling services and is intended to serve as a person center medical home (PCMH) for residents of Southeast Portland. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Southeast Health Clinic staff provide coordination services weekly at St. Francis Dining Hall.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of patients with a Southeast Health Center assigned PCP	4,500	5,000	3,700	4,500
Outcome	% of children who are up to date on immunizations at 24 months of age	55%	85%	39%	78%

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. (Performance Measure 2 CY estimate is well below target due primarily to a national change to recommended vaccination schedule.)

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	2017	2017	2018	2018
Personnel	\$1,583,449	\$2,132,430	\$1,380,421	\$1,838,956
Contractual Services	\$0	\$58,087	\$0	\$58,111
Materials & Supplies	\$36,289	\$159,984	\$6,319	\$177,177
Internal Services	\$443,815	\$714,366	\$169,122	\$911,261
Total GF/non-GF	\$2,063,553	\$3,064,867	\$1,555,862	\$2,985,505
Program Total:	\$5,128,420		\$4,541,367	
Program FTE	11.45	19.95	14.25	13.15

Program Revenues				
Indirect for Dept. Admin	\$332,434	\$0	\$283,816	\$0
Intergovernmental	\$0	\$1,327,891	\$0	\$1,392,469
Service Charges	\$2,060,917	\$1,736,976	\$1,549,545	\$1,593,036
Total Revenue	\$2,393,351	\$3,064,867	\$1,833,361	\$2,985,505

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: \$3,142,581
 Federal Primary Care grant: \$164,234
 Federal Primary Care/Homeless grant: \$1,212,843
 State Family Planning grant: \$15,392

Significant Program Changes

Last Year this program was: FY 2017: 40027 Southeast Health Clinic

SEHC also coordinates services for persons experiencing homelessness at St. Francis. The program will change its staffing profile and increase CHW time in order to better coordinate medical and community based services for homeless individuals.

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 5,100 patients that identify Rockwood Health Center as their medical home.

Program Summary

Rockwood Community Health Center primary care services are designed to be a person centered medical home (PCMH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally 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 plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of patients with a Rockwood assigned PCP	na/-	8,500	5,120	6,000
Outcome	% of children who are up to date on immunizations at 24 months of age	55%	85%	25%	78%

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. (Performance Measure 2 CY estimate is well below target due primarily to a national change to recommended vaccination schedule.)

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	2017	2017	2018	2018
Personnel	\$2,226,089	\$2,281,311	\$2,549,756	\$1,314,561
Contractual Services	\$22,327	\$100,000	\$432	\$92,866
Materials & Supplies	\$19,217	\$245,684	\$7,552	\$279,194
Internal Services	\$873,217	\$454,908	\$310,050	\$959,044
Total GF/non-GF	\$3,140,850	\$3,081,903	\$2,867,790	\$2,645,665
Program Total:	\$6,222,753		\$5,513,455	
Program FTE	15.00	24.80	19.50	13.20

Program Revenues				
Indirect for Dept. Admin	\$409,834	\$0	\$355,095	\$0
Intergovernmental	\$0	\$1,128,285	\$0	\$724,606
Service Charges	\$3,138,489	\$1,953,618	\$2,860,776	\$1,921,059
Total Revenue	\$3,548,323	\$3,081,903	\$3,215,871	\$2,645,665

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: \$4,781,835; Federal Primary Care grant: \$709,864
 State Family Planning grant: \$14,742

Significant Program Changes

Last Year this program was: FY 2017: 40029 Rockwood Community Health Clinic

Department: Health Department **Program Contact:** Vanetta Abdellatif
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Clinical Directors ensure that MDs, NPs, PAs, RNs, and LPNs have the necessary training, skills and knowledge to practice competently; patient care adheres to all pertaining regulations; clinical quality improvement (QI) initiatives are effective and appropriate for the communities we serve; and patient care is safe, cost effective and based on proven best practices.

Program Summary

Medical Directors Office:

1. Oversees initiatives to improve quality, safety, cost effectiveness, and access; develops and implements patient care guidelines, policies, procedures.
2. Recruits, hires, credentials and monitors provider performance; oversees medical educational programs.
3. Sets and monitors provider and nursing productivity goals.
4. Investigates and remedies untoward clinical incidents and errors.
5. Ensures that patient care meets all rules, regulations and standards set forth by regulatory agencies, contractors, grantors and accrediting agencies.
6. Ensures that administrative practices are consistent with quality patient care.
7. Directors are accountable for legal conformance, quality and safety of patient care, need-based and scientifically justified service design, and efficient use of public funds.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	80% (or more) of providers are maintaining and serving their maximum panel size.	na/-	80%	75%	80%
Outcome		na/-	na/-	na/-	na/-
Quality	Maintain compliance with regulatory and licensing standards/boards.	100%	100.0%	100%	100%

Performance Measures Descriptions

Output reflects a focus on improving value and good patient outcomes as opposed to face to face visits as a part of an APM (Alternative Payment Methodology) pilot where there is a focus on increased value in care delivery. This pilot incentivizes whole person care.

Legal / Contractual Obligation

Oregon State Board of Nurses, Oregon State 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	2017	2017	2018	2018
Personnel	\$1,614,566	\$521,990	\$1,380,409	\$87,024
Contractual Services	\$141,359	\$142,040	\$82,500	\$142,040
Materials & Supplies	\$88,172	\$84,983	\$95,896	\$25,311
Internal Services	\$251,166	\$61,011	\$269,550	\$10,582
Total GF/non-GF	\$2,095,263	\$810,024	\$1,828,355	\$264,957
Program Total:	\$2,905,287		\$2,093,312	
Program FTE	8.40	3.60	7.10	0.00

Program Revenues				
Indirect for Dept. Admin	\$137,167	\$0	\$88,452	\$0
Intergovernmental	\$0	\$821,400	\$0	\$264,957
Other / Miscellaneous	\$0	\$15,000	\$200,000	\$0
Beginning Working Capital	\$1,000,000	\$0	\$0	\$0
Service Charges	\$200,000	\$0	\$750,000	\$0
Total Revenue	\$1,337,167	\$836,400	\$1,038,452	\$264,957

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.

Federal Primary Care grant: \$264,957
 Patients Fees: \$950,000

Significant Program Changes

Last Year this program was: FY 2017: 40030 Medical Directors (Physician, Nurse Practitioner and Nursing)

FY18's program offer includes the addition of a Nurse Practitioner to provide leadership as a Deputy Clinical/Medical Director

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. Targeted clinical pharmacy services are provided to clients referred from MCHD Primary Care.

Program Summary

Pharmacy Services utilize various contracts to procure medications that have been prescribed for clients, including uninsured and under-served clients. Services are provided to a significant number of clients who may lack secure housing, have mental health concerns, or addiction issues. Pharmacy Services provide prescription medication to clients of public health programs such as the HIV/STD/Adolescent Sexual Health Equity and Communicable Disease Services; as well as to youth seen in the School Based Health Clinics. The program bills third party insurance for covered clients, assists uninsured clients in obtaining low-cost/free drugs from manufacturers, and provides consultation and education regarding medications to clinic patients and staff. No client is denied service due to inability to pay the service fee or copay at the time of service. Pharmacy Services provides essential support to the health delivery and emergency preparedness programs within the Health Department; and assists in the treatment and monitoring of clients receiving health care in Health Department facilities and programs. Prescription service for the uninsured; public health programs; and School Based Health clients comprise a significant portion of the total work of the program. Clinical pharmacists are engaged at primary care sites, working closely with the patient's provider and care team to improve medication adherence and management of their drug regimen. Clinical pharmacists provide improved care coordination with the reconciliation of client medications following hospital admission.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Prescription Volume	346,500	370,000	345,000	370,000
Outcome	Average prescription cost (excluding cost of medication)	25.09	27.62	24.33	27.54
Quality	Adherence Monitoring	130	200	130	200

Performance Measures Descriptions

Prescription volume (prescriptions filled) reflects the number of actual prescriptions being filled.

Average prescription cost reflects prescription department expenses less drug cost divided by the number of prescriptions filled. (Includes non-dispensing related expenses - training, non-dispensing staff).

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	2017	2017	2018	2018
Personnel	\$0	\$7,449,709	\$0	\$7,638,327
Contractual Services	\$0	\$194,939	\$0	\$183,100
Materials & Supplies	\$0	\$9,103,005	\$0	\$10,166,510
Internal Services	\$0	\$1,670,971	\$0	\$1,772,436
Total GF/non-GF	\$0	\$18,418,624	\$0	\$19,760,373
Program Total:	\$18,418,624		\$19,760,373	
Program FTE	0.00	56.75	0.00	56.78

Program Revenues				
Indirect for Dept. Admin	\$704,742	\$0	\$723,349	\$0
Service Charges	\$0	\$18,418,624	\$0	\$19,760,373
Total Revenue	\$704,742	\$18,418,624	\$723,349	\$19,760,373

Explanation of Revenues

Pharmacy is funded exclusively through prescription fees (third party reimbursements) and directly paid patient fees.

Prescription Fees: \$19,613,373

Patient Fees: \$147,000

Significant Program Changes

Last Year this program was: FY 2017: 40031 Pharmacy

Increased expense for the purchase of drugs for dispensing.

Department: Health Department

Program Contact: Chris Carter

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Central Lab and the Health Information Management program 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 290,000 specimens per year. Medical Records fulfills 14,000 medical records request per year.

Program Summary
Laboratory:

Tests clinical and environmental specimens, manage external laboratory contracts, prepares for emergencies (including bioterrorism), and the surveillance of emerging infections. Access to laboratory testing assists in the diagnosis, treatment, and monitoring of clients receiving health care in Health Department facilities.

Health Information Management:

Manages medical records systems to ensure comprehensive clinical documentation and compliance with all applicable licensing, regulatory and accreditation standards. The manager of Health Information fulfills the role of the Health Department's Privacy Official as required by HIPAA (Health Insurance Portability and Accountability Act). 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of records requests completed (HIM)	13,709	12,000	15,000	15,000
Outcome	Number of laboratory specimens handled (Central Lab)	286,076	260,000	300,000	300,000
Quality	Lab proficiency/competency levels through internal and external testing program (Central Lab)	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	2017	2017	2018	2018
Personnel	\$3,353,516	\$734,236	\$2,626,438	\$1,190,266
Contractual Services	\$29,596	\$0	\$0	\$39,600
Materials & Supplies	\$114,842	\$12,426	\$87,708	\$72,388
Internal Services	\$803,580	\$123,242	\$714,619	\$255,682
Total GF/non-GF	\$4,301,534	\$869,904	\$3,428,765	\$1,557,936
Program Total:	\$5,171,438		\$4,986,701	
Program FTE	32.65	6.90	24.30	11.90

Program Revenues				
Indirect for Dept. Admin	\$365,795	\$0	\$344,092	\$0
Intergovernmental	\$0	\$269,904	\$0	\$269,904
Other / Miscellaneous	\$2,483,185	\$0	\$1,810,000	\$0
Service Charges	\$1,348,735	\$600,000	\$1,150,000	\$1,288,032
Total Revenue	\$4,197,715	\$869,904	\$3,304,092	\$1,557,936

Explanation of Revenues

Revenue generated from laboratory services are included in the medical visit revenue shown in the health clinics. General fund is used to pay for services to the uninsured clients served by the Health Department, as well as to deliver mandated public health services.

Medical Fees: \$4,248,032

Federal Primary Care grant: \$269,904

Significant Program Changes

Last Year this program was: FY 2017: 40032 Lab and Medical Records

Department: Health Department **Program Contact:** Tasha Wheatt-Dalancy
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Health Center Operations (HCO) Program (formerly Primary Care and Dental Access and Referral-PCARD) is the gateway for all new and established patients assigned and/or seeking to establish care with Multnomah County Health Department's (MCHD) Primary Care and Dental System, and for established patients referred into community specialty care. MCHD Information and Referral and Languages Services provide written translation, oral and sign language interpretation throughout the department's programs and services.

Program Summary

HCO is the point of entry for scheduling all clients for both the Primary Care and dental clinics. HCO also facilitates access to specialty referrals and charity care for insured and uninsured patients. For uninsured patients, the referrals to community specialty care is completed in collaboration with Project Access NOW. HCO provides appointments and referrals in collaboration with County and other community organizations, ensuring consistent patient information and tracking. HCO also provides information and referrals for MCHD medical, dental, social services and key community service partners. MCHD Language Services provides interpretation in over 70 languages including sign language for all MCHD services and programs, and for established patients who access specialty care in the community.

Comprehensive coordination of written translation for clinical and non-clinical programs and services is also provided. MCHD Language Services is the central coordinator for thousands of patient/client interpretation requests and translations each year for multiple programs/services. This key service ensures that patients and clients successfully move through the Department's Refugee and Screening Program, and those who have limited English proficiency, receive culturally competent interpretation throughout all of the MCHD programs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of new patients who receive appointments	20,140	24,000	20,000	24,000
Outcome	Average telephone abandonment is at or below 10%	na/-	10%	8%	8%

Performance Measures Descriptions

Output: Number of new patients who receive a new patient appointment (medical and dental).
Outcome: More calls answered the first time and fewer calls abandoned.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,704,998	\$627,926	\$1,391,385	\$598,752
Contractual Services	\$117,500	\$0	\$112,244	\$0
Materials & Supplies	\$18,282	\$1,133	\$16,703	\$0
Internal Services	\$527,948	\$55,771	\$752,275	\$59,875
Total GF/non-GF	\$2,368,728	\$684,830	\$2,272,607	\$658,627
Program Total:	\$3,053,558		\$2,931,234	
Program FTE	23.00	8.80	11.10	7.40

Program Revenues				
Indirect for Dept. Admin	\$186,202	\$0	\$178,394	\$0
Intergovernmental	\$0	\$258,626	\$0	\$658,627
Other / Miscellaneous	\$0	\$300,000	\$500,000	\$0
Beginning Working Capital	\$882,043	\$0	\$0	\$0
Service Charges	\$1,156,182	\$0	\$1,331,284	\$0
Total Revenue	\$2,224,427	\$558,626	\$2,009,678	\$658,627

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: \$1,831,284
 Federal Primary Care grant: \$658,627

Significant Program Changes

Last Year this program was: FY 2017: 40033 Primary Care and Dental Access and Referral

In calendar year 2017, dental services calls will transition from dental sites to the Patient Access Center (PAC).

Department: Health Department **Program Contact:** Dawn Shatzel
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Clinical Infrastructure (Quality and Support) Program provides pivotal oversight by managing the Bureau of Primary Health Care (BPHC) grant, developing and implementing fiscal accountability programs and access to health care, initiating and sustaining clinical and administrative quality and safety activities and improvements, and coordinating adherence to health care standards and regulations.

Program Summary

This program supports services within the project scope of the BPHC grant, which supports the mission of increasing access to needed health services to the County's most vulnerable. BPHC funding requires strict adherence to federal laws mandating which services must be provided as a Federally Qualified Health Center (FQHC) which results in additional Medicaid revenue for Oregon Health Plan clients. This funding requires quality services, performance audits and responsiveness to new methods of delivering safe and quality care. Infrastructure and support 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.

Quality project management staff manage the 14 member Coalition of Community Health Clinics (CCHC) contract. CCHC is comprised of community-based clinics uniquely able to respond to changing demographics and offer culturally appropriate care while fulfilling their mission of improving and providing health care to the county's most vulnerable populations. The Coalition clinics provide free or low-cost health care to uninsured people. The County extends Federal Tort Claims coverage, licensing and credentialing to the volunteer providers at the Coalition of Community Health Clinics' (CCHC).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of volunteer hours	60,356	55,000	55,000	55,000
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) Number of hours, includes licensed health care volunteers who work at CCHC clinic sites; 2) 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; 3) Maintenance of FQHC grantee by meeting all federal rules/requirements; evaluated annually through the grant continuation application process.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$4,848,219	\$638,625	\$2,416,413	\$1,354,230
Contractual Services	\$74,140	\$0	\$54,280	\$43,650
Materials & Supplies	\$160,875	\$240	\$103,347	\$30,191
Internal Services	\$932,078	\$64,141	\$753,402	\$407,391
Total GF/non-GF	\$6,015,312	\$703,006	\$3,327,442	\$1,835,462
Program Total:	\$6,718,318		\$5,162,904	
Program FTE	49.00	6.80	21.10	11.10

Program Revenues				
Indirect for Dept. Admin	\$514,611	\$0	\$336,853	\$0
Intergovernmental	\$0	\$688,006	\$0	\$1,383,006
Other / Miscellaneous	\$3,875,482	\$15,000	\$2,230,000	\$7,550
Beginning Working Capital	\$1,800,000	\$0	\$0	\$0
Service Charges	\$250,000	\$0	\$999,443	\$444,906
Total Revenue	\$6,440,093	\$703,006	\$3,566,296	\$1,835,462

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: \$3,674,349
- Federal Primary Care grant: \$1,138,006
- Kaiser Permanente Center for Health Research CHR-Stop Colorectal Cancer grant: \$7,550
- State Safety Net Capacity grant: \$245,000

Significant Program Changes

Last Year this program was: FY 2017: 40034 Quality Assurance

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.

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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

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	2017	2017	2018	2018
Personnel	\$117,824	\$0	\$121,391	\$0
Contractual Services	\$105,887	\$0	\$102,997	\$0
Materials & Supplies	\$10,190	\$0	\$4,988	\$0
Internal Services	\$11,787	\$0	\$12,975	\$0
Total GF/non-GF	\$245,688	\$0	\$242,351	\$0
Program Total:	\$245,688		\$242,351	
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 2017: 40036 Community Health Council and Civic Governance

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40006, 40007, 40008, 40053A, 40053B, 40060
Program Characteristics:

Executive Summary

Environmental Health Community Programs impact a wide range of well-documented, upstream, and emerging environmental health issues. Program areas include community environments, toxics reduction, and climate change. They all have an explicit focus on environmental justice and vulnerable populations, and address health inequities in lead poisoning, respiratory illness, and cardiovascular disease. Activities include monitoring and assessing environments, policies, and health; providing technical assistance and data expertise; reporting; communication; and direct services.

Program Summary

Environmental Health Community Programs bring together a continuum of services to ensure all county residents have access to optimal living conditions in their homes and neighborhoods. With an environmental justice framework, the programs focus first on the highest risk communities facing the least access to political and social power such as youth, elders, low-income communities, and communities of color. These communities are engaged so that their concerns, expertise, and proposed solutions can be integrated into the activities of the following program areas.

Community Environments: This program area aims to ensure that all neighborhoods are safe and healthy. Focuses include housing, nutritious foods, safe parks and playgrounds, safe streets, and equitable public transportation to ensure access to jobs, schools, services, recreation, and child care. Example activities include participation in technical committees to support local and regional planning efforts such as Metro’s Regional Transportation Plan; analysis of pedestrian fatalities within the City of Portland; and supporting community groups to understand environmental risks through online maps and technical assistance.

Toxics Reduction: This program area identifies risks of exposure to contaminated land, air, water, consumer goods, and industrial production, and makes technical information accessible to the public. Staff work with vulnerable individuals and families to identify and reduce exposure to household mold, toxins, vectors, lead paint, and physical hazards through home assessments and inspections; and, within communities, respond to both well-documented and emerging environmental hazards. Major focuses have been lead in water at Portland Public Schools, and heavy metals from art glass manufacturers. Activities include partnering with local, state, and federal agencies to share and analyze local exposure risk data and empowering communities to advocate on their own behalf.

Climate Change: This program area works to understand upstream and emerging health issues; protect the public’s health from the impacts of climate change; advance climate justice; and maximize health benefits of climate mitigation and resilience actions. Staff track key indicators such as extreme heat-related illnesses, hypothermia, and harmful algal blooms.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Community Members receiving information on environmental threats	39,031	40,000	42,000	45,000
Outcome	Number of children with reduced EBLL as a result of environmental investigations	na/-	na/-	36	40
Output	Number of households with reduced household hazards	na/-	na/-	56	100
Outcome	Number of health-based policy recommendations made that are adopted	na/-	na/-	9	15

Performance Measures Descriptions

1) Revised to include all program areas (phone counseling, referral, educational materials, website & events). 2) New: HUD and EPA best-practice measure of effectiveness. 3) New: Includes Lead, Adult Care Home, Asthma Inspection & Referral, Low Income Seniors & People w/Disabilities, Unincorporated Rental Home visits; and community trainings with direct improvements to housing quality. 4) New: Includes review of state and local plans & legislation, participation in technical committees & responses to requests for technical & policy support from partners.

Legal / Contractual Obligation

Legal mandates are City of Portland codes 8.20.210 (Maintenance of Health Hazard not Permitted); 8.20.200 (Notice of Unsanitary or Unhealthful Condition of Premises to be Given and Posted – Unlawful to Remove); 29.30.110 (Interior Walls, Floors, and Ceilings); 29.30.060 (Exterior Walls and Exposed Surfaces); and 21.800 (Multnomah County Housing Code) Some activities under this program offer are subject to contractual obligations under Inter-Governmental Agreement #0607105.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$210,034	\$133,724	\$43,076	\$270,979
Contractual Services	\$6,750	\$7,000	\$150,881	\$28,286
Materials & Supplies	\$20,931	\$16,628	\$194	\$40,189
Internal Services	\$63,030	\$32,648	\$25,287	\$97,416
Total GF/non-GF	\$300,745	\$190,000	\$219,438	\$436,870
Program Total:	\$490,745		\$656,308	
Program FTE	1.63	1.07	0.20	2.15

Program Revenues				
Indirect for Dept. Admin	\$12,650	\$0	\$25,662	\$0
Intergovernmental	\$0	\$180,000	\$0	\$436,870
Service Charges	\$0	\$10,000	\$0	\$0
Total Revenue	\$12,650	\$190,000	\$25,662	\$436,870

Explanation of Revenues

FY18 revenue includes \$186,500 from the City of Portland; \$10,000 from the State Lead Program; \$213,713 from the CDC Climate and Health funding; State Maternal Child Health Perinatal fund \$26,657.

Significant Program Changes

Last Year this program was: FY 2017: 40037A Environmental Health Community Programs

The summary, program description, and performance measures with this Program Offer all changed to better describe and track the work of the program areas. The first measure was previously tracked in Program Offer 40015 and counted lead communication. The second measure, which was also part of 40015, previously tracked reports of elevated blood lead levels and has changed to a measure of program effectiveness at reducing elevated blood lead levels, the measure most commonly used by HUD and EPA. The third measure was expanded from home health and safety to all the types of housing-related exposure reduction work done. The fourth measure is new and intended to capture the policy analysis and technical support done by the program.

Department: Health Department **Program Contact:** Noelle Wiggins
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40060, 40025
Program Characteristics:

Executive Summary

Health Promotion and Capacity Building works to improve health and eliminate inequities through the Community Capacitation Center (CCC). Program activities include training community health workers (CHWs) and others; conducting community-based participatory research; evaluating CHW and related models; and managing projects that employ CHWs. These activities provide communities with the knowledge and skill set to identify and solve their most pressing health issues.

Program Summary

Health Promotion and Capacity Building, through the Community Capacitation Center (CCC), develops and implements culturally-appropriate and culturally-specific approaches tailored to the self-identified needs of communities. The CCC has three main program areas.

Education and Training: The CCC uses popular (empowerment) education to train community health workers (CHWs), CHW supervisors, and others. CHWs have been identified as key to health system transformation. The CCC-developed 90-hour curriculum was the first to be approved by the Oregon Health Authority and qualifies CHWs for certification. Since March of 2013, the CCC has provided initial certification training for over 350 CHWs. In addition, the CCC provides continuing education training on topics such as chronic disease prevention and management and prevention of violence affecting youth. Curricula are developed or adapted for cultural specificity in communities most affected by inequities. The CCC also helps build system capacity to use the CHW model effectively, and provides training on popular (empowerment) education to a variety of participants.

Research and Evaluation: Internal and external programs contract with the CCC for community-based participatory research and evaluation of CHW and related models. These forms of research and evaluation involve community members in every step of the process to further build their knowledge and skills. CCC's research and evaluation is also coordinated with academia, health systems, community partners, and others to identify and fill gaps in CHW research. Internally, the CCC partners with Chronic Disease and Violence Prevention (40060) and Adolescent Sexual Health Equity Program (40025) to evaluate the Centers for Disease Control and Prevention (CDC) Preventing Teen Dating Violence and Youth Violence by Addressing Shared Risk and Protective Factors grant.

Project Management: 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 to support parents to prepare their children to succeed in kindergarten and beyond and advocate for needed changes at the school, district, and state levels.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of participants in training classes	1,448	2,000	2,000	1,200
Outcome	Percent of participants in training courses who report increased ability to promote health	96.7%	95%	95.7%	95%
Outcome	Percent of participants reporting increased understanding of relationship between inequality and health	94.2%	93%	93.4%	93%
Outcome	Percent of participants in CHW training courses whose empowerment increased from baseline to follow-up	70%	70%	70%	65%

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), 4) 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	2017	2017	2018	2018
Personnel	\$650,880	\$301,502	\$578,237	\$89,619
Contractual Services	\$7,000	\$241,896	\$1,500	\$374,456
Materials & Supplies	\$34,585	\$29,807	\$28,519	\$23,310
Internal Services	\$155,388	\$68,105	\$141,744	\$10,281
Total GF/non-GF	\$847,853	\$641,310	\$750,000	\$497,666
Program Total:	\$1,489,163		\$1,247,666	
Program FTE	5.86	2.74	4.47	0.85

Program Revenues				
Indirect for Dept. Admin	\$23,631	\$0	\$609	\$0
Fees, Permits & Charges	\$0	\$0	\$142,000	\$0
Intergovernmental	\$0	\$548,001	\$0	\$0
Other / Miscellaneous	\$0	\$111,000	\$0	\$497,666
Service Charges	\$142,000	\$0	\$0	\$0
Total Revenue	\$165,631	\$659,001	\$142,609	\$497,666

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.

Revenue from fees and contracts: Janus Youth \$8,000, NAYA \$35,000
 United Way Early Learning Model: \$454,666
 Training Fees: \$142,000

Significant Program Changes

Last Year this program was: FY 2017: 40038A Health Promotion and Community Capacity Building

FY17 Program Offer 40038B, Public Health Approach to Preventing Community Violence, was integrated into FY18 Program Offer 40060 to better align the Public Health Division's place-based approach to improving neighborhood health through prevention activities. This move contributes to the reduction in number of participants in training classes for FY18.

Department: Health Department **Program Contact:** Holly Calhoun
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Human Resources/Training & Workforce Development Group provides guidance and consultation in administrative procedures, recruitment, employee/labor relations, Class Comp, core management competencies, personnel policies and labor contract interpretation, training facilitation, employee/leadership development and legal compliance. Objectives are achieved through (a) applying business best practices, (b) being collaborative with key stakeholders and partners, and (c) providing reliable data and information to measure results and quality of performance.

Program Summary

This Program consists of three primary operating components that support the Health Department's Human Resources and Workforce Development objectives:

- 1) **Organizational Effectiveness:** Creates and implement processes that are evaluated and improved for efficiency, effectiveness and flexibility. Provides custom forms, manager guides and process maps to reflect the various workflows specific to the Health Department human resources functions. Tracks and management core HR metrics including workforce hiring, promotional and separation trends, investigatory themes and key opportunities, recruitment trends, etc so that the data can be used to drive improved performance standards.
- 2) **Workforce Development:** Promotes equitable access and invests in workforce development through education, training and diversity focused succession planning. Provides staff and organization development opportunities that support high performance, leadership development, and improved collaboration and communication. This includes a customized leadership development training program called "Intentional Leadership" that focuses on developing the core skills and competencies the Health Dept finds critical for managers and supervisors. Additional support to the Health Dept includes organizational development consultation, change management, team building and succession planning. Other support includes managing and maintaining department training content, administrative guidelines dissemination, and promoting statutory compliance and related technical training for meeting regulatory and accreditation standards.
- 3) **Quality Assurance and Compliance:** Ensures federal, state, organizational and contractual compliance and integrity. Ensures Human Resources' systems, processes and personnel rules are implemented and consistently followed. Guides and directs all Human Resources' activities of the Health Department by providing internal consultation with legal counsel, and to managers and employees on a wide range of issues regarding human resources, employee and labor relations, performance management, position classification, and recruitment. Maintains record and retention compliance with County Personnel Rules, department guidelines and labor contracts, to reduce liability and costs of unlawful employment practices. Monitors HR departmental compliance as it relates to FMLA/OFLA, ADA, HIPAA, etc.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% increase in diversity of workforce	na/-	na/-	11%	5%
Outcome	% increase in diversity of hires, through the increase focus on diversity focused recruitment strategies	na/-	na/-	3%	2%
Outcome	% increase in completed Local 88 Performance Planning and Review (PPR) documents	na/-	na/-	35%	50%
Output	# of Mgrs attending custom Health Leadership Development Training (created this FY)	na/-	na/-	22	70

Performance Measures Descriptions

Legal / Contractual Obligation

Three collective bargaining agreements; federal, state, county and department regulations covering classification and compensation, disciplinary action, Affirmative Action, Equal Opportunity, Americans with Disabilities Act, equity, recruitment and vacancies, training, process improvement, vacation and work schedules.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,530,670	\$0	\$2,575,218	\$0
Contractual Services	\$234,211	\$0	\$80,411	\$0
Materials & Supplies	\$75,952	\$0	\$112,310	\$0
Internal Services	\$359,339	\$0	\$410,011	\$0
Total GF/non-GF	\$3,200,172	\$0	\$3,177,950	\$0
Program Total:	\$3,200,172		\$3,177,950	
Program FTE	20.65	0.00	20.30	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40039 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of invoices processed	10,700	11,000	10,000	10,000
Outcome	Avg # of days from receipt to recording revenue in County's accounting system.	11 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,477,556	\$0	\$2,778,428	\$0
Contractual Services	\$40,000	\$0	\$41,200	\$0
Materials & Supplies	\$20,013	\$0	\$65,606	\$0
Internal Services	\$0	\$310,742	\$272,525	\$0
Total GF/non-GF	\$2,537,569	\$310,742	\$3,157,759	\$0
Program Total:	\$2,848,311		\$3,157,759	
Program FTE	25.00	0.00	26.00	0.00

Program Revenues				
Intergovernmental	\$0	\$310,742	\$0	\$0
Total Revenue	\$0	\$310,742	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40040 Budget & Finance

Department: Health Department

Program Contact: Mark Lewis

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs: 40044

Program Characteristics:

Executive Summary

Medical Accounts Receivable is responsible for providing medical billing, cash collection and patient account services for the Health Department's primary care, dental, specialty clinics, pharmacy, lab, home and community based health services.

Program Summary

The Medical Accounts Receivable Team is responsible for billing and collecting nearly \$75 million a year in medical revenue. This includes billing, collection, cash handling and patient account services for clinics (primary care, school based health clinics, specialty public health and dental) as well as ancillary (lab, pharmacy) and home and community based care (early childhood, healthy homes). The medical billing team maintains, bills and reconciles claims submitted to more than 200 different insurance carriers including Health Share of Oregon, Family Care and other Medicaid, Medicare, and commercial medical and dental insurance plans.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of encounters processed for payment	297,000	320,000	302,000	309,820
Outcome	Percent of Receivables aged (older than 90 days)	23%	21%	23%	21%
Quality	Days of Accounts Receivable	na/-	na/-	47.00	51.30

Performance Measures Descriptions

Number of encounters demonstrates volume of work. % of receivables older than 90 days should be a small and declining %, since the older a claim gets, the less likely it is to be paid. Finally there are many reasons why a claim might not be paid (e.g. client ineligible for service, didn't have insurance coverage on the date of service) but this should be a small and declining % of total claims.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,355,099	\$0	\$1,359,907	\$0
Contractual Services	\$7,360	\$0	\$10,330	\$0
Materials & Supplies	\$127,368	\$0	\$176,029	\$0
Internal Services	\$175,665	\$0	\$104,424	\$0
Total GF/non-GF	\$1,665,492	\$0	\$1,650,690	\$0
Program Total:	\$1,665,492		\$1,650,690	
Program FTE	14.00	0.00	13.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40041 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of contracts or amendments processed	1,000	900	925	875
Outcome	Percent of contracts executed by start of contract	90%	90%	90%	90%

Performance Measures Descriptions

Some contracts in Mental Health and Addiction Services have been transferred to Health Share of Oregon impacting the number of contracts and amendments processed.

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	2017	2017	2018	2018
Personnel	\$1,443,737	\$0	\$1,371,133	\$0
Materials & Supplies	\$8,533	\$0	\$42,340	\$0
Internal Services	\$0	\$197,663	\$90,982	\$0
Total GF/non-GF	\$1,452,270	\$197,663	\$1,504,455	\$0
Program Total:	\$1,649,933		\$1,504,455	
Program FTE	13.00	0.00	12.00	0.00

Program Revenues				
Intergovernmental	\$0	\$197,663	\$0	\$0
Total Revenue	\$0	\$197,663	\$0	\$0

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2017: 40042 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of technology projects approved and completed through Pipeline Management prioritization process.	20	20	16	20
Outcome	Department policies managed in Compliance 360	na/-	na/-	60%	100%
Output	Number of communication projects completed	na/-	na/-	250	250

Performance Measures Descriptions

Technology is leveraged to drive innovation and efficiency: i.e. EPIC now in Public Health Clinics; more than 365 administrative policies transitioned to technology platform to reduce duplication, improve compliance and increase access.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,256,495	\$0	\$2,145,510	\$0
Contractual Services	\$11,600	\$0	\$11,500	\$0
Materials & Supplies	\$47,238	\$0	\$138,944	\$0
Internal Services	\$170,016	\$114,892	\$283,367	\$0
Total GF/non-GF	\$2,485,349	\$114,892	\$2,579,321	\$0
Program Total:	\$2,600,241		\$2,579,321	
Program FTE	17.60	0.00	16.60	0.00

Program Revenues				
Intergovernmental	\$0	\$114,892	\$0	\$0
Other / Miscellaneous	\$9,865,692	\$0	\$9,307,595	\$0
Total Revenue	\$9,865,692	\$114,892	\$9,307,595	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40043 Health Department Operations

Department: Health Department **Program Contact:** Mark Lewis
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40041
Program Characteristics:

Executive Summary

Health Clinical Data and Reporting includes the annual cost of the EPIC practice management, and the Electronic Health Record (EHR) system used by the Health Department. A small number of staff, under the direction of the Medical Accounts Receivable Manager provide report development and analytical services to the department.

Program Summary

The majority of the costs in this program offer are the annual transactional costs, licencing fees and patient statement printing costs associated with the EPIC system hosted by OCHIN (Our Community Health Information Network). This system is used by Medical Accounts Receivable to process medical claims and record the payments for medical services (practice management). All of the medical services provided by the Health department use the practice management system including: primary care, dental, school based health clinics, corrections health, STD and other speciality Public Health clinics, early childhood and other community and homes based services, many also use the Electronic Health Record system.

Three staff --Data Analysts and a Business Process Consultant--under the direction of the Medical Accounts Receivable Manager, provide report writing and analytical to support to the staff and programs using EPIC and other large data systems (e.g. Accela, SAP).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of reports created	108	70	120	125
Outcome	Data System and Reporting Tools Supported	na/-	na/-	18	22

Performance Measures Descriptions

Data systems and reporting tools supported is a new measure this year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$647,023	\$0	\$389,838	\$0
Materials & Supplies	\$2,185,992	\$0	\$2,613,525	\$0
Internal Services	\$62,533	\$0	\$38,736	\$0
Total GF/non-GF	\$2,895,548	\$0	\$3,042,099	\$0
Program Total:	\$2,895,548		\$3,042,099	
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 2017: 40044 Health Clinical Data and Reporting

Department: Health Department **Program Contact:** Dr. Frank Franklin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community Epidemiology Services (CES) provides the fundamental capacity that enables 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 assess the magnitude of disease, disorder, and injury burden among community populations. CES identifies the drivers of health and disease determinants and captures whether health interventions are working well.

Program Summary

Community Epidemiology Services (CES) fulfills a unique and required governmental public health role by collecting and analyzing programmatic, population health, and environmental data to prevent disease and promote and protect health among all Multnomah County populations. The CES unit leads Public Health Division (PHD) programs in coordinated public health data and epidemiologic analysis. Epidemiology is the study of the causes, distribution, and control of disease in populations. CES analyzes population and health system data to assist programs in optimizing quality and accountability to the communities they serve. CES provides data and reports to support program development, strategic planning, resource allocation, decision-making, and community priorities (including community-based participatory research). CES works closely with the Communicable Disease Services program to provide outbreak response through data analysis 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 assessment work in the PHD. This program provides support in quantitative methods and 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. CES 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 and evidence-based and promising practices identified through literature review.

Program Design & Evaluation Services (PDES), 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 Data Book, Report Card on Racial and Ethnic Disparities, and the Vital Signs publication, which provides data on emerging policy issues (e.g., retail marijuana legalization).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of data-related community collaborations that involve all partners and combine data with action.	12	12	12	15
Outcome	Number of reports monitoring health status through surveillance, assessment, & community engagement.	21	25	23	23

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 431.416 Local Public Health Authority duties:

- (a) Epidemiology and control of preventable diseases and disorders
- (b) Parent and child health services
- (c) Collection and reporting of health statistics
- (d) Health information and referral services
- (e) Environmental health services

Program Design and Evaluation Services (PDES) is primarily grant funded, and program continuation is required by grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$713,269	\$1,059,283	\$843,623	\$1,314,679
Contractual Services	\$0	\$605,486	\$8,000	\$421,752
Materials & Supplies	\$60,240	\$99,332	\$53,068	\$45,912
Internal Services	\$45,792	\$122,924	\$67,885	\$159,864
Total GF/non-GF	\$819,301	\$1,887,025	\$972,576	\$1,942,207
Program Total:	\$2,706,326		\$2,914,783	
Program FTE	5.23	8.21	6.15	9.34

Program Revenues				
Indirect for Dept. Admin	\$95,844	\$0	\$124,499	\$0
Intergovernmental	\$0	\$1,887,025	\$0	\$1,942,207
Total Revenue	\$95,844	\$1,887,025	\$124,499	\$1,942,207

Explanation of Revenues

State Local Public Health Authority IGA: \$656,446
Natl Institutes of Health: \$499,847
State Of Alaska: \$478,335
State Office of Multicultural Health: \$176,680
Oregon Marijuana Legalization Impact: \$20,406
Seattle King County: \$12,274
Oregon Dept. of Corrections: \$79,418
City of Portland: \$18,801

Significant Program Changes

Last Year this program was: FY 2017: 40048 Community Epidemiology

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Providing health care to detained youth is the responsibility of Corrections Health. Corrections Health personnel care for 80 detained youth at any one time (+3,500 per year) from Multnomah, Washington and Clackamas counties who are brought in from the streets, other jurisdictions and other community holding facilities. Detainees include females and males who need their health issues addressed in a timely manner in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care. Stabilizing their health allows them to participate fully in their legal processes.

Program Summary

This offer ensures that the health program meets the standards that ensure access to care, safeguards the health of all those who are in detention, and controls the legal risk to the County. JDH health professionals work 16 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, to provide care efficiently and effectively, as well as to protect the community. Coordination with other Oregon counties is facilitated so that continuity of care occurs when youths transfer to other jurisdictions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of client visits conducted by a CH nurse per yr	2,503	3,500	2,500	2,500
Outcome	% of detained youth receiving mental health medications monthly	36%	50%	40%	40%

Performance Measures Descriptions

Outcome Measure 1: Updated previous target of 3,500 to 2,500 based on actual trend and performance.
Outcome Measure 2: Updated to 40% based on trends of client needs in this setting.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$778,333	\$0	\$870,969	\$0
Materials & Supplies	\$31,234	\$0	\$43,913	\$0
Internal Services	\$106,021	\$0	\$110,795	\$0
Total GF/non-GF	\$915,588	\$0	\$1,025,677	\$0
Program Total:	\$915,588		\$1,025,677	
Program FTE	5.90	0.00	6.00	0.00

Program Revenues				
Service Charges	\$125,000	\$0	\$0	\$0
Total Revenue	\$125,000	\$0	\$0	\$0

Explanation of Revenues

As a result of current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for 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 2017: 40049 Corrections Health Juvenile Detention

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health, Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Approximately 40-60 US Marshall (USM) detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Summary

Providing health care to all detained individuals is the responsibility of Corrections Health. From first entering into the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and are equivalent to other correctional facilities across the country.

This offer represents Corrections Health MCDC basic administration, support, booking and mental health care delivery programs for the right care to be provided in the right setting. MCDC averages 70 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 obtaining health history for both acute and 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. TB screening is an essential component of the screening process, to treat the individual as well as to protect the health of other detainees, staff and the community. An additional history and physical examination is performed on all individuals incarcerated for 14 days. Additionally, staff assess and treat acute and chronic medical and mental health issues as appropriate during each individual's incarceration. Suicide and self harm symptom identification is an essential mental health function. The Mental Health team is composed of a psychiatrist, PMHNPs, mental health consultants and mental health nurses for evaluation, monitoring and treatment for the many mentally ill clients booked into jail. One half of all medications prescribed are for mental health conditions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average # of Reception Screening ("EPF"=Entry Progress Form" completed in a month	na/-	na/-	1,800	1,800
Outcome	% of + screenings resulting in a referral to the mental health team per year	30%	60%	30%	30%

Performance Measures Descriptions

NEW: Outcome Measure 1 was changed from monthly health screenings to monthly reception (intake) screenings to more accurately reflect the work needed to process incoming detainees.
Outcome Measure 2 captures initial interview information and how many clients are referred for mental health care.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$3,050,913	\$172,142	\$3,221,711	\$0
Contractual Services	\$200,000	\$0	\$100,000	\$0
Materials & Supplies	\$152,031	\$0	\$100,000	\$0
Internal Services	\$107,773	\$0	\$28,923	\$0
Total GF/non-GF	\$3,510,717	\$172,142	\$3,450,634	\$0
Program Total:	\$3,682,859		\$3,450,634	
Program FTE	21.70	1.70	24.40	0.00

Program Revenues				
Intergovernmental	\$0	\$172,142	\$0	\$0
Service Charges	\$50,000	\$0	\$40,000	\$0
Total Revenue	\$50,000	\$172,142	\$40,000	\$0

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for detainee-requested evaluations and clinic visits. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2017: 40050A Corrections Health Multnomah County Detention Center (MCDC)

Department: Health Department **Program Contact:** Michael Seale

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

Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and classification housing. Approximately 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 are equivalent to other correctional facilities across the country.

This offer represents the MCDC 4th floor which is composed of 46 beds, two general and two mental health clinic rooms, one dental operator, X-ray and lab services as well as 10 mental health and 10 general medical skilled care beds, plus four housing areas for high level discipline inmates. The 4th floor also contains a nursing station, administrative areas and a medication/supplies room. Services such as skilled nursing, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Avg # inmate nursing assessments monthly	1,234	1,000	1,357	1,200
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death.	na/-	160	180	170

Performance Measures Descriptions

Output Measure: Reflects care delivered on all floors in MCDC and includes both medical and mental health requests.
Outcome Measure: Tracking both "ACTIVE" and "CONSTANT" suicide watches, results in a larger number (and better quality of care).

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,956,243	\$0	\$2,415,160	\$0
Contractual Services	\$200,000	\$0	\$360,000	\$0
Materials & Supplies	\$253,540	\$0	\$287,851	\$0
Internal Services	\$144,281	\$0	\$151,122	\$0
Total GF/non-GF	\$2,554,064	\$0	\$3,214,133	\$0
Program Total:	\$2,554,064		\$3,214,133	
Program FTE	16.00	0.00	15.10	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts a nominal fee for detainee-requested evaluations and clinic visits. Provider-ordered treatments, screenings, diagnostics tests and communicable disease tests are performed at no charge. Clinical services are provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2017: 40050B Corrections Health MCDC Clinical Services and 4th Floor Housing

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Summary

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and equivalent 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Avg # inmate nursing assessments monthly	1,234	1,000	1,357	1,200
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death	na/-	160	180	170

Performance Measures Descriptions

Output Measure: Reflects care delivered on all floors at MCDC and includes both medical and mental health requests.
Outcome Measure: Tracking both "ACTIVE" and "CONSTANT" suicide watches, results in a larger number (and better quality of care).

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,542,299	\$0	\$2,417,872	\$0
Contractual Services	\$200,000	\$0	\$240,000	\$0
Materials & Supplies	\$202,164	\$0	\$201,561	\$0
Internal Services	\$134,221	\$0	\$234,837	\$0
Total GF/non-GF	\$3,078,684	\$0	\$3,094,270	\$0
Program Total:	\$3,078,684		\$3,094,270	
Program FTE	20.20	0.00	19.70	0.00

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

Explanation of Revenues

Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, etc. Those 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 detainee-requested evaluations and clinic visits. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2017: 40050C Corrections Health MDCDC Housing Floors 5, 6, 7 & 8

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

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 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

MCIJ health personnel care for all those detainees transferred from MDCDC to continue or begin treatment until disposition of their legal process is complete. Sentenced and non-sentenced detainees have a plan of care in place to maintain treatment of their health conditions.

Trained, skilled professional staff provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equivalent to other correctional facilities across the country. This offer represents MCIJ base and clinical services which includes administrative, support, diagnostic and clinical services. Three general provider rooms, one dental operator, one mental health and one triage/treatment room are available for office visits for clients. Triage nurses evaluate client care requests and refer to nurses, the mental health team, providers or dentists for care according to the medical need. Support services include X-ray and lab services. This area also supports the nursing station, medication room, central records room and administrative offices for various personnel. By providing 24/7 skilled health care on site for this vulnerable, underserved population, the high cost of outside medical care is minimized. MCIJ is also the center (HUB) for the state inmate transport system. An average of 20-100 inmates stay overnight and receive health care.

Mental health services are also provided to inmates at MCIJ. Inmates typically are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occurs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Avg # inmate nursing assessments monthly	1,594	1,000	1,828	1,500
Outcome	# of 14-day Health Assessments completed monthly	na/-	na/-	216	220

Performance Measures Descriptions

Measures reflect care delivered in the entire facility and includes both medical and mental health requests. NEW Performance Measure 2: Based on accreditation requirements (NCCHC) we are tracking 14 day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,222,601	\$0	\$2,284,975	\$0
Contractual Services	\$200,000	\$0	\$200,000	\$0
Materials & Supplies	\$297,494	\$0	\$290,157	\$0
Internal Services	\$217,286	\$0	\$218,733	\$0
Total GF/non-GF	\$2,937,381	\$0	\$2,993,865	\$0
Program Total:	\$2,937,381		\$2,993,865	
Program FTE	15.70	0.00	16.40	0.00

Program Revenues				
Service Charges	\$45,000	\$0	\$45,000	\$0
Total Revenue	\$45,000	\$0	\$45,000	\$0

Explanation of Revenues

As a result of the 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 detainee-requested evaluations and clinic visits. Provider-ordered treatments, screenings, diagnostic tests and communicable disease tests are provided at no charge. Clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2017: 40051A Corrections Health Inverness Jail (MCIJ) Clinical Services

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 40-60 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and is equivalent to other correctional facilities across the country.

This offer represents a variety of health, mental health, and dental services to 430 men and women in the open Dorms at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. Inside and outside inmate workers are monitored by Corrections Health for the ability to work, evaluation of injuries and medication management when out of the facility. Chronic disease monitoring is key to preventing hospitalizations for clients with diabetes, hypertension, seizures, heart disease and infections. Special orthopedic and OB/GYN clinics operate on-site. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable diseases. This health care is delivered effectively through providing the right care in the right settings.

Mental health services are also provided to inmates at MCIJ. Inmates are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Avg # inmate nursing assessments monthly	1,594	1,000	1,828	1,500
Outcome	# of 14-day Health Assessments completed monthly	na/-	na/-	216	220

Performance Measures Descriptions

Measures reflect care delivered in the entire facility and includes both medical and mental health requests. NEW Performance Measure 2: Based on accreditation requirements (NCCHC) we are tracking 14 day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,408,296	\$0	\$1,305,847	\$0
Contractual Services	\$120,000	\$0	\$140,000	\$0
Materials & Supplies	\$163,501	\$0	\$87,000	\$0
Internal Services	\$124,709	\$0	\$179,500	\$0
Total GF/non-GF	\$1,816,506	\$0	\$1,712,347	\$0
Program Total:	\$1,816,506		\$1,712,347	
Program FTE	11.10	0.00	10.80	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 detainee-requested evaluations and clinic visits. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are provided at no charge. Clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2017: 40051B Corrections Health MCIJ General Housing Dorms 4 - 11

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 40-60 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

Corrections Health provides a variety of health, mental health and dental services to 430 men and women in dorms 12-18 at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. A 10 bed medical unit provides skilled nursing and protective isolation in house, and utilization of the unit prevents a stay in a hospital at a much greater cost. Chronic disease monitoring is key to prevent hospitalizations for our clients with diabetes, hypertension, seizures, heart disease and infections. Special OB/GYN and orthopedic clinics operate on-site. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable disease. This health care is delivered effectively through providing the right care in the right setting.

Mental health services are also provided to inmates at MCIJ. Inmates are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Avg # inmate nursing assessments monthly	1,594	1,000	1,828	1,500
Outcome	# of 14-day Health Assessments completed monthly	na/-	na/-	216	220

Performance Measures Descriptions

Measures reflect care delivered in the entire facility and includes both medical and mental health requests. NEW Performance Measure 2: Based on accreditation requirements (NCCHC) we are tracking 14 day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,029,437	\$0	\$1,026,320	\$0
Contractual Services	\$100,000	\$0	\$122,000	\$0
Materials & Supplies	\$111,003	\$0	\$84,001	\$0
Internal Services	\$103,090	\$0	\$135,500	\$0
Total GF/non-GF	\$1,343,530	\$0	\$1,367,821	\$0
Program Total:	\$1,343,530		\$1,367,821	
Program FTE	8.70	0.00	8.50	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 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 detainee-requested evaluations and clinic visits. Provider-ordered treatments, screenings, diagnostic tests and communicable disease tests are provided at no charge.

Significant Program Changes

Last Year this program was: FY 2017: 40051C Corrections Health MCIJ Dorms 12 - 18 and Infirmary

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In FY17 the Board requested an assessment of personnel needs at Multnomah County Inverness Jail (MCIJ) and a proposal for how to improve Correction Health’s operations at MCIJ, with the goals of balancing workloads among shifts, improving the quality of clinical services, and improving employee morale. Briefings were provided outlining a request to add Community Health Nurses and a Medication Aide. A contingency transfer to increase the FY17 budget was later approved. This request is to provide ongoing staffing and funding for the positions in the Corrections Health FY18 budget.

Program Summary

MCIJ 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. 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 are equal to other correctional facilities across the country. This request represents continued nursing services to allow for more even distribution of workload, particularly during evening and night shifts, when less clinical and administrative support is present at MCIJ and when nursing may need to respond to urgent or emergent medical needs with fewer Corrections Health personnel to serve as backup. By providing adequate 24/7 skilled health care on site for this vulnerable, under served population, the high cost of outside medical care is minimized.

Performance Measures					
Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Community Health Nurses engaged in active management oversight	na/-	na/-	na/-	60
Outcome	Provision of NCCHC-compliant nursing care	na/-	na/-	na/-	100%
Outcome	Ensure realistic workload balance among Inverness Jail Community Health Nurse employees	na/-	na/-	na/-	75%

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 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	2017	2017	2018	2018
Personnel	\$0	\$0	\$253,167	\$0
Total GF/non-GF	\$0	\$0	\$253,167	\$0
Program Total:	\$0		\$253,167	
Program FTE	0.00	0.00	2.00	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 3rd party payers, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge.

Significant Program Changes

Last Year this program was:

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of deaths requiring investigation	2,246	2,300	2,350	2,500
Outcome	Deputy Medical Examiner arrives on-scene within one hour for 90% of calls	78%	85%	80%	82%

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.

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	2017	2017	2018	2018
Personnel	\$1,127,811	\$0	\$1,127,733	\$0
Contractual Services	\$12,880	\$0	\$16,516	\$0
Materials & Supplies	\$72,903	\$0	\$76,968	\$0
Internal Services	\$92,956	\$0	\$95,213	\$0
Total GF/non-GF	\$1,306,550	\$0	\$1,316,430	\$0
Program Total:	\$1,306,550		\$1,316,430	
Program FTE	10.20	0.00	10.10	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40052 Medical Examiner

Department: Health Department **Program Contact:** Rachael Banks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40053B, 40060, 40037, 40006
Program Characteristics:

Executive Summary

Racial and Ethnic Approaches to Community Health (REACH) aims to end racial and ethnic health disparities. REACH helps the County achieve its commitment to protecting the health of all residents by ensuring every person has the opportunity to realize optimal health potential. The REACH approach embeds the Health Equity Initiative to implement culturally tailored interventions that addresses root causes of health inequities through policy, systems, and environmental change strategies in partnership with community.

Program Summary

Racial and Ethnic Approaches to Community Health (REACH) uses culturally-specific and cross-cultural approaches that combine learnings of the Health Equity Initiative and Centers for Disease Control and Prevention (CDC)-funded policy, system, and environmental change strategies focused on reducing chronic disease in the African American community. The REACH program takes these learnings to partner with Native American, Pacific Islander, African-American, African, Latino, and Immigrant and Refugee communities to improve outcomes by addressing the ways that societal conditions and organizational policies impact health. This work entails developing and maintaining authentic partnerships with culturally-specific community based organizations, clients, faith-based organizations, civic organizations, and local governments to enact approaches and policies to decrease health inequities. REACH has two main program areas.

Community Health Improvement Plan (CHIP): In response to historical and persistent health inequities, the program contracts with a coalition of community partners to create a comprehensive CHIP that outlines priority community health issues. The CHIP identifies and implements community-driven recommendations to address longstanding health inequities, aligns Public Health Division strategies and activities with community needs and priorities, and shifts public health practice and organizational culture toward the elimination of health disparities.

Health Equity: Staff conduct assessments and implement recommendations to align with best practices, including culturally and linguistically appropriate services in health and health care (CLAS); language access and limited English Proficiency (LEP); and civil rights law. This happens by providing equity and empowerment consultation and technical assistance, building organizational capacity and infrastructure, and ensuring culturally-competent service delivery. These strategies improve the client's experience of care by resulting in higher quality service delivery, actualizing the Health Department's commitment to equity, and ensuring compliance with applicable laws and standards.

Health Promotion: With partners, staff employ policy, system, and environmental change strategies to reduce the burden of inequities on racial and ethnic minority communities within the County by promoting culturally-specific and population level approaches. Program Offer 40053B describes how CDC funding supports this work within the African American community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of county-community partnerships to improve health outcomes in populations with health inequities	15	16	16	16
Outcome	Percent of racial/ethnic minorities with increased access to health promoting interventions	na/-	na/-	25%	25%
Output	Percent of PHD programs provided technical assistance in applying culturally responsive strategies	na/-	na/-	75%	75%
Outcome	% of PHD programs implementing baseline recommendations for Title VI of Civil Rights Act of 1964	na/-	na/-	50%	75%

Performance Measures Descriptions

1)) Revised: to include more than chronic disease outcomes. 2) New measure. 3) New measure. 4) Revised: from assessment to compliance with baseline recommendations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$809,661	\$511,925	\$756,799	\$156,696
Contractual Services	\$216,000	\$519,785	\$200,000	\$114,680
Materials & Supplies	\$37,212	\$71,605	\$67,159	\$24,841
Internal Services	\$84,398	\$132,685	\$163,919	\$87,158
Total GF/non-GF	\$1,147,271	\$1,236,000	\$1,187,877	\$383,375
Program Total:	\$2,383,271		\$1,571,252	
Program FTE	6.90	5.25	6.00	1.57

Program Revenues				
Indirect for Dept. Admin	\$48,428	\$0	\$14,839	\$0
Intergovernmental	\$0	\$1,236,000	\$0	\$383,375
Total Revenue	\$48,428	\$1,236,000	\$14,839	\$383,375

Explanation of Revenues

CDC REACH Grant: \$383,375
 REACH Grant ends 9/29/17

Significant Program Changes

Last Year this program was: FY 2017: 40045 Health Equity Initiative (Racial Justice Focus)

This new program consolidates functions formerly in FY 17 Program Offers 40045, Health Equity Initiative (Racial Justice Focus), and 40060, Community Health and Chronic Disease Prevention. The Centers for Disease Control and Prevention Racial and Ethnic Approaches to Community Health (REACH) grant in the amount of \$1,236,000 was moved from this Program Offer into Program Offer 40053B.

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

Nurse Family Partnership Program (NFP) is an evidence-based community healthcare program supported by 30 years of extensive research. NFP supports a partnership between low-income, first time mothers with a home visiting Community Health Nurse to achieve the care and support they need to have a healthy pregnancy and provide confident and competent care for their children and families. 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 located in Northeast Portland and East County. Home visiting services begin in early pregnancy and follow families up to their child's second birthday.

NFP consistently demonstrates improved prenatal health, fewer childhood injuries, increased intervals between births, increased maternal employment, and improved school readiness for children. Multnomah County has developed infrastructure that ensures fidelity to the NFP model and includes extensive staff training, reflective supervision, a Community Advisory Council, and rigorous evaluation support through the NFP National Service Office. Long-term benefits to the county include healthy children ready to learn; decreased costs related to fewer families involved in child welfare and juvenile justice systems, and over the long-term families less affected by chronic disease.

Nurse Family Partnership is connected with the Healthy Birth Initiative (HBI). This partnership provides African American first-time mothers who are enrolled in NFP with all of the wraparound, culturally-specific services and leadership development of the HBI program. Additional families served through the coordinated programs are reflected in the HBI program offer.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served	466	450	450	425
Outcome	% of mothers enrolled in NFP services who are breastfeeding at 6 months	65%	65%	66%	65%
Quality	Client retention in prenatal phase of NFP program	71%	71%	70%	70%

Performance Measures Descriptions

Legal / Contractual Obligation

Nurse Family Partnership (NFP) complies with contractual program guidelines set forth by the NFP National Service Office to assure fidelity to the model. Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410- 147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,034,426	\$1,337,769	\$1,181,300	\$1,380,922
Contractual Services	\$461,010	\$180,000	\$538,766	\$108,853
Materials & Supplies	\$65,012	\$10,784	\$80,796	\$2,015
Internal Services	\$282,207	\$161,086	\$310,605	\$211,484
Total GF/non-GF	\$2,842,655	\$1,689,639	\$2,111,467	\$1,703,274
Program Total:	\$4,532,294		\$3,814,741	
Program FTE	17.31	10.44	8.72	9.89

Program Revenues				
Indirect for Dept. Admin	\$125,940	\$0	\$130,775	\$0
Intergovernmental	\$0	\$282,120	\$0	\$237,108
Service Charges	\$0	\$1,407,519	\$0	\$1,466,166
Total Revenue	\$125,940	\$1,689,639	\$130,775	\$1,703,274

Explanation of Revenues

NFP is funded by Medicaid fees from Maternity Case Management (MCM) home visits conducted from pregnancy through two months postpartum; Targeted Case Management (TCM)* for infants and children up to age 5 years; the Local Public Health Authority IGA with Oregon Health Authority; and an Early Home Visiting grant.

Local Public Health Authority IGA: \$212,108
 Target Case Management Babies First fees: \$1,043,700
 Medicaid Maternity Case Management fees: \$422,466
 Early Home Visiting grant: \$25,000

Significant Program Changes

Last Year this program was: FY 2017: 40054 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, 40058, 40037, 40023
Program Characteristics:

Executive Summary

This program includes the Healthy Homes Asthma Home Visiting program, the Maternal Child Medical Home project, and community-based early childhood health consulting. Using nurse and community health worker home visiting models, these services support vulnerable families with children who have health conditions, by providing health assessments in the home, conducting care coordination, building a family's capacity to work with health/social services systems, reducing environmental toxins, and building culturally congruent health care.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and life stability. Home and Community based services support families with children who have a chronic health condition and/or are identified as high-risk in community settings through three program areas.

The Healthy Homes Asthma Home Visiting Program addresses health inequities by improving the livability of the home environment. A bilingual, multi-disciplinary team provides in-home asthma nursing and environmental case management to reduce environmental triggers and improve health outcomes, quality of life, and housing conditions. Staff provide home-based environmental and nursing assessment/interventions for high-risk children with asthma; consult with medical providers/ pharmacists; partner with landlords and tenants to improve housing conditions; coordinate asthma care with school/day-care; provide supplies to reduce or eliminate asthma triggers; and advocate for safe, healthy, stable, and affordable housing.

Early Childhood health consulting is provided through community health nurses and community health workers. These services are provided by both staff and community contracts to support families enrolled in the Mt Hood Head Start program, Oregon Child Development Coalition, Multnomah Early Childhood Program, and Albina Head Start.

The Maternal/Child Medical Home (MCMH) project began in FY17 and focuses on Latino families at the Department's East County Health Center. The project recruits families through Latina prenatal patients and Latino patients ages 0-3; and works with patients and Latino-serving community organizations to develop a trauma-informed, culturally responsive, coordinated care model. MCMH care coordination will include prenatal, developmental, and Adverse Childhood Experiences (ACEs) screenings; and a menu of clinical, group, home visiting, and behavioral health services. The first six months of the MCMH project will focus on planning, workforce development, and refining the model. The subsequent 18 months of intervention will provide services to approximately 600 families at East County Health Center and continue refining the intervention. Integrated Clinical Services and Racial and Ethnic Approaches to Community Health are key organizational partners.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served by the Maternal/Child Medical Home	na/-	na/-	na/-	400
Outcome	Number of families receiving an environmental home inspection	54	120	40	40
Quality	% completion of nursing assessments for families seen more than three times	88%	96%	90%	95%
Outcome	% of prenatal clients in the Maternal/Child Medical Home completing a shared social risk screening	na/-	na/-	na/-	60%

Performance Measures Descriptions

1) New measure. 2) Given that the Healthy Homes Asthma Home Visiting program has moved from Environmental Health to Early Childhood Services, this outcome measure is significantly different and not comparable to prior year. Past data was a total sum of housing and tobacco program grants by MCEH and revenue acquired through Targeted Case Management billing. The FY18 estimate only consider funds received through Targeted Case Management. 4) New measure.

Legal / Contractual Obligation

Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Some activities under this program offer are subject to contractual obligations under the DMAP Healthy Homes State Health Plan Amendment, and DMAP programs funded by Oregon Public Health Division must comply with work plans and assurances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$302,663	\$1,525,342	\$587,608	\$1,246,097
Contractual Services	\$212,203	\$161,595	\$30,000	\$83,650
Materials & Supplies	\$76,484	\$86,556	\$9,168	\$82,068
Internal Services	\$326,339	\$222,119	\$131,392	\$338,504
Total GF/non-GF	\$917,689	\$1,995,612	\$758,168	\$1,750,319
Program Total:	\$2,913,301		\$2,508,487	
Program FTE	2.49	13.61	5.92	12.11

Program Revenues				
Indirect for Dept. Admin	\$141,253	\$0	\$114,591	\$0
Intergovernmental	\$0	\$1,104,812	\$0	\$1,325,759
Service Charges	\$0	\$890,800	\$0	\$424,560
Total Revenue	\$141,253	\$1,995,612	\$114,591	\$1,750,319

Explanation of Revenues

This program offer is funded by the following:

Medicaid Targeted Case Management (TCM) revenue Healthy Homes Asthma Home Visiting program: \$424,560

Federal CaCoon grant: \$30,000

Nursing Case Management Services for MESD: \$211,315

Care Oregon Maternal Medical Home contract: \$1,044,601

Nursing Case Management Services for Early Head Start and Oregon Child Development Coalition: \$34,000

State Maternal & Child Health grant: \$5,843

Significant Program Changes

Last Year this program was: FY 2017: 40055 Children with Special Health Care Needs Home Visiting Program Offer

The CaCoon program for care coordination for children with special health care needs is being eliminated for FY18 to shift efforts towards culturally-specific services, including the MCMH project in this program offer and the Future Generations Collaborative (FY18 Program Offer 40057). The MCMH project is a new addition to this Program Offer. The overall intent of this Program Offer remains to provide services to children with special health care needs.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40055, 40058
Program Characteristics:

Executive Summary

Healthy Families of Multnomah County (HFMC) is a nationally accredited, evidence-based program that is part of the state-wide Healthy Families of Oregon (HFO) network. HFMC provides early childhood risk screening and home visiting for children and families at-risk of poor early childhood outcomes. The program works to reduce child abuse and neglect, improve school readiness, and promote healthy growth and development for young children up to age three. Each year, HFMC screens about 2,750 families for eligibility, enrolling approximately 575 families in home visiting services.

Program Summary

Research shows the conditions of early life have a profound effect on long-term health and stability. HFMC serves families from the birth of a child until the child turns three. Families who qualify for services are offered voluntary home visits shown to reduce child abuse and neglect, improve parent-child attachment, reduce parent stressors, and support parents' ability to ensure children meet developmental milestones, all of which are critical to improved school readiness by age five. Increasing the number of healthy children who enter kindergarten ready to learn decreases costs to County systems by preventing future child welfare involvement, school absenteeism, and juvenile crime.

The HFMC program has two components. 1) Welcome Baby screens families for service eligibility and refers eligible and interested families to home visiting services. 2) HFMC home visiting uses the accredited, evidence-based Healthy Families America model, which is delivered by highly trained staff at contracted community-based agencies. Home visiting teams have a culturally-specific focus, including African American, immigrant/refugee, and Latino communities; teen parents; and parents with significant substance abuse history. Mental Health Consultants strengthen home visiting teams by providing culturally- and language-specific consultation to families; mental health services have improved family engagement in services and program retention. Additionally, HFMC collaborates with the Healthy Birth Initiative (HBI) to improve services for African American families. All families who received prenatal services with HBI are offered three years HFMC home visiting services after their child is born in addition to HBI services. This overall program approach addresses inequities outlined in the Health Department's 2014 Report Card on Racial and Ethnic Disparities.

HFMC partners with Early Learning Multnomah (ELM), a collaboration of over 50 early learning programs. ELM has identified two intersecting groups of children at 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). To maximize County collective impact, HFMC has also prioritized these groups and utilized ELM investments to pilot and evaluate trauma-informed screening in community settings. This pilot aims to improve access to culturally-relevant programming for immigrant and refugee communities and streamline Welcome Baby screening. Also, beginning in 2018, a Maternal Child and Family Health Advisory Group comprised of parents and community partners will begin guiding and evaluating the program.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served with intensive home visiting	560	575	575	575
Outcome	% of participating parents who report reading to/with a child at least 3x/week	94%	94%	94%	94%
Quality	% of families remaining in intensive services for 12 months or longer	56%	64%	64%	66%
Outcome	% of families served who fit Early Learning Multnomah (ELM) priority populations (People of Color/low income)	na/-	na/-	80%	83%

Performance Measures Descriptions

1 & 3) Due to a change in the HFA service model, the number of families served per Home Visitor (HV) has been reduced. The national model now requires smaller caseloads of 16 families on average per HV, to improve service quality. The small dip expected in "families served" and "12-mo. retention" are also related to gradual building of caseloads at our newest HV team serving African American families. We expect these #s to rise in FY18. 4) New measure

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	2017	2017	2018	2018
Personnel	\$97,130	\$640,225	\$406,127	\$689,898
Contractual Services	\$432,981	\$1,547,632	\$456,935	\$1,480,838
Materials & Supplies	\$0	\$23,071	\$24,295	\$12,929
Internal Services	\$61,532	\$164,533	\$50,000	\$191,796
Total GF/non-GF	\$591,643	\$2,375,461	\$937,357	\$2,375,461
Program Total:	\$2,967,104		\$3,312,818	
Program FTE	1.20	7.00	3.00	6.65

Program Revenues				
Indirect for Dept. Admin	\$48,363	\$0	\$65,333	\$0
Intergovernmental	\$0	\$2,375,461	\$0	\$2,375,461
Total Revenue	\$48,363	\$2,375,461	\$65,333	\$2,375,461

Explanation of Revenues

Healthy Families of Multnomah County is funded by the State Healthy Families grant which requires a County match of 25%, of which 5% must be cash match.

Healthy Families home visitors, through the completion of regular staff time studies, leverage Medicaid Administrative Claiming (MAC) program reimbursements, generally equal to about 5% of the State Healthy Families grant.

Healthy Families Grant: \$2,255,461
Medicaid Administrative Claiming: \$120,000

Significant Program Changes

Last Year this program was: FY 2017: 40056 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 collective impact model whose partners include Native American and Alaska Native community members, Native-serving organizations, and government agencies. The FGC seeks to increase healthy pregnancies and healthy births and strengthen families in Native American 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 Native American 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 effects, and has hindered partnerships between Native communities and government agencies. The Future Generations Collaborative (FGC) is a culturally-specific, trauma-informed collective impact model 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 government's commitment to this community-led partnership and healing process makes FGC unique. The FGC builds community capacity to mobilize, educate, and inform 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. Finally, the FGC plays a unique role in Multnomah County, providing culturally-relevant and trauma-informed technical assistance and training to health and social service providers, including community health workers, to more effectively adapt systems and programs to support people and families affected by FASD.

The work of the FGC responds to the 2014 Report Card on Racial and Ethnic Disparities, as well as other local and regional community health assessments and community health improvement plans. The FGC addresses the underlying causes of health inequities by focusing on the social determinants of health, operating in a life course health perspective, and building capacity within the Native community and Native-serving organizations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of TA and capacity building trainings addressing root causes of Fetal Alcohol Spectrum Disorders	15	3	6	12
Outcome	% participants w/increased awareness of FASD prevention & effective support for those affected by FAS	87.5%	100%	79%	90%
Quality	# of Elders/Natural Helpers and Native-identified community health workers engaged in policy advocacy	na/-	10	17	13
Quality	# Meaning Making meetings to gather and integrate input on successes and process improvements for the FGC	na/-	na/-	2	2

Performance Measures Descriptions

1) Revised to include technical assistance. 2) Revised to include effective support for those affected by FASD. 3) Revised to include Native-identified CHWs. 4) New quality measure to replace FY17 quality measure.

Legal / Contractual Obligation

The Health Department serves as the backbone agency for the FGC. In this role we have developed contracts with three Native-serving, community-based organizations to complete the planned work. Those contracts are Native American Youth and Family Center [contract number 44-1937], the Native Wellness Institute [44-1092] and SPIRITS [44-1537]. 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	2017	2017	2018	2018
Personnel	\$153,141	\$0	\$147,265	\$0
Contractual Services	\$221,334	\$133,435	\$71,334	\$263,435
Materials & Supplies	\$2,022	\$0	\$2,143	\$0
Internal Services	\$15,562	\$0	\$15,626	\$0
Total GF/non-GF	\$392,059	\$133,435	\$236,368	\$263,435
Program Total:	\$525,494		\$499,803	
Program FTE	1.50	0.00	1.35	0.00

Program Revenues				
Intergovernmental	\$0	\$20,000	\$0	\$150,000
Other / Miscellaneous	\$0	\$113,435	\$0	\$113,435
Total Revenue	\$0	\$133,435	\$0	\$263,435

Explanation of Revenues

Future Generations Collaborative (FGC) is funded by county general fund, Local Public Health Authority Title V funds, and a Northwest Health Foundation grant. In FY18, Title V support will be increased.

Maternal Child Health Federal Block Grant: \$150,000

Northwest Health Foundation Future Generations Collaborative grant: \$113,435

Significant Program Changes

Last Year this program was: FY 2017: 40057 Future Generations Collaborative

In FY17, this program was 100% funded with general fund. In FY18, 30% of the general fund was replaced with federal Maternal Child Health Title V funding.

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

Each year, the Healthy Birth Initiatives Program (HBI) improves birth outcomes and the health of approximately 250 new families, mothers, and fathers in the African American community, helping children get a healthy start in life. For over 15 years, HBI has improved birth outcomes in the African American community using a culturally-specific model that addresses the underlying causes of health inequities. HBI participants have demonstrated lower rates of infant mortality and low birth weight and higher rates of early prenatal care compared to African Americans not enrolled in the program.

Program Summary

Research shows the conditions of early life have a profound impact on long-term health and stability. The African American community experiences the most severe inequities across the spectrum of perinatal health, including a rate of low birth weight at twice that of White non-Hispanics. African American babies in Multnomah County are born too soon, too small, and die too early. These are some of the worst health inequities in the county and, therefore, the Health Department recognizes the work of HBI as part of its core public health mission.

HBI uses a family-centered approach that engages mothers, fathers, and other caretakers in supporting a child's development. Components of HBI include case management, health education, community engagement, service coordination, and collective impact. HBI care coordination is promoted between internal Health Department programs, external health and social service providers, and larger health 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. The CAN is led by parents and comprised of a number of healthcare, social-service, and culturally specific agencies working together to implement community-identified strategies.

Long-term benefits of the program include healthy children ready to learn; a healthier work force; decreased costs related to school failure, juvenile crime, and chronic disease; strengthened partnerships; and gains in equity for the county's African American community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served	176	190	200	225
Outcome	Percent of mothers initiating breastfeeding after delivery	90%	95%	95%	95%
Quality	Percent of participants who remain in program until child is two years-old	87%	85%	85%	85%
Quality	Percent of participants who express satisfaction with cultural specificity of program	92%	92%	95%	95%

Performance Measures Descriptions

Legal / Contractual Obligation

Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$189,138	\$1,066,484	\$560,293	\$820,497
Contractual Services	\$207,000	\$6,021	\$116,000	\$91,875
Materials & Supplies	\$80,093	\$13,775	\$36,721	\$53,155
Internal Services	\$188,692	\$112,784	\$62,862	\$233,393
Total GF/non-GF	\$664,923	\$1,199,064	\$775,876	\$1,198,920
Program Total:	\$1,863,987		\$1,974,796	
Program FTE	2.24	9.86	5.33	7.15

Program Revenues				
Indirect for Dept. Admin	\$88,177	\$0	\$77,701	\$0
Intergovernmental	\$0	\$810,000	\$0	\$750,000
Service Charges	\$0	\$362,688	\$0	\$448,920
Total Revenue	\$88,177	\$1,172,688	\$77,701	\$1,198,920

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

Maternity Case Management: \$91,080

Targeted Case Management: \$357,840

Significant Program Changes

Last Year this program was: FY 2017: 40058 Healthy Birth Initiative

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating 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 to 4.8 daily. 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Avg number of mental health evaluations for suicide watch per month.	160	160	200	200
Outcome	Avg suicide watches per month (used to prevent inmate injury or death)	na/-	160	180	170

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	2017	2017	2018	2018
Personnel	\$491,757	\$0	\$482,730	\$0
Materials & Supplies	\$503	\$0	\$12,000	\$0
Total GF/non-GF	\$492,260	\$0	\$494,730	\$0
Program Total:	\$492,260		\$494,730	
Program FTE	4.40	0.00	4.20	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: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40053A, 40053B, 40006, 40025, 40037, 40038
Program Characteristics:

Executive Summary

Chronic Disease and Violence Prevention includes the STRYVE and Healthy Communities programs. These programs work to reduce documented health inequities by focusing place-based strategies on neighborhoods with the highest rates of crime and disease. Strategies include community-informed planning and decision-making; initiatives implemented by community health workers; and activities focused on policy, system and environmental improvements.

Program Summary

Research shows that an individual's zip code is a main determinant of health and wellbeing. Locally, many communities are impacted by health inequities, including both chronic diseases and exposure to violence and trauma. Members of these communities reside in geographic areas that have high rates of poverty and low educational attainment and have been subjected to disinvestment and/or gentrification. This reality has steered the STRYVE and Healthy Communities programs toward a place-based approach that addresses chronic disease and exposure to violence through creating neighborhoods with supportive, safe, and healthy gathering spaces, worksites, health care, and physical environments.

STRYVE (Striving to Reduce Youth Violence Everywhere) works to prevent youth violence and teen dating violence. STRYVE's key change agents are community health workers (CHWs) who work in partnership with youth and adults to address community trauma and increase resilience while building system capacity to use a public health approach to violence. Annually, 50 STRYVE youth participate in the YES (Youth Empowerment Solutions) curriculum, which culminates in a summer employment program; and over 1,500 community members participate in CPTED (Crime Prevention through Environmental Design) projects, such as peace poles and murals, that enable youth to complete over 9,000 summer employment hours. The place-based approach of YES and CPTED empower youth to improve neighborhoods. STRYVE convenes multi-sectoral partners to plan and implement violence prevention activities, including through contracts, and implements teen dating violence strategies with the Department's Adolescent Sexual Health Equity Program.

Healthy Communities works to reduce factors that cause obesity and chronic diseases. Main focuses are on health and socioeconomic inequities, poor health outcomes, and chronic conditions caused by poor nutrition, physical inactivity, and exposure to and use of tobacco. Efforts include increasing access to physical activity through governmental partnerships that ensure health and equity are part of transportation planning decisions; increasing access to place-based initiatives that implement evidence-based lactation and nutrition improvements in worksites; conducting assessments to better understand barriers to preventative health screenings, including colorectal cancer screenings for Latinos and African Americans; and decreasing use and exposure to tobacco by supporting clinical programs to implement policies for tobacco cessation, treatment, and counseling. Key partners include governments, health systems and community organizations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Youth and community members engaged in STRYVE activities	3,000	1,500	3,000	3,000
Outcome	Number of policies & practices established to prevent and reduce rates of chronic disease	na/-	15	5	10
Output	Number of Violence Prevention Coordination Team meetings	na/-	na/-	6	16
Outcome	# of community sites involved in chronic disease and/or violence prevention activities in areas of highest need	na/-	na/-	10	12

Performance Measures Descriptions

1) Measure was previously tracked in program 40038B. 2) Revised: 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) New measure: 12 monthly meetings, 4 quarterly grant meetings. 4) New measure

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,238,684	\$72,456	\$1,193,633	\$391,034
Contractual Services	\$234,500	\$0	\$215,000	\$95,433
Materials & Supplies	\$103,979	\$0	\$143,750	\$63,121
Internal Services	\$61,602	\$0	\$135,792	\$85,683
Total GF/non-GF	\$1,638,765	\$72,456	\$1,688,175	\$635,271
Program Total:	\$1,711,221		\$2,323,446	
Program FTE	11.23	0.77	10.65	4.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$37,031	\$0
Intergovernmental	\$0	\$0	\$0	\$635,271
Total Revenue	\$0	\$0	\$37,031	\$635,271

Explanation of Revenues

This Program Offer includes federal funding from the Centers for Disease Control and Prevention (CDC) Preventing Teen Dating Violence and Youth Violence by Addressing Shared Risk and Protective Factors (\$535,271) and Oregon Health Authority Healthy Communities funding (\$100,000).

Significant Program Changes

Last Year this program was: FY 2017: 40060 Community Health and Chronic Disease Prevention

This new program consolidates functions formerly associated with FY17 Program Offers 40060 (Community Health and Chronic Disease Prevention) and 40038B (Public Health Approach to Preventing Community Violence). Racial and Ethnic Approaches to Community Health and the Division's Community Health Improvement Plan were moved from FY17 Program Offer 40060 into FY18 Program Offer 40053A. These consolidations better align the Division's health equity/partnership initiatives and place-based initiatives. The CDC Striving to Reduce Youth Violence Everywhere (STRIVE) grant ended in FY17, however a new CDC Preventing Teen Dating Violence and Youth Violence by Addressing Shared Risk and Protective Factors grant funding awarded this year will continue in FY18 along with Oregon Health Authority Healthy Communities grant funding.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40011, 40061B
Program Characteristics:

Executive Summary

The Harm Reduction program implements syringe exchange as its core activity. Syringe exchange is proven to keep infection rates low among people who inject drugs, their partners, and their infants. Multnomah County and its partner Outside In started two of the first syringe exchange programs in the nation and collect almost 4 million syringes annually through 50,000 visits. The program integrates strategies that increase readiness of clients to engage in addictions treatment and reduce overdose deaths, emergency room visits and hospitalizations, and hepatitis C and B infection.

Program Summary

The need for the Harm Reduction program has increased dramatically over the past 5 years due to increases in heroin and methamphetamine use and homelessness. Currently, 67% of clients are homeless or temporarily/unstably housed. To successfully engage this high risk, high need, mobile population in services, the program integrates supportive services and referrals into its geographically diverse, nonjudgmental approach.

Syringe exchange and disposal comprises the bulk of programmatic activities. Syringe exchange sites, which provide clean needles in exchange for used needles, are located in geographically diverse areas of the county. Each year, they serve over 6,000 unique clients. Additionally, about 20% of clients report exchanging on behalf of other individuals in their household, apartment, building, or drug using network. This informal user-driven distribution dramatically expands the reach of the program by increasing the supply of sterile syringes in injection drug communities and is called 'secondary syringe exchange.' Services are proving successful, as 67% of clients said they had never shared needles in the last three months. The program also addresses inappropriate syringe disposal and public safety through distributing personal sharps containers to drug users to keep families, households, neighbors, and police safe; providing technical assistance, outreach, and clean-up support to businesses, neighborhood associations, and city agencies to reduce inappropriately disposed syringes in public places; and maintaining two outdoor disposal units on the east and west side of the downtown waterfront in collaboration with City of Portland.

The program integrates a number of strategies that increase readiness of clients to engage in addictions treatment and reduce overdose deaths, emergency room visits and hospitalizations, and hepatitis C and B infection. These include the East Portland Harm Reduction Center, which incorporates HIV/HCV testing, wound infection/abscess clinical care, and addictions treatment care coordination with syringe exchange activities; condom and other safe sex supply distribution to individuals engaging in sex work; and providing technical expertise for policy drafting and analysis to pass life saving policies, inform administrative rule writing and statewide implementation. Overdose prevention/Naloxone distribution has been part of this program (see Program Offer 40061B).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of encounters	51,263	50,000	52,000	50,000
Outcome	Number of syringes received	3,362,947	na/-	4,000,000	4,000,000
Output	Number of new clients	2,479	na/-	2,300	2,300
Output	Number of sharps containers distributed	11,283	na/-	13,000	13,000

Performance Measures Descriptions

1) Visits to harm reduction services by clients. 2) New: Demonstrates volume of syringes per year for which program provides safe disposal. 3) New: Demonstrates effective ongoing outreach and engagement of county residents at need. 4) New: Personal sized sharps containers distributed to clients through syringe exchange services.

Legal / Contractual Obligation

Federal Program Requirements

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$406,439	\$291,141	\$322,131	\$41,528
Contractual Services	\$228,230	\$244,230	\$227,230	\$22,540
Materials & Supplies	\$140,544	\$66,066	\$317,124	\$22,520
Internal Services	\$179,834	\$38,245	\$222,735	\$5,050
Total GF/non-GF	\$955,047	\$639,682	\$1,089,220	\$91,638
Program Total:	\$1,594,729		\$1,180,858	
Program FTE	4.10	2.59	2.91	0.25

Program Revenues				
Indirect for Dept. Admin	\$29,901	\$0	\$3,933	\$0
Intergovernmental	\$0	\$527,861	\$0	\$91,638
Other / Miscellaneous	\$0	\$116,750	\$0	\$0
Service Charges	\$0	\$20,000	\$0	\$0
Total Revenue	\$29,901	\$664,611	\$3,933	\$91,638

Explanation of Revenues

HIV Prevention Block Grant: \$75,098
Healthy Streets Grant: \$16,540

Significant Program Changes

Last Year this program was:

The Harm Reduction program was included in FY17 40011A (STD/HIV/Hep C Community Prevention Program). Program Offer 40061B is being submitted as a one-time-only request to support overdose prevention/naloxone distribution, which would otherwise not be provided due to lack of funding.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40061A, 40011
Program Characteristics:

Executive Summary

Overdose Prevention Strategy entails overdose response training and naloxone distribution. Naloxone is a prescription medication that reverses opiate overdoses. From 2002-2012, heroin overdose deaths in Oregon increased 46%; Multnomah County accounted for 50-70% of deaths. In 2013, naloxone training began at local syringe exchange sites and heroin deaths dropped 30%. In 2014, for the first time, more of Oregon's heroin deaths happened outside of the county. Naloxone saves lives and is a key component to a comprehensive regional, statewide, and national strategy to address the opiate

Program Summary

Naloxone distribution to injection drug users has been shown to be a very cost-effective means to reduce opiate overdose deaths. The distribution includes training community members to recognize opiate overdose, start emergency first aid measures, and administer naloxone. This community-based strategy most effectively targets the growing population of new heroin users, and targets highest-risk networks. The Department has been a leader in the field of public health interventions for injection drug users (IDU), including early efforts preventing an HIV epidemic among IDU. Today, the Department has an opportunity and an obligation to prevent overdose deaths and their tragic impact on families and communities.

The reduction in local overdose since the beginning of naloxone training and distribution underscores the fact that opiate overdose deaths are preventable and, locally, the strategy is proving to be an efficient and effective way to get closer to zero deaths. From 2013 and 2014, the Health Department and Outside In partnered to integrate naloxone use training and distribution at needle exchange sites. From 2014-2016, Oregon Health Authority (OHA) fiscally supported the development and testing of community prevention strategies using naloxone, allowing robust training, distribution, and overdose prevention education strategies. This work included partnering with multiple social service providers, health agencies, and first responders to do their part to respond to opiate overdose for both heroin and prescription opiates. For example, from 2015-2016, 201 individuals from 56 agencies attended one of 16 train-the-trainer classes. Evaluations showed that 99% of participants said they felt prepared to respond to an overdose and 95% said the training experience would be useful in their work. Part of this work included creating five training videos that are posted on the Oregon Health Authority naloxone website (one has been viewed almost 40,000 times); and collaborating with the Sheriff's Office to create a video specifically for law enforcement officers. Outside In used these videos to train over 900 of their clients; and at least 11 agencies have gone on to start their own naloxone programs, in which they trained their staff, clients, or community members.

Currently, naloxone training and distribution is offered at the five syringe exchange sites operated by the Health Department and Outside In. Through 2016, more than 38% of clients served at the Department's needle exchange sites have been trained. Approximately 200 new clients are served per month through syringe exchange sites; these clients can be trained in use of naloxone.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of clients trained	830	750	750	750
Outcome	Number of rescues reported	601	500	750	750
Quality	% clients who felt prepared for a future rescue*	87%	na/-	80%	80%

Performance Measures Descriptions

*MCHD only; Outside In did not collect this data but will start in Feb 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$83,071	\$0	\$134,173	\$0
Contractual Services	\$50,000	\$0	\$65,000	\$0
Materials & Supplies	\$43,632	\$0	\$11,905	\$0
Total GF/non-GF	\$176,703	\$0	\$211,078	\$0
Program Total:	\$176,703		\$211,078	
Program FTE	0.00	0.00	1.70	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY17, Overdose Prevention Strategy was Program Offer 40011C. It was moved from 40011 along with Harm Reduction (40061A) to consolidate this scope of work as a complement to STD/HIV/HCV Community Prevention (Program Offer 40011).

Department: Health Department **Program Contact:** David Hidalgo
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40067, 40068
Program Characteristics:

Executive Summary

Multnomah County's Mental Health and Addiction Services Division (MHASD) administration manages a recovery-focused, comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in children and adults. Through culturally responsive and evidence-based practices, MHASD serves low-income, uninsured, and individuals who are homeless, as well as any of the 766,000 county residents experiencing a behavioral health crisis. MHASD provides a continuum of services directly and through a provider network. In total, these programs serve more than 40,000 annually.

Program Summary

The Board of County Commissioners is the Local Mental Health Authority. Through that authority, MHASD Administration provides oversight and management of all publicly-funded behavioral health programs in the system of care, whether provided directly or through contracted agencies. MHASD is organized into three units: 1) Multnomah Mental Health, the county's managed care organization, a federally funded insurance program for children, youth and adults enrolled in Oregon Health Plan. Multnomah Mental Health is a founding member of the coordinated care organization Health Share of Oregon. 2) The Community Mental Health Program (CMHP) provides safety net and basic services that include involuntary commitment, crisis services, and addiction treatment. 3) Direct Clinical Services (DCS) which encompasses all programs for children, youth, and families where services are delivered by MHASD staff. These services may be reimbursed by Multnomah Mental Health, by the state, or by another funding source.

MHASD administration continuously assesses its continuum of services to respond to the changing needs and demographics of Multnomah County. All changes are shaped by the input of consumers, advocates, providers and stakeholders. MHASD does this through frequent provider, adult system and child system advisory meetings, focus groups and ad hoc meetings.

MHASD administration is also responsible for ensuring contracted providers deliver evidence-based and culturally responsive services to consumers. The Division monitors contracts with providers for regulatory and clinical compliance. To ensure good stewardship, MHASD business and clinical decisions ensure that finite resources are targeted to serve the most vulnerable populations. MHASD management participates in planning at the state level to influence the policy decisions that affect the community we serve. MHASD values our community partners, with whom we work collaboratively to create a system of care responsive to the needs of our community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Adult/Child MHASD Advisory Meetings ¹	27	23	30	26
Outcome	Advisors agree with the statement, "Overall, MHASD does its job well"	na/-	na/-	75%	75%

Performance Measures Descriptions

¹Includes AMHSAAC, Family Youth Advisory Council, Wraparound CPC, & Wraparound Exec Committee meetings.

Legal / Contractual Obligation

Oregon Administrative Rule, Standards for Management of Community Mental Health and Developmental Disability Programs, 309-014-0020, 309-014-0035, 309-14-0040.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community 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	2017	2017	2018	2018
Personnel	\$371,470	\$575,201	\$483,201	\$633,048
Contractual Services	\$0	\$609,638	\$4,000	\$250,000
Materials & Supplies	\$756	\$66,392	\$9,914	\$73,595
Internal Services	\$0	\$148,099	\$34,370	\$120,356
Total GF/non-GF	\$372,226	\$1,399,330	\$531,485	\$1,076,999
Program Total:	\$1,771,556		\$1,608,484	
Program FTE	2.09	3.71	4.65	3.83

Program Revenues				
Indirect for Dept. Admin	\$32,601	\$0	\$21,824	\$0
Intergovernmental	\$0	\$1,255,509	\$0	\$911,840
Other / Miscellaneous	\$0	\$143,821	\$0	\$165,159
Total Revenue	\$32,601	\$1,399,330	\$21,824	\$1,076,999

Explanation of Revenues

\$ 560,107 - Health Share of Oregon (Medicaid): Based on FY16 Medicaid Rates

\$ 165,159 - Care Oregon Incentive

\$ 351,733 - 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 2017: 40065A Mental Health & Addiction Services Administration



Program #40067 - Medical Records for MHASD 4/7/2017

Department: Health Department **Program Contact:** Joan Rice
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40065, 40068
Program Characteristics:

Executive Summary

The Medical Records Program is responsible for the internal management of all of the Mental Health and Addiction Services Division’s (MHASD) clinical records and Multnomah Mental Health records required by Oregon Administrative Rules. In support of MHASD programs, Medical Records indexed more than 40,000 documents into the electronic health record (EHR) in the last fiscal year.

Program Summary

MHASD Medical Records Unit ensures that mental health, alcohol and drug, and Multnomah Mental Health managed care records are maintained in compliance with federal and state laws and regulations, and county and departmental rules, policies and procedures.

Program staff provide multiple record services including: document indexing; quality assurance; billing and administrative rule compliance auditing; data entry for reporting; archiving and retrieval; forms design and management; authorization/release of information; legal requests for records; notary services; and health information management expertise to county staff.

As the Local Mental Health Authority, MHASD is responsible for programs such as involuntary commitment, commitment monitor, trial visit and residential services which require maintenance of individual records. The MHASD programs where services are provided by county staff are expected to serve more than 1,000 individuals, each requiring a medical record.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Count of record items processed annually plus scanned document count ¹	124,728	121,455	102,874	111,966
Outcome	Percent of representative sample audited for compliance with Medicaid billing rules ²	100%	100%	100%	100%

Performance Measures Descriptions

¹ Reduction due to change in reporting requirements in systems and Evolv form usage and improved performance eliminating duplicates in the system.
² Health Information Technicians audit representative sample sizes of all records each month to evaluate presence of required documentation for Medicaid Billing. Percent lower than 100% means inadequate compliance with MHASD audit plans.

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	2017	2017	2018	2018
Personnel	\$173,487	\$507,372	\$179,124	\$460,944
Materials & Supplies	\$0	\$4,576	\$0	\$7,862
Internal Services	\$0	\$188,563	\$0	\$165,111
Total GF/non-GF	\$173,487	\$700,511	\$179,124	\$633,917
Program Total:	\$873,998		\$813,041	
Program FTE	2.16	6.14	2.11	5.19

Program Revenues				
Indirect for Dept. Admin	\$38,634	\$0	\$34,879	\$0
Intergovernmental	\$0	\$700,511	\$0	\$633,917
Total Revenue	\$38,634	\$700,511	\$34,879	\$633,917

Explanation of Revenues

\$499,769 - Health Share of Oregon (Medicaid): Based on FY17 Medicaid Rates.

\$134,148 - 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 2017: 40067 Medical Records for MHASD

Department: Health Department **Program Contact:** Joan Rice
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40065, 40067
Program Characteristics:

Executive Summary

Quality Management (QM) assures quality of MHASD and contracted providers by: agency audits, investigations, and monitoring mental health contract performance. MHASD serves approximately 135,000 Multnomah Mental Health Oregon Health Plan (OHP) members, 52 mental health agencies and 72 residential/foster facilities. QM offer also includes the Decision Support Unit which is responsible for oversight and maintenance of the central Electronic Health Record system, reporting for the Division Multnomah Mental Health Plan billing support, as well as Adult Protective Services.

Program Summary

Quality Management protects and supports mentally ill adults and children in Multnomah County by providing specific services including: coordinating compliance with Health Insurance Portability and Accountability Act (HIPAA) rules and Multnomah Mental Health contracts; measuring client outcomes; conducting Medicaid compliance audits for community mental health agencies; assuring compliance with grievance procedures; auditing and providing technical support to 52 mental health agencies; coordinating residential quality and tracking approximately 13,000 reportable residential adverse events annually; assisting the State with licensing visits and Oregon Administrative Rules (OARs) compliance for residential treatment homes and facilities; investigating complaints about residential care; monitoring progress of providers found out of compliance with OARs; and investigating abuse allegations and providing protective services to approximately 250 mental health clients annually. These investigations serve to protect some of the most vulnerable individuals in our mental health system.

Additionally, QM includes the Decision Support Unit which is responsible for oversight/administration of the MHASD central Electronic Health Record (EHR) system, Multnomah Mental Health Plan Billing Support and reporting for the Division.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of clinical reviews/protective service investigations/incident reports reviewed	16,106	13,350	16,200	16,200
Outcome	Percent of protective service reports investigated (NEW)	43%	na/-	43%	43%
Output	Number of requests managed by Decision Support	8,740	6,650	9,000	9,000

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$820,677	\$2,876,736	\$816,884	\$3,063,682
Contractual Services	\$0	\$623,003	\$0	\$2,940,240
Materials & Supplies	\$1,414	\$186,028	\$878	\$421,339
Internal Services	\$99,040	\$403,910	\$72,188	\$685,783
Total GF/non-GF	\$921,131	\$4,089,677	\$889,950	\$7,111,044
Program Total:	\$5,010,808		\$8,000,994	
Program FTE	7.30	25.60	7.04	25.79

Program Revenues				
Indirect for Dept. Admin	\$202,517	\$0	\$221,377	\$0
Intergovernmental	\$0	\$4,089,677	\$0	\$7,111,044
Total Revenue	\$202,517	\$4,089,677	\$221,377	\$7,111,044

Explanation of Revenues

\$ 6,136,589 - Health Share of Oregon (Medicaid): Based on FY17 Medicaid Rates.

\$ 974,455 - 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 2017: 40068 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, including a 24/7 crisis hotline, a 24/7 mobile crisis outreach and a seven day a week walk-in clinic.

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.

Utilization Review - This function provides authorization oversight of Multnomah Mental Health funds and indigent treatment funds for those experiencing mental health emergencies and crisis.

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 FY16, total number of clients served was 3,350. 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.

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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Crisis System Contacts ¹	90,672	84,000	85,000	85,000
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED ²	95.1%	96.1%	94%	96%

Performance Measures Descriptions

¹ Total crisis system contacts: Crisis Line: 79,551 (calls), Project Respond contacts: 3,350, CATC encounters: 2,854, ITT: 790, UWIC: 4,127.

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	2017	2017	2018	2018
Personnel	\$998,684	\$1,165,930	\$1,047,559	\$1,308,847
Contractual Services	\$811,678	\$3,909,405	\$1,323,816	\$5,475,838
Materials & Supplies	\$0	\$18,054	\$487	\$30,923
Internal Services	\$0	\$430,156	\$59,198	\$341,086
Total GF/non-GF	\$1,810,362	\$5,523,545	\$2,431,060	\$7,156,694
Program Total:	\$7,333,907		\$9,587,754	
Program FTE	9.93	10.32	8.82	10.08

Program Revenues				
Indirect for Dept. Admin	\$73,307	\$0	\$68,432	\$0
Intergovernmental	\$0	\$5,508,329	\$0	\$7,156,694
Service Charges	\$0	\$15,216	\$0	\$0
Total Revenue	\$73,307	\$5,523,545	\$68,432	\$7,156,694

Explanation of Revenues

\$ 3,899,704 - Health Share of Oregon (Medicaid)

\$ 3,241,990 - State Mental Health Grant: MH Special Projects based on 2015-2017 IGA with State of Oregon

\$ 15,000 - Fee for Service Insurance Reimbursement Family Care

Significant Program Changes

Last Year this program was: FY 2017: 40069 Behavioral Health Crisis Services

In FY17, a new community based crisis resource, the Unity Center for Behavioral Health opened. It is too soon to know the impact, and how to 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.

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40069A - Behavioral Health Crisis Services
Program Characteristics:

Executive Summary

Mental Health and Addiction Services Division operates a 24-hour, 365-day-a-year behavioral health emergency crisis response system. FY17 services include a 24/7 crisis hotline, a 24/7 mobile crisis outreach and a seven day a week 15.5 hour walk-in clinic. Total number of people served in FY16 was 90,672 . Due to State of Oregon budget reductions in Fiscal Year 2012 of \$1,584,090, this offer will keep current service capacity whole while a procurement of the crisis system services is completed.

Program Summary

The behavioral health crisis system in Multnomah County is comprised of several interconnected services:

Multnomah County Mental Health Call Center (MHCC) – Multnomah County coordinates 24/7, 365 days/year emergency mental health services for all residents regardless of cultural background, financial need and insurance status. Staff provide crisis counseling, diversion and linkage to appropriate county contracted services, as well as behavioral health information and resources. The Call Center also dispatches 24/7 mobile mental health outreach. In FY16, the Call Center managed 79,551 calls.

Mobile Mental Health Outreach – Mobile outreach service is contracted with a community based organization and is available 24/7, 365 days/year. These community based teams are deployed by the MH Call Center or Portland Police to provide face-to-face crisis evaluation and triage services to all county residents in crisis regardless of insurance status. In FY16, total number of clients served was 3,350.

Urgent Walk-In Clinic (UWIC) – This is a clinic facility that provides urgent, face to face behavioral health support on a walk-in basis. The clinic is contracted with a community-based organization, available from 7:30 a.m. to 10:30 p.m., Monday - Friday. The UWIC is the single county urgent mental health clinic available to indigent clients in crisis in Multnomah County who need immediate access to a psychiatrist or psychiatric mental health nurse practitioner for medication evaluation and treatment. Total number of clients served in FY16 was 4,127.

The procurement process will include stakeholder meetings to ensure that consumers, peers, first responders, behavioral and physical health service providers and the larger community have input on prioritizing crisis services that ensure all county residents receive the correct level of behavioral health support at the appropriate time.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Crisis System Contacts	na/-	na/-	na/-	85,000
Outcome	% of walk-in clinic clients diverted from the ED	na/-	na/-	na/-	96%

Performance Measures Descriptions

This program offer will help the program maintain the Crisis Systems current service level and current outputs and outcomes.

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	2017	2017	2018	2018
Personnel	\$0	\$0	\$132,913	\$0
Contractual Services	\$0	\$0	\$498,630	\$0
Total GF/non-GF	\$0	\$0	\$631,543	\$0
Program Total:	\$0		\$631,543	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In 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	2017	2017	2018	2018
Contractual Services	\$655,125	\$2,620,495	\$642,048	\$2,354,195
Internal Services	\$0	\$0	\$24	\$0
Total GF/non-GF	\$655,125	\$2,620,495	\$642,072	\$2,354,195
Program Total:	\$3,275,620		\$2,996,267	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,620,495	\$0	\$2,354,195
Total Revenue	\$0	\$2,620,495	\$0	\$2,354,195

Explanation of Revenues

\$2,354,195 - Health Share of Oregon (Medicaid): Based on FY17 Medicaid Rates.

Significant Program Changes

Last Year this program was: FY 2017: 40070 Mental Health Crisis Assessment & Treatment Center (CATC)

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.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of E-Holds for County residents ¹	3,553	3,702	3,495	3,500
Outcome	% of total E-Holds that did not go to Court hearing ²	90.7%	93.4%	90.2%	93%
Outcome	% of total E-Holds taken to court hearing that resulted in commitment ²	92.1%	90.9%	91.7%	91%
Output	# of commitments monitored annually ³	385	380	372	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 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	2017	2017	2018	2018
Personnel	\$1,143,679	\$1,984,418	\$1,077,624	\$1,924,853
Contractual Services	\$151,000	\$581,503	\$20,000	\$683,195
Materials & Supplies	\$37,900	\$3,058	\$45	\$41,308
Internal Services	\$0	\$417,439	\$146,656	\$318,598
Total GF/non-GF	\$1,332,579	\$2,986,418	\$1,244,325	\$2,967,954
Program Total:	\$4,318,997		\$4,212,279	
Program FTE	9.00	16.50	9.00	15.50

Program Revenues				
Intergovernmental	\$0	\$2,986,418	\$0	\$2,967,954
Total Revenue	\$0	\$2,986,418	\$0	\$2,967,954

Explanation of Revenues

\$2,967,954 - 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 2017: 40072 Mental Health Commitment Services

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer provides an ongoing portion of the funding necessary for a peer-run supported employment program. Additional funding will come from private foundations and in-kind donations. These peer-run employment and education programs typically secure funding from federal, state, and local governments including municipal mental health departments and the national Substance Abuse and Mental Health Services Administration (SAMHSA). Every dollar of county general fund would directly provide employment assistance for a person with a mental illness.

Program Summary

This program offer supports the peer-run supported employment center through continued funding of positions and operating costs. The Supported Employment center offers employment, wellness and administrative support to adults with a mental illness who want to become employed. Continued funding through this offer would ensure that staff can continue to meet the training standards required for Certification. Certification requires that the peer-run entity meet a defined standard of service delivery. Peer-run supported employment provides encouragement and assistance for individuals with a mental illness in securing continuing education, employment and volunteer opportunities and advocating for reasonable accommodations.

The World Health Organization in their Health Impact Assessment and the Robert Wood Johnson Foundation have both endorsed increased education and employment as determinants of good health. This program provides the opportunity for those with mental illness to pursue both educational and employment opportunities that can be factors in improved health outcomes for those experiencing mental health issues.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of active members	151	170	230	200
Outcome	Percent of members in paid employment positions	42.5%	40%	38%	40
Output	Average daily attendance (ADA)	24.3	25	30	30

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	2017	2017	2018	2018
Contractual Services	\$80,000	\$0	\$112,618	\$0
Total GF/non-GF	\$80,000	\$0	\$112,618	\$0
Program Total:	\$80,000		\$112,618	
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 2017: 40073 Peer-run Supported Employment Center

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program includes Mental Health Residential Services with 644 beds of 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 state Adult Mental Health Initiative (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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of New Residential Services Referrals ¹	461	400	416	400
Outcome	% of County Residential Services referrals placed ²	44%	40%	30%	35%

Performance Measures Descriptions

¹ This measure indicates the gap between the number of existing residential treatment beds and the number of referrals for placement.

² OAR changes have impacted gatekeeping responsibilities of the County resulting in lower County placement percentages for in-county residential programs that are statewide resources.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue Contract with City of Portland Bureau of Housing and Community Development.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$485,760	\$694,823	\$376,077	\$820,453
Contractual Services	\$529,719	\$11,529,699	\$521,804	\$11,897,888
Materials & Supplies	\$7,949	\$5,965	\$3,165	\$10,408
Internal Services	\$143,991	\$38,109	\$145,078	\$55,008
Total GF/non-GF	\$1,167,419	\$12,268,596	\$1,046,124	\$12,783,757
Program Total:	\$13,436,015		\$13,829,881	
Program FTE	4.50	6.64	3.50	7.64

Program Revenues				
Indirect for Dept. Admin	\$14,384	\$0	\$15,023	\$0
Intergovernmental	\$0	\$12,268,596	\$0	\$12,783,757
Total Revenue	\$14,384	\$12,268,596	\$15,023	\$12,783,757

Explanation of Revenues

- \$ 183,162 - Healthshare of Oregon (Medicaid): Based on FY17 Medicaid Rates.
- \$ 231,700 - City of Portland, Bureau of Housing & Community Development
- \$ 33,543 - Washington County Older Adult Behavioral Health Coordination
- \$ 33,543 - Clackamas County Older Adult Behavioral Health Coordination
- \$ 12,301,809 - State Mental Health Grant based on 2015-2017 IGA with State of Oregon.

Significant Program Changes

Last Year this program was: FY 2017: 40074A Mental Health Residential Services

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Adult Mental Health Initiative (AMHI) Renamed by the Oregon Health Authority (OHA) The Choice Model Program as of 7/1/16: diverts individuals from Oregon State Hospital (OSH); coordinates successful discharge from OSH into appropriate community placements and services; coordinates care for individuals residing primarily in licensed residential facilities in order to move individuals into the least restrictive housing possible; and coordinates care and develops supports to maximize independent living. 665 individuals were served in FY16.

Program Summary

Mental Health and Addiction Services Division (MHASD) AMHI/Choice Model staff work with other MHASD units, OSH, OHA/Health Systems Division, Coordinated Care Organizations (CCO), and counties to coordinate the placement and movement of individuals primarily within a statewide network of licensed housing providers. New or enhanced services offered by AMHI can include: supported housing development and rental assistance to increase housing options matched to client need; Exceptional Needs Care Coordination (ENCC) to assure access to appropriate housing placements and the development of supports to increase success in the community; referrals to community mental health programs; referrals to Supported Employment to help move clients towards greater independence; and transition planning management to assure the most efficient utilization of the licensed residential housing stock within the community.

The overarching goal of AMHI/Choice Model is assisting individuals to achieve the maximum level of independent functioning possible. This goal is achieved by diverting individuals from admission to OSH; supporting quick, safe and appropriate discharges from OSH into the community; and providing supports (skills training, etc.) to help individuals achieve independent living in the least restrictive housing environment. These three elements are quantified as Qualifying Events (QEs) in the Performance Measures.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Clients Served in AMHI	665	690	683	680
Outcome	Number of Qualifying Events ¹	532	575	525	525

Performance Measures Descriptions

¹ The contractual measure of performance includes total Qualifying Events, defined as total of OSH diversions, OSH discharges, and discharges to lower levels of residential care within the community (i.e., increase independent living). Note: The Oregon Health Authority changed criteria parameters for Qualifying Events (QEs) to reflect newly established state goals for the program.

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	2017	2017	2018	2018
Personnel	\$0	\$1,007,312	\$0	\$1,049,409
Contractual Services	\$0	\$2,915,849	\$0	\$1,544,963
Materials & Supplies	\$0	\$5,130	\$0	\$8,467
Internal Services	\$0	\$225,231	\$0	\$240,916
Total GF/non-GF	\$0	\$4,153,522	\$0	\$2,843,755
Program Total:	\$4,153,522		\$2,843,755	
Program FTE	0.00	9.33	0.00	9.33

Program Revenues				
Indirect for Dept. Admin	\$52,328	\$0	\$47,852	\$0
Intergovernmental	\$0	\$2,790,559	\$0	\$2,843,755
Beginning Working Capital	\$0	\$1,431,591	\$0	\$0
Total Revenue	\$52,328	\$4,222,150	\$47,852	\$2,843,755

Explanation of Revenues

\$ 766,638 - Healthshare of Oregon (Medicaid): Based on FY17 Medicaid Rates.

\$ 2,077,117 - State Mental Health Grant: Adult Mental Health Initiative (AMHI) based on 2015-2017 IGA with State of Oregon.

Significant Program Changes

Last Year this program was: FY 2017: 40075 Adult Mental Health Initiative (AMHI)

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40094
Program Characteristics:

Executive Summary

This program offer describes the existing continuum of adult mental health care funded by Oregon Health Plan and managed by Health Share Multnomah Mental Health. The continuum addresses the needs of adults at emergent, urgent & routine levels of care. Additional respite services provide intervention when an individual's symptoms have risen beyond the scope of outpatient treatment. Outpatient treatment services provide a range of care matched to diagnosis and acuity to approximately 10,790 adults annually.

Program Summary

Adult mental health outpatient services provide a comprehensive array of treatment options that address the needs of each individual, including several categories of individual and group therapy, general and intensive case management for individuals with severe mental illness, intensive outreach and medication management. Outpatient services address long and short-term mental health needs to lessen the need for hospitalization. Since expansion of Oregon Health Plan, an average of 6,090 adults receive outpatient services each month, with many remaining in treatment for several months.

Mental health respite services are a community-based approach to stabilize individuals whose symptoms have exceeded the scope of outpatient treatment. The goal is to prevent hospitalization through early intervention with short-term, intensive residential treatment. Respite care contains a range of treatment options, including medication management, clinical treatment and post-discharge transition planning. It has been defined as a best practice when used in a continuum of treatment services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total adults receiving outpatient mental health services ¹	11,413	10,318	11,387	10,318
Outcome	Percent of adults readmitted to inpatient within 30 days of discharge ²	16.5%	11.8%	15.8%	15.8%

Performance Measures Descriptions

¹ Number of unduplicated Multnomah Mental Health adult enrollees who received an outpatient mental health service during the measurement period.

² Percent of unduplicated Multnomah Mental Health adult enrollees who were readmitted to inpatient hospitalization within 30 days of discharge during the measurement period.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$27,272,338	\$0	\$11,766,460
Total GF/non-GF	\$0	\$27,272,338	\$0	\$11,766,460
Program Total:	\$27,272,338		\$11,766,460	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$28,422,405	\$0	\$11,766,460
Total Revenue	\$0	\$28,422,405	\$0	\$11,766,460

Explanation of Revenues

\$ 11,766,460 - Healthshare of Oregon (Medicaid): Based on FY17 Medicaid Rates.

Significant Program Changes

Last Year this program was: FY 2017: 40076 Mental Health Services for Adults

This program offer is reduced by 15.06 FTE and \$1.9 million personnel expense, professional services, materials and supplies, and internal services for the management and administration of the Multnomah Behavioral Fund. The positions and related expenditures are budgeted in FY 2018 in Program Offer 40094-Medicaid Insurance Plan Administration and Operations.

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah Treatment Fund (MTF) prioritizes community-based services to individuals who experience symptoms of severe mental illness and have been released from jail or psychiatric hospitals and/or are at risk of hospitalization or significant decompensation, but are uninsured and ineligible for Oregon Health Plan (OHP). MTF supports an array of services for the over 500 individuals who experience severe mental illness and are uninsured and without financial resources until insurance or OHP coverage is obtained.

Program Summary

The Mental Health and Addiction Services Division (MHASD) provides funds to the network of providers to treat consumers who are uninsured during periods of exacerbated symptoms in acute stages of mental illness.

The goal is to stabilize and prevent more drastic consequences including hospitalization, incarceration, loss of housing, addiction relapse and loss of custody of children. If these services are effective, the client is spared a prolonged period of instability and the county preserves funds that would otherwise be lost to the high-cost alternatives such as hospitalization, corrections or homeless services. Since these funds are limited, a designated adult services coordinator performs chart reviews for clinical necessity, choice of intervention, and financial eligibility. Services can include individual and group therapy, case management, community outreach, housing assistance, medication management, dual diagnosis treatment, care coordination, and crisis intervention. While the person is receiving services, he/she can be linked to other supports and acquire assistance in securing OHP benefits through the DCHS Benefits Recovery Project and health care through the Multnomah County Health Department or other clinics serving indigent clients. The demand on this program had slightly decreased due to Medicaid Expansion, however Medicaid eligibility requirements and limitations on Medicare approved services means there are individuals who require this safety net program to receive on-going mental health case management and treatment services. In addition, there is an unmet need for more Intensive Case Management services for individuals without Medicaid eligibility. Funds have been re-purposed to address this gap.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total # of adults who received county-funded outpatient services or medication	588	550	648	550
Outcome	Hospitalizations Per 100 Uninsured Adults Served ¹	23.8	25	26.3	25

Performance Measures Descriptions

¹ This measure represents the total number of hospitalizations for uninsured adults divided by the total number of uninsured adults served in outpatient settings or receiving medication paid for by Multnomah Treatment Funds (MTF).

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	2017	2017	2018	2018
Contractual Services	\$1,113,897	\$146,368	\$1,169,766	\$0
Total GF/non-GF	\$1,113,897	\$146,368	\$1,169,766	\$0
Program Total:	\$1,260,265		\$1,169,766	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$146,368	\$0	\$0
Total Revenue	\$0	\$146,368	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 40077 Mental Health Treatment & Medications for the Uninsured

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40077A-18
Program Characteristics: One-Time-Only Request

Executive Summary

This safety net program supports an array of services for more than 500 residents experiencing severe mental illness who are uninsured. The goal of the fund is to ensure that residents who have been incarcerated or hospitalized receive community-based treatment. This funding will support approximately 75 individuals.

Program Summary

The Mental Health and Addiction Services Division (MHASD) provides funds to the network of providers to treat consumers who are uninsured during periods of exacerbated symptoms in acute stages of mental illness.

The Multnomah Treatment Fund provides recovery based services that prevent unnecessary hospitalization, incarceration, loss of housing, addiction relapse and engagement with Child Welfare. By providing intensive community-based treatment, consumers can continue to access natural supports that help prevent costly hospitalization, incarceration or loss of housing.

Services include individual and group therapy, case management, community outreach, housing assistance, medication management, dual diagnosis treatment, care coordination, and crisis intervention. Clients receiving services can be linked to other supports, including OHP benefits and health care through the county and contracted partners. Due to Medicaid eligibility requirements and limitations on Medicare services, some residents require this safety net program to receive access to needed services for recovery.

The Multnomah Treatment Fund protects consumers who need intensive treatment services to maintain stability in recovery. A reduction in funding would impact approximately 75 uninsured clients and place them at risk for incarceration and hospitalization. This one time offer for FY18 will allow MHASD to maintain current treatment service capacity while assessing the impact of changes at the state or federal level on the county's most vulnerable residents with persistent mental health issues.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total # of adults who received county-funded outpatient services or medication	588	550	648	550
Outcome	Hospitalizations Per 100 Uninsured Adults Served ¹	23.8	25	26.3	25

Performance Measures Descriptions

¹This measure represents the total number of hospitalizations for uninsured adults divided by the total number of uninsured adults served in outpatient settings or receiving medication paid for by Multnomah Treatment Funds (MTF).

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	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$150,000	\$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: 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 12-25 who demonstrate initial symptoms of psychosis, with the goal of developing a long-term recovery plan. EASA offers formal psychiatric treatment services, educational support, employment support and involves the young person's family in treatment. The program will provide services for approximately 160 referred persons.

Program Summary

The EASA team identifies young people experiencing the first episodes of psychosis and offers them a broad array of individualized treatment modalities 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, educational supports and peer support. These services are provided by a multidisciplinary team that includes a psychiatrist, a nurse, a supported employment specialist, 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 potential of long-term disabling consequences of psychosis.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total individuals enrolled in the EASA program receiving services	136	140	136	140
Outcome	% reduction in hospitalization rate three months pre and 6 months post enrollment ¹	91%	75%	85%	80%
Output	Number of unduplicated individuals referred to the EASA program	198	170	203	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	2017	2017	2018	2018
Personnel	\$0	\$1,146,238	\$0	\$1,240,331
Contractual Services	\$0	\$330,200	\$0	\$185,960
Materials & Supplies	\$0	\$16,896	\$0	\$16,867
Internal Services	\$0	\$169,280	\$0	\$231,292
Total GF/non-GF	\$0	\$1,662,614	\$0	\$1,674,450
Program Total:	\$1,662,614		\$1,674,450	
Program FTE	0.00	10.32	0.00	11.04

Program Revenues				
Indirect for Dept. Admin	\$11,400	\$0	\$15,153	\$0
Intergovernmental	\$0	\$1,578,614	\$0	\$1,541,289
Service Charges	\$0	\$84,000	\$0	\$133,161
Total Revenue	\$11,400	\$1,662,614	\$15,153	\$1,674,450

Explanation of Revenues

\$ 193,667 - Health Share of Oregon (Medicaid): Based on FY17 Medicaid Rates.

\$ 133,161 - Fee For Service Insurance Receipts

\$ 11,760 - State Vocational Rehabilitation Award

\$ 1,335,862 - 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 2017: 40078 Early Assessment & Support Alliance

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 and Treatment Services and Child Abuse Mental Health services at CARES NW.

Program Summary

Services range from prevention/early intervention to a comprehensive continuum of treatment services in treatment centers, clinics, homes, schools, and the community. The continuum of services for at risk children includes: Early Childhood Mental Health Prevention and Treatment Services at Head Start, Multnomah Early Childhood Program (MECP), Health Department Maternal Child and Family Services, and Child Abuse Mental Health Services at CARES NW provided by Multnomah County Direct Clinical Services. 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/group therapy, skill building and medication management. Care is coordinated with allied partners including Child Welfare, MECP, Head Start, Developmental Disabilities, Dept of Community Justice-Juvenile Services, Wraparound, School Based Mental Health and Physical Healthcare to ensure the best outcomes for children and youth. Prevention services to promote the development of healthy attachments and positive parenting practices are culturally responsive to ensure supports are accessible and relevant to all children and families served programs promote educational success and keep vulnerable children in home with their families, stable foster care, or with other long-term caregivers. Early Childhood Mental Health and Head Start programs provide prevention and treatment for 3,644 children, and address needs before a higher level of care is needed. As of 1/1/2016, culturally specific treatment services for Latino and African American children delivered to increase success at home and reduce the likelihood of expulsion from Head Start.

CARES NW, a child abuse mental health program, reduces the trauma of 1,042 vulnerable children and their families. In turn, this reduces risk of developing long-term health and mental health problems. Outpatient Services deliver a family-centered model to 4,252 children and parents, and seeks to promote long term stability. Intensive mental health treatment services intervene in crisis situations to keep children at home, in school, and out of trouble. The service array aligns with goals of the School Aged Policy Frameworks and Early Learning Multnomah: school readiness, strengthening families, and promoting educational success for children at risk for or with mental illness.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total children receiving outpatient services ¹	4,222	4,671	4,179	4,200
Outcome	% of children demonstrating improvement in their global distress score ²	67.5%	82.5%	74.5%	75%
Output	Total children (0-6) receiving prevention services ³	3,644	5,600	3,600	3,600
Output	Numbers of children enrollment in early childhood culturally specific treatment services (NEW)	na/-	na/-	na/-	48

Performance Measures Descriptions

- ¹ Measure is # of unduplicated children and youth ages 0-20, with at least one reported mental health treatment encounter in any outpatient service. Multnomah Mental Health, and Multnomah Treatment Fund (MTF) claims data.
² ACORN is short/frequent survey for clients to rate symptoms. Global distress score is average score of all items on survey.
³ Reduced number served due to FTE change at MECP. FTE reallocated to provide culturally specific early childhood treatment 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
Head Start Revenue Contract

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,573,856	\$528,687	\$1,441,524	\$538,523
Contractual Services	\$111,432	\$11,286,577	\$142,340	\$1,539,347
Materials & Supplies	\$420	\$22,469	\$73	\$21,005
Internal Services	\$73,283	\$194,044	\$132,460	\$93,244
Total GF/non-GF	\$1,758,991	\$12,031,777	\$1,716,397	\$2,192,119
Program Total:	\$13,790,768		\$3,908,516	
Program FTE	13.20	4.30	11.95	4.30

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$9,360	\$0
Intergovernmental	\$0	\$12,051,778	\$0	\$2,143,447
Service Charges	\$111,432	\$121,244	\$111,432	\$48,672
Total Revenue	\$111,432	\$12,173,022	\$120,792	\$2,192,119

Explanation of Revenues

- \$ 1,518,347 - Health Share of Oregon (Medicaid): Based on FY17 Medicaid Rates.
- \$ 111,432 - Federally Qualified Health Centers Medicaid Wraparound Funds
- \$ 224,725 - Head Start Contracts
- \$ 48,672 - Fee For Services Insurance Receipt
- \$ 400,375 - 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 2017: 40080 Community Based MH Services for Children & Families

In FY 2017, MHASD Direct Clinical Services Early Childhood Team transitioned two mental health consultant prevention positions to provide early childhood culturally specific treatment services (African American and Spanish speaking population).

This program offer is reduced by 1.67 FTE and \$690,000 personnel expense, professional services, materials and supplies, and internal services for the management and administration of the Multnomah Behavioral Fund. The positions and related expenditures are budgeted in FY 2018 in Program Offer 40094-Medicaid Insurance Plan Administration and Operations.

Department: Health Department **Program Contact:** William Baney
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Youth Care Coordination provided through Multnomah Wraparound and Intensive Care Coordination (ICC) follow the System of Care principles and values, and is a contracted service through Multnomah Mental Health and Local Mental Health Authority. Multnomah Mental Health has oversight of the screening and eligibility for children in need of intensive mental health services including SCIP/SAIP, Psychiatric Residential Treatment Services, Psychiatric Day Treatment Services, Home Based Services, Crisis Stabilization (hospital diversion), Mental Health Respite and Care Coordination.

Program Summary

Multnomah Wraparound and ICC is funded by Oregon Health Plan via contract with Health Share of Oregon and managed by Multnomah Mental Health, with additional resources from partnering entities such as DHS Child Welfare, School Districts, Dept of Community Justice-Juvenile Justice. Approximately 200 children, youth and families are engaged in multi-system coordination at any given time.

Multnomah Wraparound and ICC address system issues by identifying trends and implementing a cross system strategic plan through a multi-tiered System of Care governance framework. The governance framework builds partnerships to facilitate planning, decision making and oversight. It also supports family and youth involvement as primary decision makers in the development, implementation and modification of the system of care for children and families. Multnomah Wraparound and ICC utilize Mental Health Treatment Services, flex funding, and community resources to meet the needs of families, monitors quality assurance, conducts utilization management, and evaluates service effectiveness. Multnomah Wraparound and ICC ensure policies and procedures are culturally competent and services are compatible with the families' cultural beliefs, practices, literacy skills and language.

Multnomah Wraparound and ICC screen approximately 270 children per year for intensive services and care coordination. Multnomah Wraparound facilitate Child and Family Teams to develop a single plan of care with blended resources. The plan of care is family-guided, culturally competent, multidisciplinary and includes both formal and natural supports to help children stay with family, in the community, in school and out of trouble. Multnomah Wraparound, as the risk accepting entity for 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of unique children served in Youth Care Coordination ¹	390	390	390	390
Outcome	% of children who are meeting their goals on Wraparound service plan ²	71.6%	84%	78.3%	84%
Outcome	% of families completing a Wraparound WFI-EZ survey ³	9%	81%	30%	33%
Output	Number of unique children screened for Youth Care Coordination eligibility	258	270	235	270

Performance Measures Descriptions

¹ Measure updated to include all Youth Care Coordination enrollments (Wraparound and Intensive Care Coordination).

² Wrap-Track State Database (Fidelity EHR) Mean Total Satisfaction Score from Wraparound WFI-EZ.

³ Note: Reduction in survey responses reflect a mid-year correction which includes a person-centered completion process. New percentage in alignment with statewide return rates.

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	2017	2017	2018	2018
Personnel	\$0	\$2,500,310	\$0	\$2,562,349
Contractual Services	\$0	\$183,566	\$23,236	\$1,139,596
Materials & Supplies	\$0	\$15,967	\$0	\$10,248
Internal Services	\$0	\$620,484	\$0	\$677,316
Total GF/non-GF	\$0	\$3,320,327	\$23,236	\$4,389,509
Program Total:	\$3,320,327		\$4,412,745	
Program FTE	0.00	22.92	0.00	22.67

Program Revenues				
Indirect for Dept. Admin	\$235,919	\$0	\$242,578	\$0
Intergovernmental	\$0	\$3,320,327	\$0	\$4,389,509
Total Revenue	\$235,919	\$3,320,327	\$242,578	\$4,389,509

Explanation of Revenues

\$ 3,731,420 - Health Share of Oregon (Medicaid): Based on FY16 Medicaid Rates

\$ 172,656 - Community Mental Health Block Grant

\$ 485,433 - 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 2017: 40081 Multnomah Wraparound

Outcome measures and tracking – At the direction of AMH, MOTS discontinued for Wraparound sites and the BERS/CPRS system was discontinued as of December 31st, 2016. AMH proposed the WFI-EZ as a primary fidelity tool. The low return rate of the WFI-EZ across the region prompted a mid-course correction on the data collection processes. Return rates improved significantly at the end of CY 2016 and is now in line with return rates around the state. CANS (Child and Adolescent Needs and Strengths – Praed Foundation) will be implemented as the primary outcome tool in 2017. CANS was piloted in Wraparound programs across the region in the fall 2016. A new version of the e-CANS (automated tracking) is planned for early 2017, with a tentative initial launch date across regional Wraparound sites of Spring 2017.

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 1,600 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 1600 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. The ongoing need for culturally specific/responsive mental health treatment and outreach continues to be a priority. Cultural alignment with the students served, increases therapeutic alliance which assists with addressing challenges to school attendance, contributes to school completion which is a strong indicator for lifelong economic well being and improved health. 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 for all the needs that are identified. School Based Mental Health Consultants provided 1,700 hours of Prevention, Education and Outreach to over 6,000 students, school staff or families.

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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total unduplicated children receiving mental health services	1,600	1,700	1,514	1,700
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement ¹	57%	60%	60%	65%

Performance Measures Descriptions

¹ Client reported outcomes are accepted as more valid as the person receiving services is reporting changes through a global distress scale measure reported over the course of treatment. The percentage is the number of clients reporting significantly improved or somewhat improved.

Legal / Contractual Obligation

Revenue contracts with school districts.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,036,565	\$1,558,914	\$1,133,908	\$1,565,720
Materials & Supplies	\$8,857	\$1,129	\$14,730	\$3,166
Internal Services	\$311,284	\$96,293	\$308,238	\$253,874
Total GF/non-GF	\$1,356,706	\$1,656,336	\$1,456,876	\$1,822,760
Program Total:	\$3,013,042		\$3,279,636	
Program FTE	9.04	13.14	9.39	12.83

Program Revenues				
Indirect for Dept. Admin	\$26,848	\$0	\$37,087	\$0
Intergovernmental	\$0	\$1,456,337	\$0	\$1,522,759
Service Charges	\$137,265	\$199,999	\$139,828	\$300,001
Total Revenue	\$164,113	\$1,656,336	\$176,915	\$1,822,760

Explanation of Revenues

- \$ 139,828 - Federally Qualified Health Center Medicaid Wraparound payments
- \$ 195,492 - Local Public Health Agency IGA with State of Oregon for School Based Clinics
- \$ 22,500 - Parkrose School District
- \$ 75,005 - Centennial School District
- \$ 300,001 - Fee for Service Insurance Receipts
- \$ 177,005 - Portland Public Schools
- \$ 1,052,757 - 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 2017: 40082 School Based Mental Health Services

Department: Health Department **Program Contact:** William Baney
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40082
Program Characteristics:

Executive Summary

This offer is an enhancement of case management and psychiatric consultation services. The Educational system needs help problem solving and identifying resources to increase attendance and reduce emotional/behavioral issues that interfere with educational goals. This program will provide assistance with coordinating services/supports, and advocating for students suffering from mental health issues. This service will work to ensure students seriously affected by mental illness are connected with the appropriate supports they need to remain in and perform successfully in school.

Program Summary

Mental health case management services is a crucial service, as many students who suffer with mental health issues have a complex array of needs. The School Based Mental Health program continues to recognize the ongoing need for culturally specific/responsive mental health services and supports. Cultural alignment with the students served, increases therapeutic alliance which assists with addressing challenges to school attendance, contributes to school completion which is a strong social determinant for lifelong economic well being and improved health. 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 for all the needs that are identified. Case management services will work to improve linkage with Education, SUN, Health/MH and culturally specific social services through regional/cluster type meetings and formalize this linkage through an MOU. Case Management will provide initial outreach to assess the needs of students and families. Case managers will use a strengths/needs assessment to develop targeted interventions that may or may not be mental health. The scope of case management services includes school attendance and social skills training, outreach/prevention efforts, summary information to schools for educational planning purposes, home visits and care coordination.

Case managers accept referrals from schools to make home/shelter visits to assess barriers to school participation: Barriers may include language, culture, food, housing, clothing, refugee or immigration status, learning disabilities, income, parental experience of education systems or mental health. The case manager would function as a point person to refer and assist with acquiring resources or connecting the family with the school and communicating with the school around barriers the family is experiencing.

The child psychiatric consultation services will work with the school districts to implement trainings that can be targeted to the population needs seen in the schools with a focus on the early childhood population.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total unduplicated children receiving case management services				90
Outcome	Percentage served who have satisfactory or improved academic attendance				80%
Output	Number of psychiatric - mental health trainings provided to individual school districts				4

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$295,572	\$0
Total GF/non-GF	\$0	\$0	\$295,572	\$0
Program Total:	\$0		\$295,572	
Program FTE	0.00	0.00	3.20	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:** 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. 785 people were trained in FY16.

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 FY17, we estimate that 160 community members will have been trained in ASIST.

In FY17, we estimate that 650 Multnomah County employees and community members will have been trained in Mental Health First Aid and Youth Mental Health First Aid. In FY18, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of individuals trained in Mental Health First Aid and ASIST ¹	785	775	775	650
Outcome	% of individuals who report greater understanding of mental illness.	90%	88%	88%	88%

Performance Measures Descriptions

¹ Reduction in number of individuals trained due to reduction in budget.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$93,400	\$0	\$98,036	\$0
Contractual Services	\$40,000	\$0	\$46,473	\$0
Materials & Supplies	\$21,295	\$0	\$21,000	\$0
Internal Services	\$16,371	\$0	\$23,894	\$0
Total GF/non-GF	\$171,066	\$0	\$189,403	\$0
Program Total:	\$171,066		\$189,403	
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 2017: 40083 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 897 indigent individuals received services in FY16.

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 decreases the need for crisis services, hospitalization and/or unnecessary involvement in the criminal justice system.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total culturally diverse individuals receiving services ¹	897	735	934	900
Outcome	Culturally specific persons served per 1,000 culturally diverse in population ²	3.9	3.2	4.1	4.1

Performance Measures Descriptions

¹ This total includes all persons served under this contract and does not include those culturally diverse persons served by Multnomah Mental Health or in other programs. ² Service Rate Per 1,000 Calculation- Numerator: Total unduplicated culturally diverse individuals served. Denominator: Total county census for similar groups taken from the American Community Survey estimates for 2015.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,567,513	\$0	\$1,618,420	\$0
Total GF/non-GF	\$1,567,513	\$0	\$1,618,420	\$0
Program Total:	\$1,567,513		\$1,618,420	
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 2017: 40084 Culturally Specific Mental Health Services

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program supports approx. 2,000 people per year and consists of outpatient and residential treatment for un- or under-insured adult residents; medication management; and recovery support services. With a program for homeless individuals with complex behavioral health problems such as severe addiction; and care coordination, to assist high utilizers of detox and hospitals in accessing better treatment options. Research shows every \$ invested in addiction treatment yields a cost offset of nearly \$11.00 in publicly supported services.

Program Summary

The Oregon Health Authority estimates 300,000 Oregonians have a substance use disorder that remains untreated, 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 or neglect even when people continue to struggle with their disease.

Treatment helps clients shift from ambivalence or 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 scheduling permits a client to work, go to school, attend job training, socialize in the community, and otherwise carry on a normal life. Residential treatment provides intensive and stabilizing services with clients living in the treatment center for at least part of their course of care, usually for two to six months. Clients needing this level of care often have multiple failures in outpatient treatment, often related to the severity and length of their addiction, as well as risk factors like chronic unemployment and housing problems. Recovery support facilitates ongoing clean and sober social activities for clients and their families and provides an avenue for recovering people to give back to the community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number served in treatment (all levels of care)	2,450	1,856	1,990	1,856
Outcome	Percentage of clients who successfully complete outpatient treatment ¹	48%	45%	48%	45%

Performance Measures Descriptions

Performance measures reflect the continuation towards more intensive services for a fewer number of individuals with higher-level needs, and an increase in recovery support services separate from treatment. Recently implemented County reporting methods and State MOTS data have led to continually adjusting estimates. 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, historically at an approximate 45% rate.

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	2017	2017	2018	2018
Personnel	\$207,597	\$689,540	\$92,868	\$642,511
Contractual Services	\$2,536,792	\$11,294,700	\$2,327,386	\$7,071,947
Materials & Supplies	\$0	\$13,077	\$4,694	\$6,933
Internal Services	\$0	\$223,773	\$88,017	\$85,468
Total GF/non-GF	\$2,744,389	\$12,221,090	\$2,512,965	\$7,806,859
Program Total:	\$14,965,479		\$10,319,824	
Program FTE	1.50	6.35	0.65	5.70

Program Revenues				
Indirect for Dept. Admin	\$57,245	\$0	\$21,238	\$0
Intergovernmental	\$0	\$12,607,366	\$0	\$7,806,859
Total Revenue	\$57,245	\$12,607,366	\$21,238	\$7,806,859

Explanation of Revenues

\$ 259,438 - Healthshare of Oregon (Medicaid): Based on FY17 Medicaid Rates
 \$ 773,300 - Local 2145 Beer and Wine Tax
 \$ 170,576 - TANF A&D67 Award
 \$ 56,000 - Stop ACT Grant
 \$ 499,998 - OHA Peer Delivered Services
 \$ 2,914,634 - SAPT Block Grant
 Revenue below is from the State Mental Health grant based on 2015-2017 IGA with State of Oregon
 \$ 275,100 - State Mental Health Grant: Adult Substance Use Disorder Residential Treatment
 \$ 431,649 - State Mental Health Grant: Supported Capacity for Dependent Children
 \$ 381,534 - State Mental Health Grant: Peer Delivered Services

Significant Program Changes

Last Year this program was: FY 2017: 40085 Adult Addictions Treatment Continuum

In FY 2017 this program offer included 5.50 FTE and \$580,000 personnel expense, professional services, materials and supplies, and internal services for the management and administration of the Multnomah Behavioral Fund. The positions and related expenditures are budgeted in FY 2018 in Program Offer 40094-Medicaid Insurance Plan Administration and Operations.

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Law Enforcement Assisted Diversion (LEAD) is a new innovative pilot program developed to address low-level drug street crime in downtown Portland. The goal of LEAD is to improve community health and safety by using a harm reduction and assertive engagement model and coordinating with law enforcement.

Program Summary

Law Enforcement Assisted Diversion (LEAD) is a pre-booking diversion program that allows police officers to redirect low-level offenders engaged in drug activity to community-based services instead of jail and prosecution. This program focuses on low-level misdemeanor and felony drug possession crimes. LEAD is modeled after a similar program by the same name in Seattle, WA. The Seattle program has been thoroughly evaluated and found to reduce crime (and associated costs) and improve participant outcomes like employment, housing, and health. LEAD has also been identified as an effective strategy to reduce racial/ethnic disparities as individuals of color navigate between Substance Use Disorder (SUD) problems and legal involvement.

This diversion program is based on the collaboration between arresting officers with the Portland Police Bureau and Community-based case managers. The goal is to engage individuals during pre-arrest in efforts to provide support and resources for basis needs and SUD treatment versus coming into the criminal justice system.

LEAD eligibility is determined by the Portland Police Bureau Street Crimes Unit and Bicycle patrols in the downtown neighborhood of the City of Portland. There may be additional law enforcement assistance/referral with the TriMet Police Patrol, Multnomah County Sheriff's Office as well. Eligible individuals will then be connected with a LEAD intensive case manager. Case managers, based at a community provider will then be responsible for brokering all services needed or requested by eligible individuals. All determining factors, criteria for LEAD eligibility, data collection criteria, etc. are provided by the policy team for LEAD and adjusted as needed to adhere to the policy.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of referred eligible diverted participants who are screened	na/-	na/-	na/-	100%
Outcome	Participants with an assessed need and service plan will meet at least one primary need within 6 months	na/-	na/-	na/-	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$750,000	\$0
Total GF/non-GF	\$0	\$0	\$750,000	\$0
Program Total:	\$0		\$750,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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 2015-2016 data the county's community-based providers treated approximately 243 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 2015-2016, 209 gamblers enrolled in treatment. As noted, family participation is important, and 34 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 College, Volunteers of America InAct, Cascadia Behavioral Healthcare, OHSU, Empowerment Clinic and Voices of Problem Gambling Recovery (VPGR). Culturally specific, African American services are available in this network of providers. There is a current gap in available latino culturally specific gambling treatment in the Tri-County region, which Lewis and Clark College is currently in direct discussions with the State and Tri-Counties to remedy this system gap.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of gamblers and family members accessing treatment annually ¹	243	360	350	350
Outcome	Gambler successful treatment completion rate ²	35.4%	50%	45%	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	2017	2017	2018	2018
Personnel	\$0	\$17,905	\$0	\$18,797
Contractual Services	\$0	\$770,000	\$0	\$778,708
Materials & Supplies	\$0	\$1,595	\$0	\$2,203
Internal Services	\$0	\$0	\$0	\$11,293
Total GF/non-GF	\$0	\$789,500	\$0	\$811,001
Program Total:	\$789,500		\$811,001	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Intergovernmental	\$0	\$789,500	\$0	\$811,001
Total Revenue	\$0	\$789,500	\$0	\$811,001

Explanation of Revenues

\$ 21,000 - State Mental Health Grant: Local Administration - Addictions Services based on 2015-2017 IGA with State of Oregon.

\$ 790,001 - 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 2017: 40086 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 addresses risk and protective factors for youth substance use that can lead to alcohol and drug abuse and addiction. These State-funded efforts include prevention education, positive youth development activities, community initiatives and support for schools and parents. The County also receives targeted federal funding to support a community coalition initiative to prevent substance abuse and underage drinking among youth 18 and under.

Program 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 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.

The Multnomah County prevention program builds partnerships with collaborative community partners and local prevention coalitions, using natural helpers, volunteer organizations, professionals and cultural mentors to promote developmental assets and academic achievement.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Youth served by substance abuse prevention services and programming ¹	277	275	275	275
Outcome	Youth attendees/participants with improved attitudinal, educational and/or behavioral outcomes ²	na/-	75%	75%	75%

Performance Measures Descriptions

¹ The FY18 output measure is based on previous program goals, to be revised as needed upon selection of subcontracted program provider.

² FY18 outcome measure is based on previous FY18 program goals, to be determined by prevention programming requested by participating schools, community organizations and other prevention partners. The FY16 Actual outcome measure is not applicable because its two outcomes are incompatible with the single new FY18 offer outcome.

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. Program plans are developed and submitted in accordance with State and Federal grant requirements. Because Multnomah County accepts the OHA, we are obligated to spend funds in accordance with regulations regarding State Service Elements A&D 70 (Prevention Services).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$110,599	\$0	\$113,853
Contractual Services	\$0	\$206,399	\$0	\$393,068
Materials & Supplies	\$0	\$4,970	\$0	\$4,850
Internal Services	\$0	\$2,783	\$0	\$11,977
Total GF/non-GF	\$0	\$324,751	\$0	\$523,748
Program Total:	\$324,751		\$523,748	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$324,751	\$0	\$523,748
Total Revenue	\$0	\$324,751	\$0	\$523,748

Explanation of Revenues

- \$ 282,145 - Oregon Healthy Authority. Federal SAPT block grant and State general funds.
- \$ 200,000 - OHA African American Behavioral Health Grant.
- \$ 41,603 - State Mental Health Grant - Prevention Services.

Significant Program Changes

Last Year this program was: FY 2017: 40087 Addiction Services Alcohol & Drug Prevention

The substance abuse prevention program has focused its services to help build prevention capacity and offer prevention programming to schools and communities. This brings the substance abuse prevention program and the Big Village coalition in closer alignment.

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 FY16; Community Court: 980, Forensic Diversion: 346, Mental Health Court: 87.

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 41 new participants in FY16.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of participants in Community Court	980	1,100	904	1,000
Outcome	% of participants in good standing or have successfully completed services	53%	60%	54%	55%
Output	# of participants engaged with Forensic Diversion	346	450	390	400
Outcome	% of participants engaged with Forensic Diversion	70%	70%	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	2017	2017	2018	2018
Personnel	\$215,991	\$1,033,990	\$472,338	\$1,167,191
Contractual Services	\$291,999	\$208,022	\$0	\$1,157,322
Materials & Supplies	\$0	\$3,119	\$1,070	\$15,794
Internal Services	\$0	\$192,570	\$90,283	\$122,923
Total GF/non-GF	\$507,990	\$1,437,701	\$563,691	\$2,463,230
Program Total:	\$1,945,691		\$3,026,921	
Program FTE	2.00	9.20	4.00	11.00

Program Revenues				
Indirect for Dept. Admin	\$7,212	\$0	\$22,292	\$0
Intergovernmental	\$0	\$1,437,701	\$0	\$2,463,230
Total Revenue	\$7,212	\$1,437,701	\$22,292	\$2,463,230

Explanation of Revenues

\$ 384,998 - Multnomah Behavioral Health Treatment Court (MBHTC) federal grant from SAMHSA

\$ 2,078,232 - 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 2017: 40088 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

Alcohol and drug detoxification, or medically monitored withdrawal management, medically stabilizes a highly vulnerable and diverse client population. It prepares them for further alcohol and drug treatment and connects them to other services needed to resolve homelessness and health issues. There are approximately 2,400 admissions to detox services annually. Supportive Housing targets homeless addicted individuals who have completed detoxing from substances, providing additional engagement and stability to enhance outcomes of continued treatment.

Program Summary

The detoxification and stabilization program supports capacity for withdrawal management services to be provided 24 hours/day, 7 days/week under medical oversight. Clients receive prescribed medication to safely manage withdrawal symptoms and acupuncture to reduce physiological stress so they are more likely to complete the process. Services are also provided in an integrated medical clinic with primary care and dual-diagnosis capability and include culturally specific considerations for African American and Latino populations. Stabilization services include counseling; case management; referrals related to housing, food and transportation, and such economic independence resources as job training, employment referrals, benefits eligibility screening; and discharge linkage to continuing care treatment.

Supportive Housing greatly increases post-detoxification treatment engagement rates. For people who are homeless, addicted, and newly sober, it can be a vital resource in the work towards long-term recovery. Supportive Housing addresses two interwoven challenges: without housing, clients lack the stability necessary to address the problems that lead to homelessness, and without attached supportive services, the client is likely to remain homeless due to unaddressed addiction issues.

Supportive Housing (\$29/day) is an evidence-based, lower-cost resource when compared to either inpatient (up to \$900/day) or residential treatment (\$124/day), and we can provide less restrictive/expensive outpatient treatment while the individual is in Supportive Housing. 58 supportive housing units can each house two to three clients per year (3-4 month stays). Clients are helped by Housing Support Specialists to access key services that promote health, recovery, stability, and self-sufficiency.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of admissions annually to detoxification ¹	2,559	2,400	2,564	2,400
Outcome	Percentage of supportive housing unit utilization ²	94%	90%	94%	90%
Output	Number of individuals receiving supportive housing ²	133	168	168	168

Performance Measures Descriptions

¹ An admission is a person completing the admission process. There can be multiple admissions per individual.

² Average length of stay in supportive housing is 14-15 weeks. Our outcome measures reflect the annual utilization rate (Measure 2) and estimated annual number of individuals housed (Measure 3).

Legal / Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on 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	2017	2017	2018	2018
Contractual Services	\$1,747,560	\$1,296,616	\$1,798,612	\$1,296,616
Total GF/non-GF	\$1,747,560	\$1,296,616	\$1,798,612	\$1,296,616
Program Total:	\$3,044,176		\$3,095,228	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,296,616	\$0	\$1,296,616
Total Revenue	\$0	\$1,296,616	\$0	\$1,296,616

Explanation of Revenues

\$ 1,226,409 - State Mental Health Grant: A&D Community Mental Health Block Grant based on IGA with State of Oregon.
\$ 70,207 - 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 2017: 40089 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. Annually approximately 90 families receive housing supports in family-focused recovery housing communities.

Program Summary

Youth alcohol and drug treatment focuses on the developmental issues of youth up to age 18, to intervene in and mitigate 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 un- and under-insured, and youth-focused recovery support services.

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 un- or under-insured 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 dual diagnosis needs.

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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households that received rent assistance	75	75	75	75
Outcome	Exiting families that move into long-term permanent housing	52%	52%	52%	54%
Output	Number of families that received housing coordination services	94	105	90	90

Performance Measures Descriptions

The performance measures shown above are consistent with measures attached to these funds by the State, and based on provider quarterly reports submitted to the State via the County. State funds to staff housing coordination were reduced in the current biennium, impacting support to families seeking employment and affordable permanent housing. Measures 1 & 3 have been adjusted to reflect accurately reflect expectations.

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	2017	2017	2018	2018
Contractual Services	\$205,000	\$795,779	\$211,709	\$640,709
Total GF/non-GF	\$205,000	\$795,779	\$211,709	\$640,709
Program Total:	\$1,000,779		\$852,418	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$795,779	\$0	\$640,709
Total Revenue	\$0	\$795,779	\$0	\$640,709

Explanation of Revenues

\$ 24,700 - Local 2145 Beer & Wine Tax

\$ 275,100 - SAPT Block Grant

\$ 340,909 - 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 2017: 40090 Family & Youth Addictions Treatment Continuum

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Family Involvement Team (FIT) for Recovery program is a collaborative effort with Oregon Department of Human Services/Child Welfare, alcohol and drug treatment providers, social service agencies, and the Family Dependency Court. In FY16, the FIT for Recovery program connected 272 unique individuals with addictions treatment and provided enhanced services to assist clients to successfully complete treatment and maintain recovery.

Program Summary

The FIT for Recovery Core Team, housed at the Family Dependency Court, works with parents involved with DHS Child Welfare who may have a substance use disorder and be in need of treatment. Volunteers of America outreach workers, located at Multnomah County DHS offices, begin working with the families ensuring the parent and/or the parent and child are screened and ready to enter treatment.

Once in treatment, case managers at the treatment agencies provide the family with support services including case management, family therapy, and family recovery services to assist the parent/family in being successful in treatment and recovery. By accepting services, parents are demonstrating to the State that they recognize that drugs or alcohol are affecting their ability to parent.

FIT partners include: DHS Child Welfare, Family Dependency Court, Cascadia Behavioral Healthcare, CODA, Inc., Lifeworks NW, Central City Concern, Volunteers of America, Oregon and their Family Recovery Support/Miracles partnership, NARA, Inc., Empowerment Clinic, Miracles Club, Raphael House and Morrison Center.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of FIT Triage starts per year ¹	731	100	800	800
Outcome	Average monthly number of clients in treatment ²	272	200	250	200

Performance Measures Descriptions

¹ Measure changed to annual measure to more accurately capture total triages per year vs. FY17 "Average of FIT Triage starts per month", resulting in increased estimate.

² Due to changes in ASAM placement criteria, expansion of Peer Delivered Services, Coordination of Care, there has been an increase in individuals being referred to more levels of treatment at different access points.

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	2017	2017	2018	2018
Contractual Services	\$0	\$855,446	\$0	\$1,129,910
Total GF/non-GF	\$0	\$855,446	\$0	\$1,129,910
Program Total:	\$855,446		\$1,129,910	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$855,446	\$0	\$1,129,910
Total Revenue	\$0	\$855,446	\$0	\$1,129,910

Explanation of Revenues

\$ 1,129,910 - State Mental Health Grant - Community Behavioral and Substance Use Disorder based on 2015-2017 IGA with the State.

Significant Program Changes

Last Year this program was: FY 2017: 40091 Family Involvement Team

Department: Health Department **Program Contact:** Devarshi Bajpai
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40076, 40080, 40085
Program Characteristics:

Executive Summary

This program offer describes the existing management and administration of Multnomah Behavioral Health, which is a Behavioral Health Plan Partner under contract with Health Share of Oregon to administer the behavioral health benefits for approximately 113,000 members (County residents) on the Oregon Health Plan. The behavioral health plan includes operational functions that span all levels of care related to mental health and substance use disorder treatment (from outpatient care to acute care).

Program Summary

Multnomah Mental Health and Addictions Services Division (MHASD) manages the mental health and substance use disorder benefit for Oregon Health Plan members enrolled with Health Share of Oregon/Multnomah Behavioral Health (MBH). The Oregon Health Plan provides health coverage to low-income Oregonians who are eligible for Medicaid. Multnomah Behavioral Health currently has more than 113,000 members. This number varies from month-to-month based on the number of Oregon Health Plan members. The administration of behavioral health benefits for Health Share of Oregon member aligns with Multnomah County Board of Commissioners' responsibility as the local mental health authority and MHASD's role as the Community Mental Health Program (CMHP), managing a critical aspect of the system of care for the most vulnerable residents of Multnomah County. By managing the behavioral health benefit for MBH members, MHASD is able to ensure that county residents receive timely and appropriate access to care and care coordination services that prevent members from going to higher and more restrictive levels of care. Additionally, as a behavioral health plan, MBH provides billing support to community providers and also manages the oversight of all plan financials to ensure the sustainability and viability of the benefit (and that residents with the benefit can retain access to core mental health services).

The Multnomah Intensive Transition Team (M-ITT) is responsible for following up with members who are unaffiliated with mental health services within 7 days of discharge from psychiatric hospitalization. Meeting a State defined benchmark (currently 79.9%) results in approximately \$2 million in incentive funding.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Penetration rate - percentage of members who receive mental health or addictions services	na/-	na/-	9%	9%
Outcome	Percent of members who receive outpatient service within 7 days of being discharged from hospitalization	na/-	na/-	80%	82.7%

Performance Measures Descriptions

Legal / Contractual Obligation

Risk Accepting Entity contract with Health Share of Oregon CCO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,205,184	\$0	\$2,687,852
Contractual Services	\$0	\$2,856,605	\$0	\$148,852
Materials & Supplies	\$0	\$3,471	\$0	\$2,721
Internal Services	\$0	\$724,413	\$0	\$634,400
Total GF/non-GF	\$0	\$5,789,673	\$0	\$3,473,825
Program Total:	\$5,789,673		\$3,473,825	
Program FTE	0.00	21.40	0.00	24.40

Program Revenues				
Indirect for Dept. Admin	\$163,672	\$0	\$252,537	\$0
Intergovernmental	\$0	\$4,043,457	\$0	\$3,473,825
Total Revenue	\$163,672	\$4,043,457	\$252,537	\$3,473,825

Explanation of Revenues

\$ 3,452,596 - Healthshare of Oregon (Medicaid): Based on FY17 Medicaid Rates

\$ 21,229 - 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:

The positions and expenditures in this program offer were budgeted in FY 2017 in Program Offer 40076-Mental Health Services for Adults, Program Offer 40080-Community Based MH Services for Children & Families and 40085 Adult Addictions Treatment Continuum in order to bring together the existing management and administration of the Multnomah Behavioral Fund.

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40050-40051
Program Characteristics:

Executive Summary

Corrections Health provides round-the-clock mental health support to over 1,100 detainees of the Multnomah County jails. Corrections Health nurses provides over 1,800 intake screenings to incoming detainees each month. Thirty percent of those incoming detainees had identified serious mental health issues, often with concurrent substance use concerns. This additional staffing will allow for more rapid mental health assessments at MCDC booking and reception.

Program Summary

In 2016, thirty percent of detainees had serious mental health issues, often with concurrent substance use concerns. This additional staffing will allow for more rapid mental health professional assessment, more efficient coordination of services, including provider assessment and medication prescription, and improved facilitation of discharge planning when appropriate.

This program offer adds mental health consultants, who in combination with existing staff, will provide 7 day/week mental health coverage at MCDC. This will fill in a current gap in the mid-shift (afternoon to evening) time to respond to mental health challenges entering the jail through transfers from other counties, Oregon State Hospital returns, and other booked detainees. The mental health consultants would facilitate discharge planning for those released on recognizance, facilitate housing in mental health units if appropriate and coordinate medication needs, working in conjunction with the nurses in the reception area. In addition, they would assist in identification and facilitation of provider assessment soon after booking, so that individuals with mental health needs would receive more efficient follow up and medication support.

An additional Nurse Practitioner will support both MCDC and Inverness Jail general clinics. Current staffing does not allow for Monday through Friday support at MCDC. This will also reduce the use of on-call staffing to cover for providers who are sick or on vacation.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average # of Reception Screening (Entry Progress Forms) completed in a month				150
Outcome	% of screenings resulting in a referral to the mental health team per year				75%

Performance Measures Descriptions

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$335,868	\$0
Total GF/non-GF	\$0	\$0	\$335,868	\$0
Program Total:	\$0		\$335,868	
Program FTE	0.00	0.00	3.00	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for detainee-requested evaluations and clinic visits. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was:

Department 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:

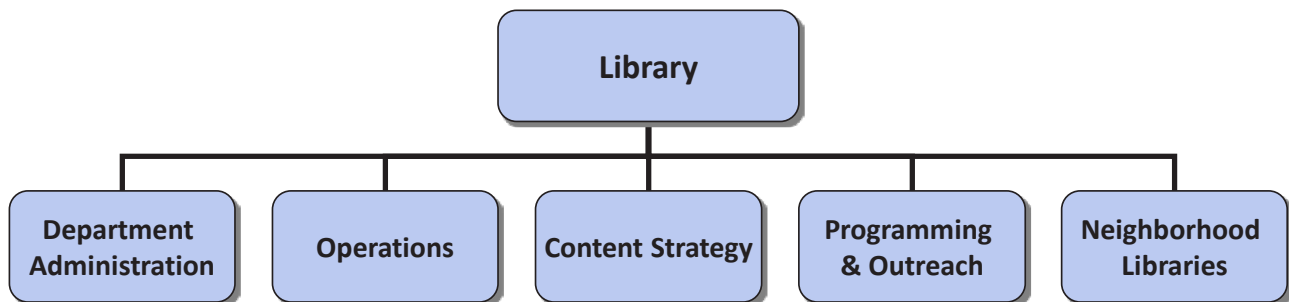
- Free access for all
- A trusted guide for learning
- The leading advocate for reading

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 FY 2018 Proposed budget is \$79,250,198, a \$2.9 million increase from the FY 2017 Adopted budget. Library operations are funded exclusively through the independent Multnomah County Library District, which was enacted by voters in 2012. Changes from FY 2017 include an extensive reorganization of program offers to transition the Central, Regional, and Neighborhood Libraries into geographically-based groups, and efforts to prepare for future capital needs.

The Library’s FY 2018 proposed expenditures of \$79.3 million represents a 4% increase over FY 2017. The Library has made no major programmatic changes in this budget. Notable budgetary changes include:

- Program offers for Operations Division Management (80012) and the new Contact Center (80005) have been broken out into standalone program offers. Both the department reorganization and the creation of the Contact Center were implemented in FY 2017.
- The Rockwood Makerspace (80004) has added a 0.5 FTE Library Assistant to better address demand for services.

The Library District will be in its fifth year of existence, and has maintained the original tax rate of \$1.18 per \$1,000 of assessed value. Lower than expected compression and higher than expected assessed value growth in Multnomah County resulted in revenues 1% higher than expected in FY 2018. According to the most recent economic forecast for the Library, expenses will begin to grow faster than revenues in the near future, but annual budget surpluses are still forecast for the next eight years.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	527.50	536.40	535.20	536.45	1.25
Personnel Services	\$44,856,133	\$49,367,262	\$49,147,765	\$50,515,720	\$1,367,955
Contractual Services	2,138,077	1,963,916	2,044,605	1,626,663	(417,942)
Materials & Supplies	9,824,307	11,112,078	11,198,180	11,396,632	198,452
Internal Services	14,171,373	13,986,613	13,983,069	15,711,183	1,728,114
Capital Outlay	<u>48,611</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$71,038,501	\$76,429,869	\$76,373,619	\$79,250,198	\$2,876,579

*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 and the continued support of its community, the library continues new and innovative work to advance its strategic priorities in service to every member of the community.

As Fiscal Year 2017 began, Multnomah County Library engaged over 114,000 young people in its Summer Reading Program, welcoming back thousands of young people and their families after the library ended the practice of assessing late fines for youth materials and accounts. The library undertook this effort with the support of the Library District Board, seeking to remove barriers and increase access during a critical time of learning and development for families in some of the highest poverty areas the library serves.

In addition, FY 2017 marked the beginning of a comprehensive capital planning process to envision library spaces in short and long-range terms to better serve the changing community. This effort included a broad community engagement effort to place the needs and aspirations of people and their communities first, with more than 3,500 individual engagements to inform and shape that effort. Later phases of the project include analysis of that feedback and development of a report to identify strategies and frameworks for future space planning and development, which will appear before the Library District Board this year.

The library created a new and simpler way for patrons to get help with information, account questions or any of the library's resources by launching a new Contact Center in FY 2017. The Contact Center reduces the number of phone transfers, offers faster connection to library resources and consolidates numerous points of entry, by phone, email, chat and the web.

The library continues to efforts to maintain safe and welcoming spaces. In FY 2017, the library added a new classification, Library Safety Officer, to provide coverage at five locations. These staff members received extensive training and are now integral staff members, providing support for patrons experiencing difficulty and for staff members enforcing behavior rules.

The library's FY 2018 budget proposal reorganizes seven divisions into five to better align workgroups, focus operational roles and better meet evolving patron needs. New divisions include Neighborhood Libraries (combines Central Library and Neighborhood Libraries); Programming and Outreach (combines Youth Services and Programming & Community Outreach); Content Strategy (combines Collections & Technical Services, Systemwide Access & Information Services, Marketing + Online Engagement program offer); Operations (combines several program offers). Systemwide Access & Information Services is disbanded and absorbed into Department Administration; Operations and Content Strategies divisions.

Diversity and Equity

Multnomah County Library is committed to the goals of equity, inclusion and sustaining a workforce that reflects the community it serves. FY 2017 marked the addition of the library’s first Equity and Inclusion Manager, reporting to the Director of Libraries. This new office will lead the library’s ongoing efforts to better serve its diverse community and support staff members in their work to provide culturally and linguistically relevant service.

In November, 2017, the library hosted its first Staff Day in three years. The daylong event focused on diversity, equity and inclusion. Visionary speakers and community voices led presentations and conversations with staff around a robust set of challenges and topics related to these issues. Through programs, activities and dialogue, staff members embraced new and challenging conversations that will help the library in this work and reflection.

The library increased its outreach in recruiting to a diverse pool of potential applicants in FY 2017. These activities included in-person recruitment efforts at American Library Association conferences in Orlando and Atlanta. The library added a new African American cultural competency to Access Services Assistant positions in numerous locations to reflect and serve the community. The library recruited for and filled the following positions in FY 2017: African American cultural competency Youth Librarian; African American cultural competency Library Assistant; Bilingual Spanish Central Librarian; Bilingual Spanish Youth Librarian (trainee); Bilingual Spanish Library Assistant; Bilingual Spanish Access Services Assistant; and Equity and Inclusion Manager.

As a founding member of the Digital Inclusion Network, the library filled the position of Digital Inclusion Fellow (funded in part by NTEN/Google).

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$1,812,702	\$1,812,702	10.00
Operations	0	8,194,061	8,194,061	58.95
Content Strategy	0	21,691,745	21,691,745	42.25
Programming & Outreach	0	5,042,755	5,042,755	33.75
Neighborhood Libraries	0	42,508,935	42,508,935	391.50
Total Library	\$0	\$79,250,198	\$79,250,198	536.45

Department Administration

Department Administration provides executive leadership and strategic vision for the library system; connects the community with library materials and services; and develops and leads proactive equity and inclusion initiatives.

The Director's Office works with elected leaders, stakeholders, residents and staff to ensure that library services meet the needs of Multnomah County residents; provides timely and helpful communication about the library to the public and library staff; develops policies and procedures to help people use library services; and ensures that the library provides relevant information and exceptional customer service to patrons.

Equity and Inclusion champions the library's effort to reflect and serve a diverse community through proactive equity and inclusion initiatives.

Significant Changes

Due to the FY 2018 reorganization, most of the operational program offers that were in this division have been transferred to the new Operations division. Those include: Business Services (80013); Facilities & Logistics (80014); Safety & Security (80015); Human Resources/Learning + Organizational Development/Systemwide Staffing (80017); and Volunteer Services/Title Wave Bookstore (80016). In addition, Marketing + Online Engagement (80019) has moved to the new Content Strategy division.

System Access and Information Services (80019-17) is absorbed into the Library Director's Office (80010) and Operations Division Management (80012).

Operations

Operations provides leadership and strategic vision for the operational support of the library system; manages the library's finance and budget operations; ensures accurate and timely delivery of library materials; coordinates building maintenance; 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.

Division Management works with stakeholders to ensure the efficient operation of Multnomah County Libraries; Business Services manages the library's finance and budget operations; Facilities and Logistics ensures the movement of books and materials among all 22 locations and coordinates buildings and grounds maintenance; Safety and Security works to provide safe, secure and welcoming facilities for patrons and staff; Human Resources/Learning + Organizational Development provides assistance with all aspects of the employment cycle, and coordinates training for staff and patrons; Systemwide Staffing provides flexible staffing coverage across the system; and Volunteer Services oversees the recruitment and placement of volunteers for all libraries, outreach programs and the Title Wave Used Bookstore.

Significant Changes

Operations is a new division formed by moving most of the library's operational programs from the Department Administration division. The programs that have moved to this new division include Business Services (80013); Facilities & Logistics (80014); Safety & Security (80015); Volunteer Services/Title Wave Bookstore (80016); and Human Resources/Learning + Organizational Development/Systemwide Staffing (80017).

A new program offer, Operations Division Management (80012), has been created within this division to provide oversight and direction. This program offer also contains the library's research and evaluation function, which has been absorbed from System Access & Information Services (80019-17) and from the Library Director's Office (80010).

Content Strategy

Content Strategy provides coordinated selection, curation and development of physical and digital library materials, web, print and social media content, and technology in order to engage 28,000 patrons who visit the library in person or online each day. Highly functional library technology and an inviting online presence connect patrons to library locations, collections, digital resources, events, classes and services.

Collections & Technical Services buys, catalogs, digitizes, curates and processes print and digital resources to meet patron demand. It manages interlibrary loan, 2,500 periodical subscriptions and 120 databases and online resources.

The Marketing + Online Engagement creative team connects patrons to library services, resources, programs and collections through the website, mobile apps, social media, and email marketing.

IT Services leads development and support for the library's technology strategy, ensuring robust and sustainable IT for progressive service to a diverse community. IT Services supports staff computing and over 900 computers and mobile devices for public use. Wired and wireless networking provides public access to the library catalog, databases, downloadable books/media and websites for job searches, continuing education and government services.

Significant Changes

Content Strategy represents a reorganization of existing program offers for better strategic alignment and operational efficiency. This new division combines the former Collections & Technical Services division with the Marketing + Online Engagement and Information Technology Services program offers.

Information Technology Services (80018) has moved out of the System Access & Information Services Division, which has been discontinued for FY 2018. Marketing + Online Engagement (80019) has moved from the Department Administration division. The Collections & Technical Services division, which formerly included the Library Book Budget (80013-17) and Acquisition & Processing (80014-17) program offers, is now one program offer, Collections & Technical Services (80020) within the new Content Strategy division.

Programming & Outreach

The Programming & Outreach division represents several work units that provide robust services within libraries and throughout the community. Youth Services Management provides planning and oversight, ensuring adequately trained staff and developmentally appropriate practices and services. This includes Teen Services and the Summer Reading Program, which served over 114,000 youth in FY 2017. The Every Child Initiative supports kindergarten readiness and presented 6,400 storytimes to over 145,000 children and caregivers in FY 2016. School-Age Services works with school districts and afterschool programs to improve student success by encouraging pleasure reading, reaching over 26,000 students at 63 schools with the lowest reading scores in the county, and by providing curriculum support and instruction for classrooms as well as literacy-focused after-school programs.

Programming & Community Outreach (PCO) leads the library's programming, community outreach, public training, creative learning, Reader Services and partnership initiatives. In FY 2016 PCO planned and developed 4,200 high-quality events and classes where 48,600 people had the opportunity to learn something new and feel more connected to their community. Adult Outreach provides programs and services to older adults, new immigrants, adult learners, people with disabilities and people who are institutionalized or homeless. In FY 2016, Adult Outreach served more than 7,500 of the community's most vulnerable residents, reducing the sense of isolation for many.

Significant Changes

Two divisions that were formerly separate, Youth Services and Programming & Community Outreach, are being combined into a single division. Program offers include Youth Services Management (80021), School-Age Services (80006), Every Child Initiative (80007), Programming & Community Outreach (80008), and Adult Outreach (80009).

Neighborhood Libraries

Spread throughout Multnomah County, 19 neighborhood libraries are hubs of community engagement, learning and creativity. These libraries provide access to books, computers with Internet access, free programs, and meeting spaces for residents who visited these locations over 4.5 million times last year. The libraries range from historic buildings to landmark modern designs, and include "Portland's Crown Jewel," Central Library. Neighborhood libraries circulate books and other materials, offer educational and engaging programs for all ages, and provide free meeting space for community groups.

Together, these libraries give patrons access to almost 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 114,000 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.

Significant Changes

Two divisions that were formerly separate, Central Library and Neighborhood Libraries, are being combined into a single division. This reorganization will create an integrated approach to providing services, as well as increasing the opportunities for collaboration and operational efficiency.

The program offers in this division include Neighborhood Libraries Division Management, which combines the former Central Director's Office (80012-17) and Neighborhood Libraries Management (80016-17) program offers; Central Library (80001); and three program offers representing geographical areas: North County Libraries (80002); Inner/South County Libraries (80003); and Mid/East County Libraries (80004).

The new Contact Center (80005) is a systemwide service that will receive and manage 250,000 annual virtual patron contacts, including email, phone, chat and text. It opened in January 2017. Patrons now have one phone number and one online form to contact the library.

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 2018 General Fund	Other Funds	Total Cost	FTE
Department Administration					
80010	Library Director's Office	\$0	\$1,639,897	\$1,639,897	9.00
80011	Equity & Inclusion	0	172,805	172,805	1.00
Operations					
80012	Operations Division Management	0	440,024	440,024	3.00
80013	Business Services	0	1,109,975	1,109,975	6.50
80014	Facilities & Logistics	0	2,410,451	2,410,451	14.75
80015	Safety and Security	0	859,338	859,338	8.00
80016	Volunteer Svcs/Title Wave Bookstore	0	598,083	598,083	4.25
80017	Human Resources/Learning + Organizational Development/Systemwide Staffing	0	2,776,190	2,776,190	22.45
Content Strategy					
80018	IT Services	0	8,610,921	8,610,921	3.00
80019	Marketing + Online Engagement	0	1,162,945	1,162,945	7.50
80020	Collections & Technical Services	0	11,917,879	11,917,879	31.75
Programming & Outreach					
80006	School-Age Services	0	1,087,692	1,087,692	7.75
80007	Every Child Initiative	0	874,556	874,556	6.00
80008	Programming & Community Outreach	0	1,478,152	1,478,152	8.50
80009	Adult Outreach	0	946,350	946,350	8.25
80021	Youth Services Management	0	656,005	656,005	3.25
Neighborhood Libraries					
80001	Central Library	0	13,408,777	13,408,777	124.00
80002	North County Libraries	0	4,706,525	4,706,525	43.75
80003	Inner/South County Libraries	0	10,762,587	10,762,587	102.50
80004	Mid/East County Libraries	0	10,995,040	10,995,040	100.50
80005	Contact Center	0	1,203,906	1,203,906	14.00
80022	Neighborhood Libraries Division Management	0	<u>1,432,100</u>	<u>1,432,100</u>	<u>6.75</u>
Total Library		\$0	\$79,250,198	\$79,250,198	536.45

Department: Library **Program Contact:** David Ratliff
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for Central Library. Residents visited this library over 830,000 times last year and benefited from diverse learning, cultural, and recreational opportunities. Central Library serves the downtown core of the city of Portland along with visitors from the entirety of Multnomah County. Central Library also serves patrons throughout the county via email reference services provided by Central Library staff.

Program Summary

Central Library is a community facility where residents attend classes, programs, and forums that provide opportunities for neighbors to interact. County residents have access seven days per week, including some evenings, to over 700,000 books and other items from this library. Patrons of Central Library checked out 2,171,174 physical and digital items last year. Central Library empowers new immigrants, small business owners, seniors, students and people experiencing homelessness by providing informational tools to develop life skills.

Children and young people participate in storytimes and Summer Reading at Central Library. Over 114,000 children participated in the 2016 Summer Reading program across the library system, and over 8,000 people attended youth programs at Central Library 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. To support critical life skill development and digital literacy, Central Library staff conducted over 50 individualized patron appointments, a service that had a 99% satisfaction rating.

Central Library provides opportunities for diverse neighbors to interact and engender a sense of community. The library partners with other organizations to improve work and life skills through free public programs. Central Library offers space for library-organized and community-led events to discuss ideas and issues of public interest. Central Library offered 891 programs to over 12,500 participants last year. Libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. Central Library provides over 682,000 Internet sessions on library and patron devices including 158 library-provided public computing devices. More than 250 free computer classes and labs helped attendees develop life and job skills.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Books and items checked out or renewed (physical items only)	1,961,421	2,200,000	1,821,176	1,700,000
Outcome	% of patrons who found books and items they wanted	92%	92%	90%	90%
Output	E-books and other digital titles checked out	209,753	na/-	240,000	288,000

Performance Measures Descriptions

Output: Usage of physical items is decreasing as checkouts of e-books, streaming and downloadable titles increase. New measure for FY18: E-books and other digital titles checked out. Digital checkouts are a rapidly increasing portion of library usage.

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	2017	2017	2018	2018
Personnel	\$0	\$11,004,390	\$0	\$10,523,875
Contractual Services	\$0	\$164,467	\$0	\$126,000
Materials & Supplies	\$0	\$301,639	\$0	\$194,128
Internal Services	\$0	\$2,395,596	\$0	\$2,564,774
Total GF/non-GF	\$0	\$13,866,092	\$0	\$13,408,777
Program Total:	\$13,866,092		\$13,408,777	
Program FTE	0.00	134.75	0.00	124.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80000 Central Library

Net increase of 1.00 FTE. The Central Director's Office (80012-17), which has now been reorganized as part of Neighborhood Libraries Division Management (80022), had 2.75 FTE: 1.75 FTE transfers to this Central Library program offer and 1.00 FTE transfers to Neighborhood Libraries Division Management (80022). An additional 0.75 FTE transfers from the Central Library to Collections & Technical Services (80020).

Department: Library **Program Contact:** David Ratliff
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the libraries serving the northern area of the county: Kenton, North Portland, Northwest and St. Johns Libraries. Residents visited these libraries nearly 600,000 times last year and benefited from diverse learning, cultural, and recreational opportunities. These libraries serve a large number of African American and Spanish-speaking patrons with culturally relevant services.

Program Summary

North County Libraries are community facilities where residents attend classes, programs, and community forums that provide opportunities for neighbors to interact. County residents have access seven days per week, including some evenings, to over 161,000 books and other items at these libraries including Spanish materials. Patrons of North County Libraries checked out 2,242,497 physical and digital items last year.

Children and young people participate in storytimes, Summer Reading, and after school activities in these libraries. Over 114,000 children participated in the 2016 Summer Reading program across the library system, and 36,000 people attended youth programs at North County 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 programs. North County Libraries' 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, North County Libraries' staff conducted over 180 individualized patron appointments, a service that had a 99% satisfaction rating.

North County Libraries provide opportunities for neighbors to interact through a variety of programs. North County Libraries' volunteers from youth to seniors contributed over 7,400 hours of service last year, and community groups used the meeting rooms 250 times. Libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoy over 200 bilingual programs and events each year at North County Libraries. Libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. North County Libraries provided over 118,000 Internet sessions on 142 library public computing devices last year. Attendees at 345 free computer classes and labs developed life and job skills.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Books and items checked out or renewed (physical items only)	2,024,845	2,252,011	1,918,594	1,815,000
Outcome	% of patrons who found books and items they wanted	92%	92%	90%	90%
Output	E-books and other digital titles checked out	217,652	na/-	260,000	312,000

Performance Measures Descriptions

Output: Usage of physical items is decreasing as checkouts of e-books, streaming and downloadable titles increase. New measure for FY18: E-books and other digital titles checked out. Digital checkouts are a rapidly increasing portion of library usage.

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	2017	2017	2018	2018
Personnel	\$0	\$3,852,052	\$0	\$3,823,555
Contractual Services	\$0	\$4,700	\$0	\$4,700
Materials & Supplies	\$0	\$82,528	\$0	\$76,863
Internal Services	\$0	\$753,238	\$0	\$801,407
Total GF/non-GF	\$0	\$4,692,518	\$0	\$4,706,525
Program Total:	\$4,692,518		\$4,706,525	
Program FTE	0.00	44.25	0.00	43.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80002 Neighborhood Libraries

This program offer reflects the reorganization of the two FY 17 program offers, Regional Libraries (80001-17) and Neighborhood Libraries (80002-17), into three program offers: North County Libraries (80002), Inner/South County Libraries (80003), and Mid/East County Libraries (80004). There is no change in FTE for the North County Libraries program.

Department: Library **Program Contact:** Rita Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the libraries serving the southern and inner areas of the county: Albina, Belmont, Capitol Hill, Hillsdale, Hollywood, Sellwood, and Woodstock Libraries. Last year residents visited these libraries nearly 1.6 million times and benefited from diverse learning, cultural, and recreational opportunities. These libraries serve a diverse array of county residents including seniors, Chinese-speaking, and Somali-speaking residents.

Program Summary

Inner/South County Libraries are community facilities where residents attend classes, programs, and community forums that provide opportunities for neighbors to interact. County residents have access seven days per week, including some evenings, to over 418,000 items at these libraries including Chinese and Somali materials. Patrons of Inner/South County Libraries checked out 7,787,776 physical and digital items last year.

Children and young people participate in storytimes, Summer Reading, and after school activities in these libraries. Over 114,000 children participated in the 2016 Summer Reading program across the library system, and 81,000 people attended youth programs at Inner/South County 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. Inner/South County Libraries' 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, Inner/South County Libraries' staff conducted 260 individualized patron appointments, a service that had a 99% satisfaction rating.

Inner/South County Libraries provide opportunities for neighbors to interact through a variety of programs. Inner/South County Libraries volunteers from youth to seniors contributed over 16,000 hours of service last year, and community groups used the meeting rooms 850 times. Libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoy over 75 bilingual programs and events each year at Inner/South County Libraries. Libraries provide opportunities and resources for lifelong learning by supplying free access to computers and high-speed wireless Internet. Inner/South County Libraries hosted over 216,000 Internet sessions on 232 library public computing devices last year. Attendees at 161 free computer classes and labs developed life and job skills.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Books and items checked out or renewed (physical items only)	7,070,418	7,863,642	6,722,519	6,300,000
Outcome	% of patrons who found books and items they wanted	90%	92%	90%	90%
Output	E-books and other digital titles checked out	717,358	na/-	860,000	1,032,000

Performance Measures Descriptions

Output: Usage of physical items is decreasing as checkouts of e-books, streaming and downloadable titles increase. New measure for FY18: E-books and other digital titles checked out. Digital checkouts are a rapidly increasing portion of library usage.

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	2017	2017	2018	2018
Personnel	\$0	\$8,757,457	\$0	\$9,025,840
Contractual Services	\$0	\$12,800	\$0	\$12,200
Materials & Supplies	\$0	\$163,898	\$0	\$187,845
Internal Services	\$0	\$1,433,081	\$0	\$1,536,702
Total GF/non-GF	\$0	\$10,367,236	\$0	\$10,762,587
Program Total:	\$10,367,236		\$10,762,587	
Program FTE	0.00	103.00	0.00	102.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80001 Regional Libraries

This program offer reflects the reorganization of the two FY 17 program offers, Regional Libraries (80001-17) and Neighborhood Libraries (80002-17), into three program offers: North County Libraries (80002), Inner/South County Libraries (80003), and Mid/East County Libraries (80004). There is no change in FTE for the Inner/South County Libraries program.

Department: Library **Program Contact:** Rita Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the libraries that serve the middle and eastern areas of the county: Fairview, Gregory Heights, Gresham, Holgate, Midland and Rockwood Libraries. Last year residents visited these libraries nearly 1.6 million times and benefited from diverse learning, cultural, and recreational opportunities. These libraries serve the most culturally and ethnically diverse part of the county, as well as the area with the highest concentration of poverty.

Program Summary

Mid/East County Libraries are community facilities where residents attend classes, programs, and community forums that provide opportunities for neighbors to interact. County residents have access seven days per week, including some evenings, to over 463,000 books and other items at these libraries including Spanish, Vietnamese, Chinese and Russian materials. Patrons of Mid/East County Libraries checked out 4,910,562 physical and digital items last year.

Children and young people participate in storytimes, Summer Reading, and after school activities in these libraries. Over 114,000 children participated in the 2016 Summer Reading program across the library system, and 80,000 people attended youth programs at Mid/East 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 programs. Mid/East Libraries' 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, Mid/East Libraries' staff conducted over 800 individualized patron appointments, a service that had a 99% satisfaction rating.

Mid/East County Libraries provide opportunities for neighbors to interact through a variety of programs. Mid/East County Libraries volunteers from youth to seniors contributed over 21,000 hours of service last year, and community groups used the meeting rooms more than 950 times. Libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoy over 1,600 bilingual programs and events each year at Mid/East County Libraries. Libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. Mid/East County Libraries provided over 276,000 Internet sessions on 322 library public computing devices last year. Attendees at 673 free computer classes and labs developed life and job skills.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Books and items checked out or renewed (physical items only)	4,391,651	4,884,347	4,105,834	3,830,000
Outcome	% of patrons who found books and items they wanted	91%	92%	90%	90%
Outcome	E-books and other digital titles checked out	518,911	na/-	620,000	744,000

Performance Measures Descriptions

Output: Usage of physical items is decreasing as checkouts of e-books, streaming and downloadable titles increase. New measure for FY18: E-books and other digital titles checked out. Digital checkouts are a rapidly increasing portion of library usage.

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	2017	2017	2018	2018
Personnel	\$0	\$8,474,183	\$0	\$8,787,596
Contractual Services	\$0	\$25,900	\$0	\$8,100
Materials & Supplies	\$0	\$159,731	\$0	\$168,970
Internal Services	\$0	\$1,870,983	\$0	\$2,030,374
Total GF/non-GF	\$0	\$10,530,797	\$0	\$10,995,040
Program Total:	\$10,530,797		\$10,995,040	
Program FTE	0.00	100.00	0.00	100.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80002 Neighborhood Libraries

This program offer reflects the reorganization of the two FY 17 program offers, Regional Libraries (80001-17) and Neighborhood Libraries (80002-17), into three program offers: North County Libraries (80002), Inner/South County Libraries (80003), and Mid/East County Libraries (80004). There is a net increase of 0.50 FTE (new position) for the Mid/East County Libraries program.

Department: Library
Program Offer Type: Support

Program Contact: Heather Rogers
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Contact Center serves patrons system wide who want to connect with library services via phone, email, text and chat. A team of virtual service experts helps patrons manage their library accounts, register for programs and classes, check out library e-content and provides answers to simple factual questions. More complex questions are referred to appropriate library staff for follow-up.

Program Summary

Established in January 2017, the Contact Center expects to receive over 250,000 annual virtual patron contacts, including email, phone, chat and text. Patrons need just one phone number and one online form to contact the library. Contact Center staff expect to answer 85-90 percent of all incoming questions at the first point of contact, referring questions that need specialized assistance to appropriate staff for follow-up. Contact Center staff serve patrons in both English and Spanish, using IRCO phone translation services to assist patrons in other languages. The new Contact Center also allows staff in public service locations to concentrate on serving their in-person patrons, as most of the phone calls they are now receiving can easily be handled by the contact center.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of contacts (phone, email, chat, text) answered by contact center staff	na/-	na/-	100,000	250,000
Outcome	% of contacts answered by contact center staff without the need for a referral	na/-	na/-	85%	90%

Performance Measures Descriptions

New program offer for FY18.

Output: current year estimate reflects the last 5 months of the fiscal year.

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	2017	2017	2018	2018
Personnel	\$0	\$201,059	\$0	\$1,155,782
Contractual Services	\$0	\$0	\$0	\$3,000
Materials & Supplies	\$0	\$50,000	\$0	\$14,034
Internal Services	\$0	\$0	\$0	\$31,090
Total GF/non-GF	\$0	\$251,059	\$0	\$1,203,906
Program Total:	\$251,059		\$1,203,906	
Program FTE	0.00	2.00	0.00	14.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was:

This is a new program offer with 14.0 FTE. During FY 2017, 12.0 FTE vacant positions from Central Library (80000-17) and Neighborhood Libraries (80002-17) were reclassified and moved to System Access & Information Services (80019-17) through a budget modification, joining the 2.0 positions already budgeted for the Contact Center. The total of 14.0 FTE are now transferring from 80019-17 to this new program offer and 80019-17 is discontinued in FY 2018.

Department: Library **Program Contact:** Mandy Tuthill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

School-Age Services (SAS) improves kindergarten through high school students' reading and information literacy by training students to effectively use public library online research tools; by connecting students in libraries or through outreach with dynamic book collections and reading motivation programs; and by offering curriculum support, training and resources for their educators, parents and caregivers. Services are targeted toward students at risk of low literacy.

Program Summary

School-Age Services staff, who are trained in research, booktalking and reading promotion, serve students, educators, parents and caregivers in public and private schools, community agencies, county programs, treatment facilities and other locations serving school-age youth.

Staff provide expertise, information, books, training, recreational programs and technical support to increase students' and invested adults' literacy and information skills. Thousands of quality children's books are delivered to schools and community agencies. School Corps (SC) provides direct service to students, parents and educators during the school day, after school and during the summer. Librarians collaborate with educators to increase students' academic success and literacy in the county's K-12 schools and SUN programs by training students to use public library resources effectively and efficiently for research and pleasure reading.

BOOKS 2 U (B2U) staff and volunteers introduce students to high-interest books in the classroom through booktalking programs and by providing paperback copies of books they promote. Their goal is to introduce Multnomah County Library as an educational partner and significant resource. To that end, B2U staff attend and present at parent and family night programs; provide library cards to children served; and promote the library's Summer Reading Program, as well as the neighborhood library and its services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Youth served in Books 2 U & School Corps (duplicated)	61,423	73,500	58,500	58,500
Outcome	% of students whose research skills increase after School Corps presentation	97%	90%	90%	90%
Quality	% of teachers indicating that they will ask for School Corps services again	100%	95%	95%	95%
Outcome	% of teachers who report Books 2 U helps their students develop a desire and motivation to read	100%	na/-	95%	95%

Performance Measures Descriptions

New measure for FY18: % of teachers who report Books 2 U helps their students develop a desire and motivation to read. Data source is the annual Books 2 U survey led by NPC Research.

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	2017	2017	2018	2018
Personnel	\$0	\$1,011,803	\$0	\$878,697
Contractual Services	\$0	\$7,500	\$0	\$0
Materials & Supplies	\$0	\$258,322	\$0	\$172,850
Internal Services	\$0	\$37,970	\$0	\$36,145
Total GF/non-GF	\$0	\$1,315,595	\$0	\$1,087,692
Program Total:	\$1,315,595		\$1,087,692	
Program FTE	0.00	9.00	0.00	7.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Pending amendment for revenue from The Library Foundation for Books 2 U and other school-age 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 2017: 80003 School-Age Services

Net increase of 0.50 (new position); 1.75 FTE Library 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	The number of parents, caregivers, and adults served in Every Child Initiative outreach	20,181	14,000	16,000	16,000
Outcome	% of participants who show an increase in five reading and literacy activities	86%	85%	85%	85%
Output	Number of books circulated in Every Child Initiative	1,658,524	1,600,000	1,650,000	1,650,000

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	2017	2017	2018	2018
Personnel	\$0	\$795,719	\$0	\$647,361
Contractual Services	\$0	\$18,000	\$0	\$11,500
Materials & Supplies	\$0	\$227,751	\$0	\$178,530
Internal Services	\$0	\$39,271	\$0	\$37,165
Total GF/non-GF	\$0	\$1,080,741	\$0	\$874,556
Program Total:	\$1,080,741		\$874,556	
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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

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 2017: 80004 Every Child Initiative

No significant changes.

1.50 FTE pending support from The Library Foundation.

Department: Library **Program Contact:** Terrilyn Chun
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Programming and Community Outreach (PCO) leads the library's public programming, community outreach, public training, Reader Services and partnership initiatives and includes oversight of Library Outreach Services (LOS). PCO ensures that activities align with library priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work and assists in research and evaluation. Responsibilities include scheduling, grant writing, exhibition building, volunteer coordination, staff and public training, event management, website content creation, publicity and fiscal oversight.

Program Summary

Programming meets the informational, educational and entertainment needs of library users by providing a wide array of in-person and virtual activities, experiences, learning opportunities and exhibitions that complement library materials and services. Programs include arts and cultural programming for all ages, author and literature programs, and book discussions as well as creative learning activities in the library's makerspace. Public technology training ensures all members of the community have an opportunity to learn how to use technology to navigate our world — everything from filling out job applications online to keeping in contact with friends and family. In FY 2016, Programming and Community Outreach staff provided the professional and technical expertise to make more than 4,200 programs possible and help 48,676 people learn about and engage with their community.

Community outreach extends library services and programs to a broader section of the population by taking services and programs out of the library and into the particular environment of a patron or group of patrons. This work ranges from outreach programs and services for older adults, new immigrants and adult learners to promoting the library and providing information services, community events and presentations to local organizations.

Reader Services is responsible for establishing, implementing and keeping current the vision of readers' advisory as part of Information Services. Staff lead systemwide training, program and service initiatives in this area, working with other divisions to engage the community and generate excitement around reading.

Community partnerships result in programs and services that leverage the unique strengths and resources of each organization. Partnerships increase and enhance the library's visibility in the community and establish goodwill between the library and other organizations and their users. Partnerships make programs like Everybody Reads possible. Partners include Oregon Humanities, Portland State University, Portland Community College, Delta Society, OASIS, Portland Opera, Oregon Symphony and Multnomah County's Aging and Disability Services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of financial literacy programs offered	66	30	60	40
Outcome	% of attendees who say library programs connect them to their community	41%	50%	42%	50%
Outcome	% of attendees who say they learned something new at a library program	79%	80%	78%	80%
Quality	% of attendees of library programs who rate them as good or excellent	95%	95%	96%	96%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$934,407	\$0	\$980,973
Contractual Services	\$0	\$248,500	\$0	\$241,500
Materials & Supplies	\$0	\$258,500	\$0	\$225,800
Internal Services	\$0	\$29,498	\$0	\$29,879
Total GF/non-GF	\$0	\$1,470,905	\$0	\$1,478,152
Program Total:	\$1,470,905		\$1,478,152	
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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

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 2017: 80005 Programming & Community Outreach

No significant changes.

Department: Library **Program Contact:** Carole Scholl
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Adult Outreach provides library services and programs to Multnomah County residents underserved by traditional library means, including older and homebound adults, new immigrants, people with disabilities, adult learners, and those who are institutionalized, incarcerated or homeless. Adult Outreach delivers books and other materials to people who are homebound; provides resources and conducts classes and other programs for immigrants, new readers, older adults and GED seekers; and partners with community agencies.

Program Summary

Adult Outreach delivers books and other library materials and services to Multnomah County residents who are homebound, or who live in assisted living facilities, retirement homes, adult care homes, shelters, transitional homes or jails (the last in partnership with the Multnomah County Sheriff's Office).

Adult Outreach connects these people with their community by providing library services and programs, such as book discussion groups and instruction. Adult Outreach, in partnership with literacy organizations, also supports people whose first language is not English — or who may not read or write well in English — by providing assistance, referrals, resources, and library programs, including citizenship classes, GED labs, literacy tutoring and Talk Time sessions (English conversation practice).

Delivering books, reading to residents of assisted living units, leading book discussion groups for seniors, teaching citizenship classes, leading book groups in the jails, connecting patrons with computer and e-reader classes and leading English conversation practice in neighborhood libraries provides meaningful opportunities for volunteers, working with outreach staff, to contribute significantly to the lives of vulnerable residents.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Book discussion groups for seniors	190	220	220	220
Outcome	% of homebound patrons who report that library service reduces social isolation	83%	75%	80%	80%
Output	Facilitated English conversation practice groups (Talk Time)	285	250	250	250

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$833,368	\$0	\$875,759
Materials & Supplies	\$0	\$29,500	\$0	\$32,500
Internal Services	\$0	\$32,815	\$0	\$38,091
Total GF/non-GF	\$0	\$895,683	\$0	\$946,350
Program Total:	\$895,683		\$946,350	
Program FTE	0.00	8.25	0.00	8.25

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80006 Adult Outreach

No significant changes.

Department: Library **Program Contact:** Vailey Oehlke
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Library Director's Office provides executive leadership and strategic vision for the library system by working with the Board of County Commissioners (BCC), the Multnomah County Library District Board (MCLDB), the Library Advisory Board (LAB), stakeholders, community organizations, businesses, private citizens and staff to ensure that library services are responsive to the evolving needs of Multnomah County residents.

Program Summary

The Library Director's Office envisions the library's role and future in the community; translates that vision into strategic direction in partnership with the BCC, Library District Board, the community, and the LAB; represents Multnomah County Library on local, regional and national levels, working with other libraries and library organizations; partners with The Library Foundation and Friends of the Library to enhance public support and fundraising efforts; executes policy development and implementation with the senior management team; and with county peers, leads in achieving enterprise-wide objectives.

Since voter approval in November 2012 to form a library district to fund library programs and services, the Library Director's Office has coordinated with key stakeholders and partners to maintain governance, budgeting and operational practices that comply with applicable statutes and policies. The Library Director's Office will continue this work to ensure that the library is best utilizing public resources to serve the community. This office is directly responsible to Multnomah County residents for the effectiveness and efficiency of the library system.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Customer comments received and processed (electronic and paper)	930	1,000	1,440	1,000
Outcome	Patron satisfaction with the library	97%	95%	95%	95%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,497,452	\$0	\$1,297,294
Contractual Services	\$0	\$360,600	\$0	\$159,600
Materials & Supplies	\$0	\$125,665	\$0	\$131,240
Internal Services	\$0	\$71,819	\$0	\$51,763
Total GF/non-GF	\$0	\$2,055,536	\$0	\$1,639,897
Program Total:	\$2,055,536		\$1,639,897	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Intergovernmental	\$0	\$76,338,619	\$0	\$79,215,198
Other / Miscellaneous	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$0	\$76,373,619	\$0	\$79,250,198

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Pending revenue 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 2017: 80007 Library Director's Office

Net increase of 2.00 FTE due to adding 5.00 FTE from System Access & Information Services (80019-17); transferring 2.00 FTE to Operations Division Management (80012); and transferring 1.00 FTE to Neighborhood Libraries Division Management (80022).

Department: Library

Program Contact: Sonja Ervin

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Under the direction of the Library Director, the Equity and Inclusion manager leads the development and implementation of proactive diversity, equity, and inclusion initiatives. The development of a library equity plan will ensure that equity is the foundation of and embedded throughout the Library's strategic efforts, specifically supporting the library's strategic priority to reflect and serve a diverse community.

Program Summary

This offer funds a senior-level position devoted to championing the library's diversity efforts and engaging staff to build a welcoming and inclusive culture at the library for employees and patrons. The manager provides advice, guidance, and support to the library's Executive Management Team on diversity, inclusion and equity issues related to staff and patrons.

This program will develop and lead a sustainable process to implement and continuously assess and adapt the library's goals related to diversity and inclusiveness. This will include creating and implementing metrics, monitoring, and reporting systems to effectively benchmark organizational progress. Part of the work will be to identify barriers and develop strategies to facilitate better service to an increasingly diverse community.

The position will serve as the library's representative on the county's Equity Council, as well as create and oversee a library equity and inclusion committee. The manager will build effective collaborations with internal and external partners to leverage resources, advance business needs and carry out organizational initiatives. The manager will also advise and assist with patron issues when there is an issue with cultural sensitivity.

This program will develop training for front-line staff and managers on how to effectively work with the library's diverse staff and patrons in a culturally responsive manner. Some of the goals will be to foster a common vocabulary and understanding around diversity, inclusion and equity.

The manager will partner with HR and hiring managers to ensure diversity and inclusion are embedded in recruitment, hiring, retention, performance management, leadership development and all other aspects of human capital management.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Retention rate for employees of color	na/-	95%	96%	95%
Outcome	% of staff who agree that people in their work unit are accepting of different races, cultures, and backgrounds	95%	94%	95%	94%

Performance Measures Descriptions

Outcome: Percentage of Library respondents who "agree" or "strongly agree" with the statement "People in my work unit are accepting of different races, cultures, and backgrounds" on the Countywide Employee Survey. (FY16 Actual represents the latest survey results from 2015). Output: measure was new for FY17.

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	2017	2017	2018	2018
Personnel	\$0	\$122,085	\$0	\$145,121
Contractual Services	\$0	\$0	\$0	\$10,000
Materials & Supplies	\$0	\$10,600	\$0	\$13,780
Internal Services	\$0	\$3,503	\$0	\$3,904
Total GF/non-GF	\$0	\$136,188	\$0	\$172,805
Program Total:	\$136,188		\$172,805	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80021 Diversity Initiative

No significant changes.

Department: Library

Program Contact: Don Allgeier

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Operations Division Management oversees the Business Services, Facilities & Logistics, Safety & Security, Volunteer Services, and Human Resources programs. The Operations Division Management program includes a unit that provides research and evaluation for Multnomah County Library. This division supports the financial, physical, and human operations of Multnomah County Library.

Program Summary

Operations Division Management provides oversight and accountability for the internal services of Multnomah County Library. This program is responsible for the coordination of program managers in the Human Resources, Facilities & Logistics, Security & Safety, and Business Services work units. This division partners with Multnomah County Facilities, Human Resources, and Finance to ensure the efficient operation of the library system.

Operations Division Management encompasses an evaluation unit, as well. This unit provides analysis to support management decision-making and coordinates data collection for the organization.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of program evaluation and research projects completed	na/-	na/-	na/-	3
Outcome	Library Manager overall satisfaction with Operations Division Support	na/-	na/-	na/-	90%

Performance Measures Descriptions

New program offer for FY18.

Performance measures are in development, so current year data is not yet available.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$122,920	\$0	\$419,479
Contractual Services	\$0	\$0	\$0	\$3,000
Materials & Supplies	\$0	\$0	\$0	\$6,261
Internal Services	\$0	\$0	\$0	\$11,284
Total GF/non-GF	\$0	\$122,920	\$0	\$440,024
Program Total:	\$122,920		\$440,024	
Program FTE	0.00	1.00	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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was:

This is a new program offer. The 3.00 FTE were transferred from the Library Director's Office (80010) and System Access & Information Services (80019-17).

Department: Library **Program Contact:** Chung Fun Leung
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Business Services manages and provides accounts payable, accounts receivable, fiscal reporting, budget preparation, grant reporting, purchasing and contracts for the entire library system.

Program Summary

Business Services manages the annual budget preparation and submission process; monitors and adjusts the budget throughout the fiscal year; manages contracts, procurements and grants; processes and oversees accounts payable/receivable; and administers purchasing cards and cash management for the library system. This program ensures that library funds are budgeted, received, accounted for and spent appropriately.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of vendor invoices processed	9,562	9,000	9,038	9,000
Outcome	% of vendor invoices paid within 30 days of invoice date	91%	90%	91%	90%
Outcome	% of customer payments posted within 5 business days of receipt	98.5%	99.5%	99%	99%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$906,668	\$0	\$963,664
Contractual Services	\$0	\$19,380	\$0	\$13,600
Materials & Supplies	\$0	\$83,076	\$0	\$85,682
Internal Services	\$0	\$168,274	\$0	\$47,029
Total GF/non-GF	\$0	\$1,177,398	\$0	\$1,109,975
Program Total:	\$1,177,398		\$1,109,975	
Program FTE	0.00	6.00	0.00	6.50

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80009 Business Services

Net increase of 0.25 FTE (new).

Department: Library **Program Contact:** Lisa Canavan
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Logistics ensures that library books and materials move quickly and accurately among all 22 library locations, including 19 libraries, Library Administration, the Isom Building and the Title Wave Used Bookstore. Library Facilities coordinates the maintenance of the buildings and grounds in an effort to maintain safe, secure and welcoming facilities.

Program Summary

Logistics operates the centralized Sort Center and delivery operations that move library materials to and among library locations, enabling residents to have quick access throughout Multnomah County. This program operates a seven-day-per-week delivery system that provides delivery to 45 service points each weekday, delivering and receiving all library books and materials, interoffice mail, U.S. mail, library supplies and bank deposits.

Library Facilities provides central coordination and direction of repair and maintenance activities among county facilities staff, telecommunications, contractors and vendors for 22 library locations. This program serves all library staff and the public as expert resources on ADA-compliant building access, ergonomics, and workflow management, and assists the Safety and Security Manager with safety management as well as security policy development and implementation.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Crates of books, mail and supplies moved annually	242,938	254,000	244,000	240,000
Outcome	Staff satisfaction with delivery system	99.3%	95%	95%	95%

Performance Measures Descriptions

Output: A crate is the library's unit of measurement for transporting library materials, mail, supplies and other items.

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	2017	2017	2018	2018
Personnel	\$0	\$1,179,664	\$0	\$1,251,105
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$0	\$50,366	\$0	\$59,348
Internal Services	\$0	\$1,048,621	\$0	\$1,097,998
Total GF/non-GF	\$0	\$2,280,651	\$0	\$2,410,451
Program Total:	\$2,280,651		\$2,410,451	
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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80018 Facilities & Logistics

No significant changes.

Department: Library

Program Contact: Chris Linn

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Library Safety and Security facilitates and supports the library's efforts to create safe and welcoming environments for patrons and staff at 22 locations. Priorities include security staffing; safety and security training; and related facilities resources, IT resources, and supplies. With library executive leadership, Safety and Security develops and implements related policies and procedures.

Program Summary

Safety and Security coordinates the staffing of Library Safety Officers and contract security officers at multiple library locations. Security personnel support library operations by monitoring library facilities, preventing and resolving safety and security concerns, fostering compliance with the library's behavior rules, issuing and enforcing exclusions, coordinating efforts with law enforcement and other support agencies, and providing security training.

Safety and Security coordinates related training for library and security personnel. General and role-specific training programs are designed to aid personnel in their efforts to ensure library resources are used safely and appropriately. Within these programs, personal safety is a priority.

Safety and Security helps coordinate the acquisition, development, and use of safety and security related material and resources including security cameras, inventory control systems, building access systems, Library Safety Officer uniforms and equipment, and security reporting resources.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of safety & security trainings offered	na/-	50	30	36
Outcome	Percentage of staff that agree that safety & security training courses met their stated objective.	na/-	85%	100%	95%

Performance Measures Descriptions

Measures were new for FY17.

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	2017	2017	2018	2018
Personnel	\$0	\$527,826	\$0	\$699,496
Contractual Services	\$0	\$100,000	\$0	\$10,000
Materials & Supplies	\$0	\$23,200	\$0	\$125,800
Internal Services	\$0	\$113,834	\$0	\$24,042
Total GF/non-GF	\$0	\$764,860	\$0	\$859,338
Program Total:	\$764,860		\$859,338	
Program FTE	0.00	6.00	0.00	8.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80020 Safety and Security

Net increase of 1.00 FTE (new position).

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 2,000 people who contribute their time and talents to Multnomah County Library each year. Volunteers are active across the library system, including the 19 neighborhood libraries, the Isom Operations Center, and the Title Wave Used Bookstore, as well as various outreach programs. The Title Wave Used Bookstore generates revenue for the library through the sale of discarded books and other materials. Opened in 1988, the Title Wave Used Bookstore provides an effective means of recycling the library's collection back into the community.

Program Summary

Volunteer Services oversees the recruitment, screening, placement, performance management, position creation, volunteer policies and recognition of 2,000 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 50 percent of library volunteers are students 10-18 years old. Students and adults are given an experience that provides life skills and engages them in their community. Last year, volunteers contributed nearly 66,000 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 \$175,000 in revenue.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Hours contributed by volunteers	65,500	67,000	66,000	66,000
Outcome	% of student volunteers who report using their volunteer service for school/community requirement	34%	42%	35%	36%

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.

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	2017	2017	2018	2018
Personnel	\$0	\$501,392	\$0	\$520,903
Contractual Services	\$0	\$11,400	\$0	\$13,000
Materials & Supplies	\$0	\$42,809	\$0	\$46,634
Internal Services	\$0	\$16,842	\$0	\$17,546
Total GF/non-GF	\$0	\$572,443	\$0	\$598,083
Program Total:	\$572,443		\$598,083	
Program FTE	0.00	4.25	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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80010 Volunteer Svcs/Title Wave Book Store

No significant changes.

Department: Library **Program Contact:** Shelly Kent
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Human Resources/Learning + Organizational Development/Systemwide Assistance Team (HR/L+OD/SWAT) promotes resource management of highly qualified staff through the employment life cycle, including recruiting, hiring and retaining. HR/L+OD consults with employees and managers; provides technical assistance, time entry and staff training/development; and plans for future workforce needs. SWAT provides flexible staffing coverage through the use of regular and on-call staff. The Administrative Support unit provides clerical and special project support and administrative reception support.

Program Summary

Human Resources/Learning + Organizational Development/Systemwide Assistance Team (HR/L+OD/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/L+OD/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/L+OD/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/L+OD 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 internal phone number for the library system while also completing clerical tasks and projects for management and program staff.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of library staff who agree that they receive sufficient training and education to do their jobs effectively	92%	90%	92%	92%
Outcome	% of library staff who agree that they can make a difference by working here	91%	90%	91%	91%

Performance Measures Descriptions

Both measures: Results from library respondents to Countywide Employee Survey, which is conducted every other year. (FY 16 Actual represents the latest survey results from 2015.)

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	2017	2017	2018	2018
Personnel	\$0	\$2,409,961	\$0	\$2,507,659
Contractual Services	\$0	\$37,000	\$0	\$30,000
Materials & Supplies	\$0	\$173,060	\$0	\$160,049
Internal Services	\$0	\$70,029	\$0	\$78,482
Total GF/non-GF	\$0	\$2,690,050	\$0	\$2,776,190
Program Total:	\$2,690,050		\$2,776,190	
Program FTE	0.00	22.45	0.00	22.45

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80011 Human Resources/Learning Systems/System Wide Staffing

Net increase of 1.0 FTE (transfer from System Access & Information Services, 80019-17).

Department: Library

Program Contact: Jon Worona

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

IT Services provides leadership and development resources for the library's technology vision and digital strategy, ensuring that the library has robust and sustainable information technology that supports innovative and progressive service to Multnomah County's diverse community. IT Services maintains computers, mobile devices, and equipment for public and staff use, wired and wireless networks across all library locations, applications integration, development, security, and support for patron learning, creation and staff productivity.

Program Summary

IT Services works with partners inside and outside the library to plan, define and develop leading edge technology solutions that 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of public computers	868	930	930	930
Outcome	% of time wired public internet computers are in use	67%	70%	62%	60%
Output	Number of wi-fi sessions	1,340,627	1,300,000	1,500,000	1,700,000

Performance Measures Descriptions

Output: Additional loaner laptops were added.

Outcome: This measure is trending downward due to increased 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	2017	2017	2018	2018
Personnel	\$0	\$622,632	\$0	\$502,048
Contractual Services	\$0	\$100,000	\$0	\$100,000
Materials & Supplies	\$0	\$857,645	\$0	\$900,716
Internal Services	\$0	\$5,725,076	\$0	\$7,108,157
Total GF/non-GF	\$0	\$7,305,353	\$0	\$8,610,921
Program Total:	\$7,305,353		\$8,610,921	
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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80017 IT Services

Increase in this offer's budget is partly due to the addition of the library's allocation for the Enterprise Resource Planning (ERP) project.

Department: Library
Program Offer Type: Support

Program Contact: Jeremy Graybill
Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Marketing + Online Engagement connects the community to library services, resources, programs and collections. As the library's in-house creative and digital strategies team, the section serves the public by maintaining the web portal to library services; creating helpful, effective and compelling informational and promotional materials; analyzing and deploying emerging digital strategies; and developing and leveraging the library's brand into more powerful connections with the community.

Program Summary

Marketing + Online Engagement provides essential services to the library and the more than 26,000 patrons who use it each day, either online or in person. The section employs integrated strategies to create lasting, meaningful relationships with the community; oversees the library's public website, online presence in social media, email marketing and other channels to create rewarding and beneficial online experiences and value; oversees the library's brand and identity; develops strategies to promote library use; creates mechanisms to gather patron feedback and input; maintains the library's mobile app; and provides critical guidance and input into systemwide strategic decisions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Active cardholders	257,412	265,000	260,000	260,000
Outcome	% of customers satisfied with library marketing and information	91%	90%	88%	90%

Performance Measures Descriptions

Output: Active cardholders are those who have used their library card to check out materials or use the library's computers in the past fiscal year.

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	2017	2017	2018	2018
Personnel	\$0	\$866,653	\$0	\$901,034
Contractual Services	\$0	\$81,995	\$0	\$57,600
Materials & Supplies	\$0	\$152,205	\$0	\$176,280
Internal Services	\$0	\$26,154	\$0	\$28,031
Total GF/non-GF	\$0	\$1,127,007	\$0	\$1,162,945
Program Total:	\$1,127,007		\$1,162,945	
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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

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 2017: 80008 Marketing + Online Engagement

No significant changes.

Department: Library

Program Contact: Javier Gutierrez

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Collections & Technical Services staff select, purchase, catalog and process new books, DVDs, audiobooks, e-books, streaming audio/video and other material added to the library materials collection in order to meet the informational, recreational and cultural needs of Multnomah County residents. This section manages the materials budget, interlibrary loan and digital curation.

Program Summary

Collections & Technical Services staff enable patrons access to a wide variety of books and media, both in print and electronic form.

Selection staff decide what materials to buy using professional reviews, patron suggestions, staff input and established criteria. Their purchasing decisions reflect the diverse interests and needs of Multnomah County residents. Acquisitions staff place orders with vendors, receive shipments, approve invoices for payment, and monitor the various funds that make up the library materials budget.

Cataloging staff create bibliographic description records, create metadata schema and assign classification numbers to enable discovery in the online catalog. Cataloging/Processing staff prepare each item for shelving and checkout. This includes applying barcodes, repackaging materials and creating inventory records.

Approximately 30 percent of the materials budget is allocated for new books in English for children, teens and adults. Over four percent is allotted for materials in five "We Speak Your Language" collections (Spanish, Chinese, Vietnamese, Russian and Somali). The remaining funds are budgeted for other formats, including eight percent on media (DVDs, music and audiobook CDs), 40 percent on electronic resources (e-books, downloadable audiobooks, streaming music and video, online periodicals, full-text databases and electronic reference sources) and three percent on print periodicals.

Effective management of the library materials collection allows residents to enjoy recreational reading, research specific topics, stay current on local, national and global events, and continue to learn at any stage of life.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of items added to the collection	435,250	400,000	400,000	400,000
Outcome	% of patrons who found books and items they wanted	91%	92%	90%	90%
Output	Number of new titles added to the library collection	168,414	125,000	150,000	150,000
Outcome	Turnover rate	10.7	10.5	10.5	10.5

Performance Measures Descriptions

Output measures: Number of items is the total number of copies added including duplicate copies of the same title; number of new titles represents each unique title added.

2nd Outcome: Turnover rate is a measure of how heavily the library collection is used (defined as circulation/holdings). MCL's rate is the 3rd highest in the country for libraries serving 500,000 people or more. (Source: Public Library Data Service Statistical Report).

Legal / Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$3,040,665	\$0	\$3,089,836
Contractual Services	\$0	\$773,103	\$0	\$777,263
Materials & Supplies	\$0	\$7,755,059	\$0	\$7,958,292
Internal Services	\$0	\$89,042	\$0	\$92,488
Total GF/non-GF	\$0	\$11,657,869	\$0	\$11,917,879
Program Total:	\$11,657,869		\$11,917,879	
Program FTE	0.00	32.00	0.00	31.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

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 2017: 80014 Library Books-Acquisition & Processing

This program offer combines Library Book Budget (80013-17) and Library Books-Acquisition & Processing (80014-17); net increase of 0.75 FTE (transfer from Central Library, 80001).

Department: Library

Program Contact: Katie O'Dell

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

Youth Services Management ensures that library staff receive training to work with children and teens, birth through age 17; creates and nurtures high-level literacy partnerships; offers reading promotion initiatives; and sets overall direction for services to this age group and their adult caregivers.

Program Summary

Youth Services Management provides systemwide service through four main elements: staff training; youth reading initiatives; coordination, partnerships and advocacy; and program development and evaluation.

The office plans systemwide services; develops and evaluates programs; oversees development and education for staff; advocates in the community for increased use of libraries by children and teens and their parents and caregivers; and explores and engages in community partnerships to increase youth library use, support other organizations' literacy objectives, and improve students' reading scores.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of children and teens countywide who have library cards	50%	50%	50%	50%
Outcome	Staff who report improved/reinforced skills after Youth Services training	90%	90%	90%	90%
Output	% of card-holding children and teens who used their library card within the past year	60%	60%	60%	60%

Performance Measures Descriptions

Legal / Contractual Obligation

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$420,773	\$0	\$447,819
Contractual Services	\$0	\$20,500	\$0	\$6,000
Materials & Supplies	\$0	\$270,380	\$0	\$188,030
Internal Services	\$0	\$24,633	\$0	\$14,156
Total GF/non-GF	\$0	\$736,286	\$0	\$656,005
Program Total:	\$736,286		\$656,005	
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 (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Pending amendment for revenue from The Library Foundation for Summer Reading, the Teen Author Lecture, and other youth 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 2017: 80015 Youth Services Management

No significant changes.

Department: Library **Program Contact:** Rita Jimenez
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Neighborhood Libraries Division Management (NLDM) provides leadership and accountability for the 19 public libraries. NLDM plans services; develops and evaluates programs and staff; and administers the budget for all public library locations.

Program Summary

Neighborhood Libraries Division Management provides support and oversight to all 19 libraries and communication with staff at all levels of the organization; develops collaborative relationships with community and governmental organizations to maximize the impact of library services for county residents; sets priorities and policies for libraries to best address community needs and county priorities; implements best practices for safe and efficient operations; and provides resources to individual managers, staff, and work groups to improve their performance through ongoing training, coaching, leadership development and assessments.

NLDM supports the programs and services of the public libraries which patrons visited more than 4.5 million times last year. These libraries provide learning, cultural and recreational opportunities to all county residents, as well as a community space for civic engagement and lifelong learning, including Multnomah County Library's first makerspace.

NLDM supports the library's strategic priority to reflect and serve a diverse community through system-wide management of culturally specific services to the county's African-American, immigrant and refugee communities. This division includes over 79 bilingual staff in 14 locations, as well as 15 staff with an African-American cultural competency KSA working in eight locations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Outreach program attendance	49,533	na/-	55,000	50,000
Outcome	Patron satisfaction with Book-a-Librarian service	99%	95%	96%	95%
Output	E-books and other digital titles checked out	1,685,465	na/-	2,000,000	2,400,000

Performance Measures Descriptions

Both Output measures are new for FY18.

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	2017	2017	2018	2018
Personnel	\$0	\$1,064,636	\$0	\$1,070,824
Contractual Services	\$0	\$56,760	\$0	\$37,600
Materials & Supplies	\$0	\$122,246	\$0	\$293,000
Internal Services	\$0	\$32,790	\$0	\$30,676
Total GF/non-GF	\$0	\$1,276,432	\$0	\$1,432,100
Program Total:	\$1,276,432		\$1,432,100	
Program FTE	0.00	6.75	0.00	6.75

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (97.35%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (2.65%).

Significant Program Changes

Last Year this program was: FY 2017: 80016 Neighborhood Libraries Management

This program offer combines the former Neighborhood Libraries Management program offer (80016-17) with the Central Director's Office (80012-17), reflecting the merging of Central Library and the Neighborhood Libraries into one division.

Net FTE increase of 2.00 due to the Central Library Director and the Deputy Director positions transferring to this program offer from 80012-17 and 80010, respectively.

Department Overview

The Nondepartmental budget accounts for programs and countywide functions that do not belong to particular departments. Programs include the Board of County Commissioners and its Chair; the Auditor's Office; the County Attorney's Office; the Communications Office; the offices of Emergency Management, Sustainability, 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 staff promote efficient, effective, accountable government. The County Attorney's Office provides legal guidance, advice, and other services. The Communications Office provides information and access to County government for the news media and public. The Office of Emergency Management coordinates countywide emergency disaster preparedness, response, and mitigation activities. Several independent County agencies provide advice, oversight, analysis, and advocacy on behalf of the County and the community. The Citizen Involvement Committee involves citizens in County policy and decision-making processes. The Local Public Safety Coordinating Council coordinates public safety plans, policies, operations, and strategies of local government agencies; and the Tax Supervising and Conservation Commission oversees budget and tax levy authority for taxing districts in the County.

Joint Office of Homeless Services

The Joint Office of Homeless Services (JOHS) administers contracts for homeless services, manages systems of care, oversees system reporting and evaluation, conducts homeless street counts and one night shelter counts, and writes proposals to and monitor funds issued by the US Department of Housing and Urban Development's Continuum of Care program. These operations affect the lives of thousands of homeless singles, youth, and families, as well as survivors of domestic violence in Portland and Multnomah County. Homelessness is an ongoing crisis in the City of Portland and Multnomah County. Recently, our community has come together in unprecedented ways to respond. A Home for Everyone, a multi-jurisdictional collaboration, is helping an unprecedented number of people prevent and end their homelessness.

In FY 2017, the City of Portland and the County consolidated resources and services under the Joint Office, guided by the shared values and common agenda of the A Home for Everyone partners, to maximize the impact from a systems perspective. The Office joined homeless services staff from the Portland Housing Bureau and Department of County Human Services and is hosted at the County, reporting directly to the County Chair. The Office receives funding and policy direction from the County and the City of Portland, and policy guidance from the City of Gresham and Home Forward, providing a platform of mutual responsibility and accountability for all partners, with the added benefit of integrated staffing for enhanced operational coordination and effectiveness.

Budget Overview

Nondepartmental contains County programs, independent County agencies, corporate functions, and payments to other entities that do not belong to County departments. The FY 2018 budget is \$171,088,291, which is an increase of \$18.7 million over FY 2017. These figures exclude the Joint Office of Homeless Services, which is detailed on the following page.

The \$18.7 million increase is due to the following substantial changes:

- \$7.2 million increase in Convention Center Fund (10025)
- \$14.7 million increase in Capital Debt Retirement Fund (10026)
- \$1.2 million increase in PERS Pension Bond Sinking Fund (10028)
- \$1.2 million total increase in State Mandated Expenses (10021), Pass-Through Payments to East County Cities (10022), and the County School Fund (10024)
- In FY 2017, final payments were made to the GO Bond Sinking Fund (10027-17), resulting in the elimination of that \$6.0 million obligation.

The General Fund has increased by \$758,110 with the following highlights:

\$618,110 of expanded ongoing General Fund programs:

- Communications Office (10007) - 2.00 FTE \$264,854
- SummerWorks - Minimum Wage Increase (10029B) \$353,256

\$140,000 of new, one-time-only General Fund programs:

- Environmental Justice Summit (10018B) \$15,000
- SummerWorks - High Risk Youth (10029D) \$125,000

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	100.48	103.08	103.08	104.28	1.20
Personnel Services	\$14,012,257	\$14,464,346	\$14,759,537	\$15,343,733	\$584,196
Contractual Services	50,285,656	80,397,519	82,038,285	90,469,027	8,430,742
Materials & Supplies	1,325,328	1,327,041	1,354,123	1,411,851	57,728
Internal Services	7,983,381	9,101,576	9,287,322	8,950,789	(336,533)
Debt Service	43,210,190	0	0	40,000	40,000
Capital Outlay	0	44,047,456	44,946,384	54,872,891	9,926,507
Total Costs	\$116,816,812	\$149,337,938	\$152,385,651	\$171,088,291	\$18,702,640

*Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances.

Budget Overview - Joint Office of Homeless Service

The FY 2017 budget included the creation of the Joint Office of Homeless Services, which consolidated City of Portland and Multnomah County homelessness-related resources into a single entity. The FY 2018 Joint Office of Homeless Services budget is \$57.8 million, which represents a \$12.9 million increase over FY 2017. The County contributes \$20.6 million*, or 36% of the total. The remainder is funded by the City of Portland General Fund (\$27.3 million) and Federal and State revenues (\$5.1 million).

The year-over-year increase in funding is due to the following:

- \$4.7 million in Tax Title Affordable Housing (10067) funding was previously budgeted in the Department of County Management.
- \$7.0 million increase in City and County General Funds

In FY 2017, the office maximized available funding and programmatic savings to address unmet community needs whenever possible. For example, dedicated funding did not exist for emergency winter shelters, but unprecedented and extreme winter weather demanded a coordinated response to keep safe the most vulnerable members of our community. To align funding levels with FY 2017 service levels, including emergency shelter capacity, the City and County added the following programs totaling \$3.5 million:

- Gresham Women’s/DV Shelter (10052C) \$950,000
- Family Shelter Expansion (10052E) \$500,000
- Shelter Capacity Preservation Women/DV (10052K) \$380,000
- Winter Shelter/Severe Weather (10052I) \$1,643,000
- Family Shelter Youth Activities (10052M) \$100,000

The Joint Office of Homeless Services also added the following new programs:

- Local Long Term Rental Vouchers (10053L) \$350,000
- Diversion - Eviction Pilot (10055B) \$400,000
- PSH Coordinated Entry/Annual Count (10051B) \$200,000

** Initial consolidation of the homelessness system of care left some County commitments in the Department of County Human Services. All ongoing additional commitments to the Joint Office are split 50/50 between the City and the County.*

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	N/A	13.00	13.00	15.00	2.00
Personnel Services	N/A	\$1,565,614	\$1,597,565	\$1,882,327	\$284,762
Contractual Services	N/A	42,129,200	42,988,980	54,867,738	11,878,758
Materials & Supplies	N/A	40,352	41,175	127,827	86,652
Internal Services	N/A	241,533	246,462	896,259	649,797
Debt Service	N/A	0	0	0	0
Capital Outlay	N/A	0	0	0	0
Total Costs	N/A	\$43,976,698	\$44,874,182	\$57,774,151	\$12,899,969

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

Successes

The **Office of Government Relations'** work in the Legislature resulted in \$20 million for the new courthouse and passage of HB 4093 creating a \$5 surcharge on county traffic and parking tickets to support the courthouse.

The **Office of Diversity and Equity** developed countywide non-discrimination, language, cultural access, and transgender/gender expansive policies. ODE also managed 10 Employee Resource Groups and the Youth Commission made up of people ages 13-21. This year, 85% were youth of color, 30% LGBTQ and 60% low income youth representing every school district in Multnomah County. ODE coordinates the College to County Mentorship program, which to date has placed 93 internships in departments.

The **County Auditor's Office** recommendation implementation rate increased to 92% implemented or in-progress over the past five years. Audits of ongoing projects, including construction of the Health Department Headquarters and the County Courthouse planning phase, were presented in February 2017. The office is auditing the development of the new joint service delivery system for homeless persons, to be reported in FY 2017.

The **Local Public Safety Coordinating Council** (LPSCC) joined the White House Data-Driven Justice Initiative, to use data to identify and break the cycle of incarceration. LPSCC also completed the Comprehensive Gang Assessment Implementation Plan and successfully led the State of Oregon to reduce the number of people sentenced to prison.

Sustainability has been involved in reducing carbon emissions. In 2014, total carbon emissions in the County were 21% below 1990 levels. Multnomah County continues to significantly outperform national emissions, which are up 7% over 1990. Since 1990, the County has welcomed 33% more people and 24% more jobs while emissions have fallen 41% on a per person basis demonstrating you can achieve emission reductions and grow the economy.

The **County Attorney's Office** was significantly involved in the building, acquisition and disposition of multiple County projects and facilities like the completion of the Sellwood Bridge and County Courthouse. The office targeted efforts to ensure consistent application of county contracting and procurement policies by clarifying compliance requirements.

The **Communications Office** led the public engagement during several unprecedented community crises including the detection of air toxins in Portland; hazardous levels of lead in school water systems; and more than 30 days of severe weather. Followers on Facebook, Twitter and Instagram climbed steadily throughout the year, reaching successive peaks first during public health crises, then the election, and finally the severe weather.

A Home of Everyone recommended significant expansions of housing placement, homelessness prevention and emergency shelter. The **Joint Office of Homeless Services** through investments from the City of Portland and Multnomah County has opened over 600 additional beds of emergency shelter, serving nearly 4,000 people in emergency shelter a 26% increase. Second quarter FY 2017 outcomes suggest the office will meet system goals for expanded housing placement and homelessness prevention.

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. ODE focuses on ensuring equal opportunity and fair treatment, advancing an inclusive and diverse workplace, uplifting underrepresented voices with and for systems and policy change, and ingraining equity into daily practice. ODE is responsible for managing and meeting obligations for civil rights, including Affirmative Action and Equal Employment Opportunity compliance, providing training and consultation on the Equity and Empowerment Lens, and develops countywide policies in line with the goal of everyone in Multnomah County experiencing safety, trust and belonging.

The Office of Sustainability, with a “triple bottom line” approach looking at the intersections of environmental, economic, and social impacts of practice, has developed and analyzed policies that affect low income communities of color, and included strong workforce equity components in its Commercial Property Assessed Clean Energy program, and Climate Action Plan.

Government Relations develops and advances a policy agenda that reflects analysis of equity impacts and supports investments that will impact disparities in communities that Multnomah County serves.

The Local Public Safety Coordinating Committee (LPSCC) is focusing on racial and ethnic disparities in the justice system through data collection and programmatic models and strengthening partnerships that will lead to reducing racial and ethnic disparities in criminal justice outcomes.

The County Attorney plays an important role in advancing equity through legal analysis of policy and ensures consistent application of county contracting and procurement policies by clarifying compliance requirements.

The Emergency Management Equity Coordinator has applied the Equity and Empowerment Lens to emergency response plans and continues to build capacity in communities to increase resilience in the response to natural disasters and other emergencies.

The Auditor’s Office has conducted audits on pay equity and other analysis that focuses attention on where disparities exist.

The Communications Office is raising awareness and developed messaging around equity across the community. The Office developed a “Multco Global” webpage, assisted with the Language and Cultural Access Policy Guidance, and works to develop responses to issues of concern for our diverse employees and constituents.

The Joint Office works to implement the A Home for Everyone vision that: “No one should be homeless – everyone needs a safe, stable place to call home.” In reaching that vision, the JOHS follows the AHFE principle of promoting racial and ethnic justice. To eliminate the disproportionate rates of homelessness among many communities of color, the JOHS uses strategies to achieve equity in both access and outcomes in all areas of housing and services. These strategies include culturally specific services, using a racial equity lens across all program investments and dedicated funds to eliminate disparities by race and ethnicity.

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 2018 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	\$1,635,511	\$0	\$1,635,511	9.00
10001	BCC District 1	642,069	0	642,069	4.00
10002	BCC District 2	642,069	0	642,069	4.30
10003	BCC District 3	642,069	0	642,069	4.00
10004	BCC District 4	642,069	0	642,069	4.00
10005	Auditor's Office	1,643,629	0	1,643,629	8.68
10006	Tax Supervising and Conservation Commission	344,365	0	344,365	2.00
10007	Communications Office	1,537,519	0	1,537,519	11.00
10008	County Attorney's Office	0	5,497,825	5,497,825	25.80
10009A	Local Public Safety Coordinating Council	694,860	686,849	1,381,709	3.00
10009B	HB3194 Justice Reinvestment	0	623,324	623,324	0.00
10010	Office of Community Involvement	252,154	0	252,154	2.00
10011	Office of the Board Clerk	988,601	0	988,601	2.00
10012	Office of Emergency Management	1,600,394	273,671	1,874,065	8.00
10016	Government Relations Office	1,028,586	0	1,028,586	5.00
10017A	Office of Diversity and Equity	883,264	0	883,264	4.80
10017B	Multnomah Youth Commission Support	110,792	0	110,792	1.00
10018A	Office of Sustainability	666,756	118,639	785,395	5.00
10018B	Environmental Justice Summit	15,000	0	15,000	0.00
10020	Regional Arts & Culture Council	300,000	0	300,000	0.00
10021	State Mandated Expenses	6,349,556	414,224	6,763,780	0.00
10022	Pass-Through Payments to East County Cities	8,694,559	0	8,694,559	0.00
10023	OHS Local Option Levy	0	3,072,786	3,072,786	0.00
10024	County School Fund	0	80,300	80,300	0.00
10025	Convention Center Fund	0	49,392,254	49,392,254	0.00
10026	Capital Debt Retirement Fund	0	32,323,014	32,323,014	0.00
10028	PERS Pension Bond Sinking Fund	0	92,431,104	92,431,104	0.00

Nondepartmental

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Nondepartmental (cont.)					
10029A	SummerWorks Internship Program	0	1,250,000	1,250,000	0.70
10029B	SummerWorks - Minimum Wage Increase	353,256	0	353,256	0.00
10029D	Summerworks - High-Risk Youth	<u>125,000</u>	<u>0</u>	<u>125,000</u>	<u>0.00</u>
Total Nondepartmental		\$29,792,078	\$186,163,990	\$215,956,068	104.28

*DOES include cash transfers, contingencies, and/or unappropriated balances.

Joint Office of Homeless Services

The following program offers account for General Fund revenues and other fund level transactions. General Fund expenditures are budgeted in departments.

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
10050	Joint Office of Homeless Services Administration & Operations	\$1,222,872	\$960,612	\$2,183,484	14.00
10051A	System Support, Access, & Coordination	348,030	835,560	1,183,590	0.00
10051B	PSH Coordinated Entry & Annual Point in Time Count	100,000	100,000	200,000	1.00
Safety off the Streets					
10052A	Adult Shelter	1,191,301	5,478,097	6,669,398	0.00
10052B	Women's Shelter	270,483	2,246,060	2,516,543	0.00
10052C	Gresham Women's/DV Shelter Preservation	475,000	475,000	950,000	0.00
10052D	Family Shelter	574,840	518,597	1,093,437	0.00
10052E	Family Shelter Expansion	250,000	250,000	500,000	0.00
10052F	Domestic Violence Shelter	754,220	245,397	999,617	0.00
10052G	Youth Shelter	1,601,710	228,250	1,829,960	0.00
10052H	UNITY/SPMI Shelter	325,000	325,000	650,000	0.00
10052I	Winter Shelter/Severe Weather	821,500	821,500	1,643,000	0.00
10052K	Shelter Capacity Preservation for Women/DV	190,000	190,000	380,000	0.00
10052M	Family Shelter Youth Activities	100,000	0	100,000	0.00
10053A	Housing Placement & Retention - Adults Only Households	886,570	4,559,366	5,445,936	0.00
Housing Placement and Retention					
10053B	Women	0	882,410	882,410	0.00
10053C	Homeless Families (Part I)	2,441,870	958,370	3,400,240	0.00

Nondepartmental

fy2018 proposed budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Housing Placement and Retention (cont.)					
10053D	Homeless Families (Part II)	1,374,330	0	1,374,330	0.00
10053E	Domestic Violence (Part I)	992,758	590,701	1,583,459	0.00
10053F	Domestic Violence (Part II)	636,610	0	636,610	0.00
10053G	Medical/Aging	900	851,310	852,210	0.00
10053H	Youth (Part I)	1,546,423	1,373,940	2,920,363	0.00
10053I	Youth (Part II)	854,760	0	854,760	0.00
10053J	Veterans	84,220	767,984	852,204	0.00
10053L	Local Long Term Rental Vouchers	175,000	175,000	350,000	0.00
Supportive Housing					
10054A	Adults Only Households	1,155,540	4,359,085	5,514,625	0.00
10054B	Mental Health/Medical Supportive Housing	800,000	3,587,065	4,387,065	0.00
Diversion					
10055A	Diversion	471,970	1,004,070	1,476,040	0.00
10055B	Eviction Pilot	200,000	200,000	400,000	0.00
Employment					
10056A	Employment Programs (Part I)	255,620	749,990	1,005,610	0.00
10056B	Employment Programs (Part II)	255,620	0	255,620	0.00
10057	Tax Title Affordable Housing	<u>4,683,640</u>	<u>0</u>	<u>4,683,640</u>	<u>0.00</u>
Total Joint Office		\$25,040,787	\$32,733,364	\$57,774,151	15.00

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 2018 General Fund	Other Funds	Total Cost	FTE
95000	Fund Level Transactions	\$91,603,985	\$60,315,425	\$151,919,410	0.00
	<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>				
95001	General Fund Revenues	\$495,799,664	\$0	\$495,799,664	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 non-departmental offices report to the Chair, including the Office of Diversity and Equity, Office of Sustainability, Communications Office, Board Clerk's Office and Government Relations.

Program Summary

The Chair oversees a \$1.88 billion budget and more than 6,000 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 has long championed issues supporting the most vulnerable in our community such as preventing and ending homelessness, creating stability for families, and providing healthcare to underserved populations. She has also led successful plans to replace the Sellwood Bridge, replace the Central County Courthouse and invest in vital county infrastructure.

In Fiscal Year 2018, Chair Kafoury will focus on the following priorities:

1. Continue historic investments in housing and homeless services and prevention.
2. Strengthen the mental health and addictions systems and close gaps in service.
3. Make our criminal justice system more fair by addressing racial and ethnic disparities.
4. Invest in early education and afterschool programs, helping children across the county succeed.
5. Protect our clean air and clean water from polluters.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Ensure broad community input by conducting community listening sessions	6	8	8	8
Outcome	Respond to all constituent emails, phone calls, & meeting requests timely & resolve constituent concerns	100%	100%	100%	100%
Output	Respond to recommendations from Home for Everyone Committee on Housing and Homelessness	100%	100%	100%	100%
Output	Complete next steps on the Central Courthouse & Health Department HQ planning, design & construction	N/A	100%	100%	100%

Performance Measures Descriptions

The Chair's office will continue to provide access and engagement opportunities for the community on the budget and policy development to ensure the county's agenda reflects the needs of the entire community.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,268,264	\$0	\$1,304,021	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$64,900	\$0	\$68,885	\$0
Internal Services	\$230,774	\$0	\$237,605	\$0
Total GF/non-GF	\$1,588,938	\$0	\$1,635,511	\$0
Program Total:	\$1,588,938		\$1,635,511	
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 2017: 10000 Chair's Office

Department: Nondepartmental **Program Contact:** Sharon Meieran
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Meieran serves as one of five elected members that make up the governing body of Multnomah County, representing District 1. District 1 includes areas west of the Willamette River as well as the inner east side of Portland south of Interstate 84. Her responsibilities include adopting a balanced budget, setting policy priorities and responding to the needs and concerns of her district. She works to make Multnomah County a place where everyone can thrive, through creation and support of programs that allow residents to be safe, healthy and live with dignity.

Program Summary

Commissioner Meieran is advocating for our most vulnerable residents by working on issues such as housing and homelessness, improving access to and quality of mental health services, and public safety reform and reinvestment. She will prioritize programs that provide meaningful and effective services to Multnomah County residents, and will ensure these programs have clear and measurable goals, and that these goals are met. She will also be a strong advocate for effective policies and programs at the state and federal levels.

She will participate in the FY 2018 budget process and will advocate for strategies that address the root causes of intergenerational cycles of poverty. These strategies will address the needs of our most vulnerable residents and focus on the intersection of housing and homelessness, health care, and public safety. Commissioner Meieran will spearhead efforts to improve mental health and addictions services, focusing on peer support, integration with housing, and connection to health care and other supportive wrap-around services. She will look for opportunities to continue to address domestic violence and the needs of veterans, and she will focus on reproductive health equity as well as public health interventions that improve the health and wellbeing of the whole community. She will actively seek opportunities to improve our resilience in an emergency, including through partnerships with others in the region. Commissioner Meieran will emphasize the need to enact policies that reverse the disparities and racial injustices disproportionately faced by people of color, and she will seek to end gender discrimination and the persistent wage gap.

Finally, Commissioner Meieran will oversee and collaborate with her colleagues on major construction projects in her district, including the Health Department Headquarters Project. She will closely monitor and provide feedback regarding the Burnside Bridge Lifeline Feasibility Study.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Respond to constituent emails, phone calls and meeting requests timely and resolve constituent concerns	N/A	N/A	N/A	100%
Outcome	Meet all benchmarks for Health Department HQ construction during fiscal year.	N/A	N/A	N/A	100%
Output	Conduct or partner on twice quarterly outreach events.	N/A	N/A	N/A	8 events
Output	Provide testimony and meet directly with state and federal legislators for priority issues.	N/A	N/A	N/A	8 meetings

Performance Measures Descriptions

Timely response is within 10 days.
 Outreach events, at least four events focusing on mental health care in Multnomah County.
 Priorities for legislative testimony are issues on the County's legislative agenda, including housing and homelessness, health care, mental health care, public health, eliminating domestic violence and reproductive rights and justice.

Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$473,662	\$0	\$482,467	\$0
Contractual Services	\$16,000	\$0	\$10,380	\$0
Materials & Supplies	\$45,044	\$0	\$59,395	\$0
Internal Services	\$85,122	\$0	\$89,827	\$0
Total GF/non-GF	\$619,828	\$0	\$642,069	\$0
Program Total:	\$619,828		\$642,069	
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 2017: 10001 BCC District 1

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. She is also active in representing the County on regional business and Government Partnerships, engaged with key stakeholders in the academic community and the system of community-based non-profits.

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, Community Justice 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 a continuing connection to Multnomah County values, its mission, goals, objectives and outcomes.

Community engagement, transparent and open governments are core values in the District 2 Office. 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. Highlights for FY 2017 included the following activity: 1) (\$1.2 million budgeted for the SummerWorks Program, leveraging over \$300,000 in partnership resources with the City of Portland and Worksystems, Inc.); 2) Funding for Disparity Reduction in Communities of Color, also known as the Promise Neighborhood Initiative \$2,000,000; 3) In collaboration with Comcast/Xfinity and the Department of County Human Services, addressing the issue of the "computer divide"; 4) Conducted senior town halls in the County to educate seniors about the dangers of elder financial fraud and abuse; and highlighting service delivery discussions addressing the needs of seniors residing in Multnomah County. Priorities for FY 2018 will include: maintaining Multnomah County's commitment to summer youth employment through SummerWorks; engaging in key Regional Policy activity through the Regional Disaster Preparedness Organization (RDPO), Workforce Investment Board, and the Metro Policy Advisory Committee (MPAC), focusing on Childhood Obesity, partnership in a 2018 Girls Summit, highlighting issues of importance for young women, healthcare, educational development and awareness, mentorship opportunities and job creation. District 2 will also focus attention 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 2018 Disparity Reduction in Communities of Color Initiative (Promise Neighborhood Initiative), and ensuring the mechanism for enrolling and maintaining vulnerable populations, including elders, adults, children and families in the Affordable Care Act functioning well in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Respond to constituent inquiries, emails and information requests.	130	130	150	200
Outcome	Dollar value of funding and services leveraged from community partners for SummerWorks Program	\$150,000	\$150,000	\$300,000	\$500,000
Output	Participate in Regional Disaster Planning Organization and Emergency Preparedness Activity	12	12	12	12
Output	Conduct quarterly town hall meetings in District 2	4	8	12	12

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 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	2017	2017	2018	2018
Personnel	\$476,641	\$0	\$515,160	\$0
Contractual Services	\$13,605	\$0	\$11,600	\$0
Materials & Supplies	\$38,288	\$0	\$18,321	\$0
Internal Services	\$91,294	\$0	\$96,988	\$0
Total GF/non-GF	\$619,828	\$0	\$642,069	\$0
Program Total:	\$619,828		\$642,069	
Program FTE	4.30	0.00	4.30	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 2017: 10002A BCC District 2

Department: Nondepartmental **Program Contact:** Jessica Vega Pederson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Commissioner Jessica Vega Pederson is one of five elected officials who form the governing body of Multnomah County. She represents District 3, comprising most of SE Portland. Commissioner Vega Pederson focuses on serving her constituents and the needs of East Portland while embracing the county's mission, vision and values of equity, sustainability, inclusivity, social justice, health, public safety, integrity and innovation. To learn more please visit <https://multco.us/commissioner-vega-pederson>.

Program Summary

By many accounts, the local economy is booming. The metro region has added roughly 165,000 new jobs in the last 6 years, 2.5 times more than the other six Oregon metropolitan regions combined. Household income in the city of Portland grew by 19% over the same time period, the second highest growth rate among U.S. cities. This tremendous growth pushed the city from being the 17th wealthiest in the U.S. to the 8th wealthiest. Yet that prosperity has not been evenly shared. Households with annual incomes of more than \$100,000 saw their incomes grow by 50%, while households with annual incomes of less than \$35,000 saw income decline by 20%.

Commissioner Vega Pederson's East Portland district contains neighborhoods where the poverty rate is close to 25%. The district is also one of the most diverse, composed of several communities of color, as well as immigrant and refugee communities. As such, there is a high need for critical government services, but the area has been historically underserved. East Portland has fewer sidewalks, parks, and other civic amenities than other areas of Portland and less transit access.

As the lone locally elected official designated with representing this part of the community, one of the Commissioner's top priorities is to find solutions to the disparities and inequities affecting District 3. Among the challenges that disproportionately affect low-income communities and communities of color are: the lack of affordable housing, involvement in the criminal justice system, limited access to reproductive healthcare, and the need for affordable and accessible early childhood education. Commissioner Vega Pederson will work to mitigate these inequities by continuing to partner with community-based organizations and directing resources to the areas and communities that have been traditionally underserved.

The Commissioner is also committed to improving pedestrian safety. Her district contains two-thirds of the city of Portland's high-crash intersections. She represents the county on several transportation committees and co-chairs the Earthquake Ready Burnside Bridge feasibility project, which aims to improve the region's earthquake preparedness. The Commissioner is also committed to building sustainable communities. She is the county's liaison to the Advisory Committee on Sustainability and Innovation, as well as the liaison to the Multnomah County Library Board.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	State and Federal advocacy for transportation, homelessness and housing and environmental protection	N/A	N/A	8	8
Outcome	Earthquake Ready Burnside Bridge Feasibility Study.	N/A	N/A	60%	100%
Outcome	Multnomah County Downtown Courthouse financing and construction.	N/A	N/A	60%	100%
Output	Community engagement and constituent outreach via neighborhood meetings and community events.	N/A	N/A	12	12

Performance Measures Descriptions

1) Advocate for County priorities before state and federal lawmakers. 2) Co-chair the Earthquake Ready Burnside Bridge policy advisory committee through its formation and present the feasibility study to the Board of Commissioners in September of 2018. 3) Help obtain the final round of \$92.6 million in matching funds for the new central courthouse. 4) The Commissioner and her office will attend community events and neighborhood meetings in her district to better understand the issues facing her constituents and inform her policy and budgetary priorities.

Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$497,138	\$0	\$506,420	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$37,692	\$0	\$39,711	\$0
Internal Services	\$79,998	\$0	\$90,938	\$0
Total GF/non-GF	\$619,828	\$0	\$642,069	\$0
Program Total:	\$619,828		\$642,069	
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 2017: 10003 BCC District 3

Department: Nondepartmental **Program Contact:** Lori Stegmann
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Lori Stegmann is one of five elected members that comprise the governing body of Multnomah County, representing District 4 in East County. As a member of the board of County commissioners, Commissioner Stegmann is responsible for adopting a balanced budget, setting policy, and effectively representing her district. Commissioner Stegmann is committed to engaging the community, operating in an open and transparent manner, and responding to the needs of constituents in a timely manner. For more information, please visit: <https://multco.us/commissioner-stegmann>

Program Summary

In FY 2018, Commissioner Stegmann will focus on supporting place-based efforts to reduce the impacts of poverty and negative systemic interactions for all residents of East Multnomah County. To this end, specific policy portfolios will address disparities for communities of color and residents involved in the justice system, opportunities for economic development and workforce collaborations, increased access to health and human services provided through the County, and effective, ongoing conversations with East County communities.

Commissioner Stegmann will chair the East Multnomah County Transportation Committee, co-chair the jail population focus subcommittee of the Local Public Safety Coordinating Council, and remain as Multnomah County's lead for the East County Caring Community. In addition, the Commissioner will serve as a board liaison for the Regional Arts and Culture Council, Mt. Hood Cable Regulatory Commission, Multnomah County's Audit Committee, the East Multnomah Economic Alliance, and as the board alternate for the Joint Policy Committee on Transportation.

District 4 will establish a 100% success rate to ensure responsiveness to all County departments and programs, as well as constituents from East Multnomah County. Engaging intentionally in conversations to make informed decisions and achieve collaborative consensus is a priority for Commissioner Stegmann and her team.

Commissioner Stegmann is committed to implementing the Equity and Empowerment Lens in all policy discussions and actively discuss how decisions may disproportionately impact communities who are underrepresented in those discussions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of East County community partners engaged	N/A	N/A	N/A	1,500
Outcome	Ongoing responsiveness to all County departments	N/A	N/A	N/A	100%
Output	Number of meetings convened in East County	N/A	N/A	N/A	25
Outcome	Ongoing responsiveness to all District 4 constituents	N/A	N/A	N/A	100%

Performance Measures Descriptions

1) Measured by unduplicated number of individuals involved in topic-specific meetings, gathered through mailing lists and sign in sheets. 2) Measured by percentage of department meetings, briefings and communication requested and completed. 3) Measured by number of meetings hosted or led by Commissioner Stegmann and her staff. 4) Measured by percentage of communications and response provided to constituents of Multnomah County District 4.

Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III,3.10(3).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$480,002	\$0	\$507,026	\$0
Contractual Services	\$5,000	\$0	\$5,100	\$0
Materials & Supplies	\$47,450	\$0	\$38,956	\$0
Internal Services	\$87,376	\$0	\$90,987	\$0
Total GF/non-GF	\$619,828	\$0	\$642,069	\$0
Program Total:	\$619,828		\$642,069	
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 2017: 10004 BCC District 4

Department: Nondepartmental **Program Contact:** Steve March
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Auditor's Office promotes efficient, effective, equitable and accountable government. Per County Charter, the elected Auditor conducts independent, objective performance audits and special studies of the County. Audits examine program performance, service outcomes, management processes, and general operations. Our work provide the public and county officials with a means of assessing the quality, effectiveness, and value of county services and identifies opportunities for improvement.

Program Summary

Audit reports and special studies are the primary product of the Auditor's Office and provide both internal and public accountability. Audits supply analyses and recommendations for improvement to county management and leaders, inform the public about how tax dollars are spent, and ensures that county operations are independently reviewed and held accountable. The Auditor's Office maintains a Good Government Hotline to report fraud, waste or abuse, and also provides a means for HIPAA/privacy reporting.

Audits released since the beginning of 2016 include: DCHS-ADVSD Public Guardian Program; DCHS-ADVSD OPI Services billing & contracts; DCS-Animal Services Finances; DCS-Anima; Services operations; Large Contracts follow-up; and our annual reports on Audit Survey Results, and the Good Government Hotline. Before the end of FY 2017, we will be releasing reports on Capital Construction Planning on both the new Multnomah County Courthouse and the Health Department Headquarters; Internal Services; the Homeless Services system; County Ethical Culture survey; Human Resources; and the Health Department.

Per the County Charter, the Auditor will appoint a 2018 Salary Commission in December 2017 and they will meet to set the salaries for the Chair, Commissioners, Sheriff & the District Attorney's supplement. Under the Charter, the Auditor's salary is set at 80% of the salary of a Circuit Court Judge. The Auditor's Office also facilitates the Audit Committee to manage the external financial audits required under Oregon State Law. All of our reports can be found at: <https://multco.us/auditor>.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of reports issued (Audit Reports + Good Govt Hotline)	6+2	9	9+2	9+2
Outcome	Recommendation implementation rate - within 5 years	91%	90%	92%	90%

Performance Measures Descriptions

The Output Measure includes audits & reports-to-management, plus two annual reports, one on the Good Government Hotline, and one on the Audit Survey, which assesses audits & recommendations over five-years. The Outcome Measure reports the percentage of audit recommendations that are either completed or in-progress over the rolling five-year period.

Legal / Contractual Obligation

County Charter 8.10 states, "The auditor shall conduct performance audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted 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	2017	2017	2018	2018
Personnel	\$1,224,248	\$0	\$1,276,941	\$0
Contractual Services	\$177,000	\$0	\$155,500	\$0
Materials & Supplies	\$27,640	\$0	\$31,382	\$0
Internal Services	\$161,567	\$0	\$179,806	\$0
Total GF/non-GF	\$1,590,455	\$0	\$1,643,629	\$0
Program Total:	\$1,590,455		\$1,643,629	
Program FTE	8.78	0.00	8.68	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 2017: 10005 Auditor's Office

To meet constraint, the Auditor reduced 0.10 FTE, reduced Professional Services to reflect a payment for the triennial Peer Review in FY 2017 (and will be budgeted again in FY 2019), and also reduced the audit contract cost to reflect this year's audit (it will be higher in the FY 2019, per the contract). Total Professional Services reduction \$21,500.

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	2017	2017	2018	2018
Personnel	\$304,915	\$0	\$322,375	\$0
Contractual Services	\$5,000	\$0	\$4,766	\$0
Materials & Supplies	\$21,600	\$0	\$15,300	\$0
Internal Services	\$2,820	\$0	\$1,924	\$0
Total GF/non-GF	\$334,335	\$0	\$344,365	\$0
Program Total:	\$334,335		\$344,365	
Program FTE	2.00	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 (\$274,935 for FY 2017) and the state's County Assessment Function Funding Assistance (CAFFA) Grant (\$56,616) for FY 2017). The County also provides office space for the Commission (valued at \$35,602 for FY 2018).

Member districts contribute on a pro-rated share per a statutory formula (ORS 294.632). FY 2017 contributions ranged from \$250 to \$137,467.

Significant Program Changes

Last Year this program was: FY 2017: 10006 Tax Supervising and Conservation Commission

Department: Nondepartmental **Program Contact:** Julie Sullivan-Springhetti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Communications Office is the bridge that connects people in Multnomah County to their government. The Office provides accurate, timely and responsive information on county services, employees and initiatives. Staff chronicle, curate and disseminate the work of the Board of County Commissioners and county departments. The Communications Office enables citizens to express their needs and ideas by conducting public engagement, providing access to public records and working effectively with media.

Program Summary

The Communications Office creates a central, coordinated voice that builds public trust through professionalism, timeliness and transparency. Through research, writing, photography, video and audio recordings, and culturally-specific approaches, staff create accessible materials to engage and inform the public. They operate as a virtual news outlet on county developments, covering board meetings, public events and profiling employees and clients. Staff create content and/or maintain 18 websites and the County's main social media accounts (Facebook, Twitter, etc.). The Office responds to all media and public records requests. They provide emergency health and safety communications for the public and employees 24/7. They develop position statements, op-eds, news releases, board presentations and legislative testimony. Using strategic communications, the Communications staff proactively anticipate issues and advise elected and department leaders and staff on critical concerns. They provide crisis communications for all departments, develop public education campaigns and convene public meetings. They promote employee expertise and skill through media training and help create a cohesive organization through the weekly Wednesday Wire newsletter sent to all county staff. With more than 100 languages spoken by Multnomah County residents, translation services are vital to ensure the delivery of services, care, and emergency information. Materials are developed specific to audiences and communities to promote understanding, assure equity and leverage culturally specific media.

Key objectives for 2018:

- Increase the awareness of, and access to, county services through increased output, branding, and coordinated county-wide content and outreach.
- Reach underserved communities by increasing materials, outreach and media relations to those populations.
- Protect and strengthen the integrity of government and governing by creating accurate, timely news of record.
- Increase professionalism and trust through style and production standards and media training for staff and leadership.
- Promote Multnomah County's unique role as a regional and statewide government leader through relations with partner agencies.
- Bring departments' communications professionals together to share best practices and leverage communications on county-wide initiatives.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of news stories generated by the office in all media -- TV, print, radio, County website and blogs	1,120	1,100	1,125	1,250
Outcome	Number of multi-media videos/projects produced by the office	50	80	50	52
Output	Number of Twitter users for the county	21,806	22,000	22,250	23,000
Output	Number of FaceBook followers for the county	2,846	2,500	2,750	3,000

Performance Measures Descriptions

The performance measure 1 captures traditional media, while 3 and 4 capture social media reach. The multi-media projects capture the number of videos produced and figures have been adjusted based on the capacity of one full-time staff member dedicated to video.

Legal / Contractual Obligation

Meet the spirit and intent of Oregon's public records law ORS 192.410 to 192.505, which governs public bodies and custodians of public records.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,092,086	\$0	\$1,339,594	\$0
Contractual Services	\$500	\$0	\$25,500	\$0
Materials & Supplies	\$12,100	\$0	\$21,500	\$0
Internal Services	\$118,155	\$0	\$150,925	\$0
Total GF/non-GF	\$1,222,841	\$0	\$1,537,519	\$0
Program Total:	\$1,222,841		\$1,537,519	
Program FTE	9.00	0.00	11.00	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 2017: 10007 Communications Office

The offer includes a new communications coordinator position to manage communications for the new Joint Office of Homeless Services and A Home for Everyone. This is a significant portfolio that includes the work of the Joint Office, and issues around housing, homeless services, emergency shelter and the extensive non-profit provider partnership that delivers shelter, employment and support services. The 2018 offer also includes increasing a .5 graphic designer and a .5 photographer each to full-time. Photos and graphic design are central pillars of all County Communications web and print content. These images appear across county websites, departments, print and web materials, to communicate visually. They are routinely used by all media outlets.

Department: Nondepartmental **Program Contact:** Jenny Madkour
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The mission of the Office of County Attorney is to provide the highest quality and cost effective legal advice and representation. The Office reviews and advises on the legal aspects of County government operation, defends claims against the County and its employees, and assists with Federal, State, and County legal requirements. The Office houses the County's Privacy Officer and related program. The County Attorney collaborates with risk management, provides legal training and strives to provide clients with appropriate advice before legal issues become legal problems.

Program Summary

The Office of County Attorney prepares and reviews legal documents including contracts, Ordinances, Resolutions, Board Orders, Executive Rules, Administrative Procedures, and others. It provides legal advice and counsel to the Board of County Commissioners, the Chair, the Sheriff, the Auditor, the District Attorney, County Departments, Offices, Advisory Boards, Districts, Commissions and Committees. It prepares formal written opinions deemed necessary by the County Attorney regarding significant interpretations of federal and state laws, the Charter, County Code and other legal requirements. The Office controls and supervises all civil actions and legal proceedings where the County is a party or has a legal interest. The Office represents and defends any legal action, matter or proceeding in any court or tribunal and as requested by the Board.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Attorney Direct Service Hours	23,059	23,000	23,000	24,000
Outcome	Attorney time dedicated to direct client services	91%	91%	91%	91.5%
Input	Number of tort claims received	82	200	120	120

Performance Measures Descriptions

The number of attorney direct service hours represents attorney time dedicated to litigation, legal consultation, legal document preparation and review, and client training. Direct service hours exclude time spent on professional development and administrative tasks. A tort claim is a notice of intent to bring a lawsuit for damages against the County or its employees. Upward and downward trends in these claims indicates future workload and is used for risk management.

Legal / Contractual Obligation

Multnomah County Code Chapter 25 established the Office of County Attorney and charges the County Attorney to be the Chief Legal Officer of the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$4,478,406	\$0	\$4,632,000
Contractual Services	\$0	\$25,000	\$0	\$35,000
Materials & Supplies	\$0	\$173,770	\$0	\$250,000
Internal Services	\$0	\$521,217	\$0	\$580,825
Total GF/non-GF	\$0	\$5,198,393	\$0	\$5,497,825
Program Total:	\$5,198,393		\$5,497,825	
Program FTE	0.00	25.80	0.00	25.80

Program Revenues				
Other / Miscellaneous	\$0	\$5,198,393	\$0	\$5,497,825
Total Revenue	\$0	\$5,198,393	\$0	\$5,497,825

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 2017: 10008 County Attorney's Office

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The central purpose of Multnomah County's Local Public Safety Coordinating Council (LPSCC) is to coordinate the public safety plans, policies, operations, and strategies of local government agencies to improve the local public safety system's cost-effectiveness and responsiveness to the needs of the community. Since 1995, LPSCC has convened leaders from local governments; public safety, social service and education agencies; private service providers and local communities throughout the County to collaborate on and improve public safety system outcomes.

Program Summary

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). To carry out this mission, LPSCC's Executive Committee meets monthly to share information, identify issues and problems affecting public safety, and oversee development of new plans, policies, and strategies. The Executive Committee is co-chaired by Multnomah County Chair Deborah Kafoury and City of Portland Mayor Ted Wheeler.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety system, (b) coordinated policies to improve that system and (c) evidence-based strategies that address issues important to community safety. The Council directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system. Examples include: the Youth and Gang Violence Steering Committee, coordination between the public safety and mental health systems, decreasing Racial and Ethnic Disparities, and implementing House Bill 3194/Justice Reinvestment (2013). It also oversees the operation of Decision Support System-Justice (DSSJ), the County's public safety data warehouse, which is a repository for all public safety related data.

In its FY 2010 adopted budget, Multnomah County's Board of Commissioners formally transferred responsibility for the administration of DSSJ to the County's Local Public Safety Coordinating Council (LPSCC), which agreed to oversee the development and maintenance of DSSJ and ensure data accuracy and security through a Policy Committee.

In FY 2018, 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 (grant funded), and a full-time Executive Assistant, who provides organizational and communications support.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of LPSCC Executive Committee and Subcommittee Meetings	86	68	85	90
Outcome	Average percentage of statutorily mandated LPSCC representatives present at Executive Committee meeting	62	75	70	70
Output	Number of policy recommendations made to County Commissioners	8	10	10	10

Performance Measures Descriptions

Legal / Contractual Obligation

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$478,194	\$0	\$512,770
Contractual Services	\$0	\$15,000	\$0	\$47,316
Materials & Supplies	\$0	\$74,042	\$0	\$62,132
Internal Services	\$656,622	\$132,634	\$694,860	\$64,631
Total GF/non-GF	\$656,622	\$699,870	\$694,860	\$686,849
Program Total:	\$1,356,492		\$1,381,709	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$532,675	\$0	\$523,517
Other / Miscellaneous	\$0	\$15,000	\$0	\$163,332
Beginning Working Capital	\$0	\$152,195	\$0	\$0
Total Revenue	\$0	\$699,870	\$0	\$686,849

Explanation of Revenues

\$694,860 is General Fund specifically designated to pay for the DSSJ system.

\$523,517 is funded by the State Department of Corrections through SB 1145. This amount is determined by the State of Oregon, and final amounts will be determined in June, 2017. Therefore, this funding could be at-risk.

\$163,332 will be carried over from the MacArthur Foundation for participation in the Safety and Justice Challenge.

Significant Program Changes

Last Year this program was: FY 2017: 10009A Local Public Safety Coordinating Council

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 Chair Deborah Kafoury and City of Portland Mayor Ted Wheeler.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety system, (b) coordinated policies to improve that system and (c) evidence-based strategies that address issues important to community safety. The Council directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system, including implementation of HB 3194 and justice reinvestment.

This program offer houses the \$623,324 for victim's services contracts, part of HB 3194. House Bill 3194 established the Justice Reinvestment Grant Program, which requires 10% of funds be spent on victims services. The 10% is administered by LPSCC to contract with community-based victims services agencies. The funds must be allocated to underserved populations. This amount is determined by the State of Oregon, and final amounts will be determined in June, 2017, therefore, this funding could be at-risk. As indicated in the rules developed by the Criminal Justice Commission, County LPSCCs are responsible for choosing and contracting with victim's services agencies.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of contracts executed with community-based victims services agencies.	3	3	3	3
Outcome	Number of crime victims served with crime victims funding.	NA	NA	552	600

Performance Measures Descriptions

1) Contracts result in services for previously underserved victim populations. 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	2017	2017	2018	2018
Contractual Services	\$0	\$614,017	\$0	\$623,324
Internal Services	\$0	\$105,512	\$0	\$0
Total GF/non-GF	\$0	\$719,529	\$0	\$623,324
Program Total:	\$719,529		\$623,324	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$495,035	\$0	\$423,074
Beginning Working Capital	\$0	\$224,494	\$0	\$200,250
Total Revenue	\$0	\$719,529	\$0	\$623,324

Explanation of Revenues

State HB 3194 CJC revenue \$423,074. Beginning Working Capital from unspent contracts from FY 2017 \$200,250.

Significant Program Changes

Last Year this program was: FY 2017: 10009B LPSCC - HB3194 Justice Reinvestment

Department: Nondepartmental **Program Contact:** Brenda Morgan

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

Related Programs:

Program Characteristics:

Executive Summary

The Office of Community Involvement (OCI) was established by County Charter to facilitate direct communication between the people of Multnomah County and the board of county commissioners. The Community Involvement Committee (CIC) was established by County Ordinance to join the OCI in community involvement activities.

Program Summary

The OCI and CIC coordinate programs and activities designed to engage people from Multnomah County's diverse communities in ongoing study and discussion of the county's priorities, programs and procedures. Programming includes community forums, departmental reviews, and trainings. The CIC and OCI convey community input to officials and departments through reports, recommendations, surveys, and meetings. The OCI staffs the volunteer members of the CIC, including providing support, training and coordination for CIC meetings, subcommittees and direct staffing for the County's Central and Non-Departmental CBACs. The OCI and CIC provide technical and clerical assistance and training to the County's Budget Advisory Committees. The OCI and CIC host an annual volunteer recognition event for all county departments.

The OCI and CIC conduct continual outreach and recruitment to inform communities about opportunities to engage with Multnomah County committees and programs by attending community events and through communications including social media and email. The OCI maintains a community contact list for communications, including notifying qualifying organizations of the opportunity to nominate members of committees. The OCI provides a single point of contact for community members interested in volunteering through information and resources at its physical office, by maintaining lists of committees and other volunteer opportunities, managing inquiry and application processes, referring inquiries from the public to appropriate opportunities and resources, maintaining a database of active and potential volunteers, and facilitating nominations for board appointments to the CIC and CBACs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of CIC meetings and subcommittee meetings	N/A	N/A	15	15
Outcome	Percentage of participants in activities who felt time was well spent	98%	98%	90%	90%
Output	Number of community events attended	N/A	15	15	15
Outcome	Percentage of volunteer positions on CIC and CBACs filled	N/A	N/A	85%	75%

Performance Measures Descriptions

These measures reflect key activities and outcomes for the OCI according to its primary functions. Percentage of volunteer positions held was added as an important outcome for outreach activities. "Time well spent" is an important outcome for meetings held. Response time to inquiries was removed, as it is secondary to outcomes such as % of positions filled.

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	2017	2017	2018	2018
Personnel	\$185,545	\$0	\$190,114	\$0
Contractual Services	\$1,500	\$0	\$1,530	\$0
Materials & Supplies	\$13,351	\$0	\$15,165	\$0
Internal Services	\$42,593	\$0	\$45,345	\$0
Total GF/non-GF	\$242,989	\$0	\$252,154	\$0
Program Total:	\$242,989		\$252,154	
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 2017: 10010A Citizen Involvement Committee

In early 2017, the CIC and OCI changed the word in their operating titles from “citizen” to “community” to better reflect the goals and values of their work.

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 Clerk 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 Clerk 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 Clerk manages all Board meetings, agendas, records, indices and schedules. It maintains and disseminates information pertaining to adopted resolutions, orders, ordinances and proclamations.

Board Clerks act to maintain the integrity of all Multnomah County processes and procedures pertaining to the Board of County Commissioners. They uphold the Board of Commissioners' Vision and support its Mission in their work.

Board Clerks serve as parliamentarians at all meetings, take minutes, prepare meeting records and notices and provide internal and external customer service, information and referral. They perform responsible clerical and research work associated with the proceedings of the meetings, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of Board related documents processed		6,000	6,000	7,539
Outcome	Files shared with Archives		4,000	4,000	5,000

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	2017	2017	2018	2018
Personnel	\$288,591	\$0	\$285,904	\$0
Contractual Services	\$105,000	\$0	\$30,000	\$0
Materials & Supplies	\$289,500	\$0	\$294,400	\$0
Internal Services	\$362,132	\$0	\$378,297	\$0
Total GF/non-GF	\$1,045,223	\$0	\$988,601	\$0
Program Total:	\$1,045,223		\$988,601	
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 2017: 10011 Office of the Board Clerk

Fiscal year 2017 included \$75,000 of one-time-only General Funds to support the National Organization of Black County Officials annual conference, due to the possibility of Multnomah County being a selected site.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Personnel	\$880,800	\$173,183	\$880,695	\$263,502
Contractual Services	\$96,293	\$65,000	\$133,700	\$0
Materials & Supplies	\$132,345	\$0	\$125,500	\$3,081
Internal Services	\$377,145	\$4,574	\$460,499	\$7,088
Total GF/non-GF	\$1,486,583	\$242,757	\$1,600,394	\$273,671
Program Total:	\$1,729,340		\$1,874,065	
Program FTE	6.50	1.50	6.00	2.00

Program Revenues				
Intergovernmental	\$0	\$242,757	\$0	\$273,671
Total Revenue	\$0	\$242,757	\$0	\$273,671

Explanation of Revenues

MCEM receives \$273,671 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

Significant Program Changes

Last Year this program was: FY 2017: 10012A Office of Emergency Management

This program combines 10012A and 10012B from FY 2017.

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 legislative agenda set by the Board of Commissioners and facilitates interdepartmental cooperation on intergovernmental efforts.

The Director manages budget and compliance issues, manages federal government relations, and together with the Deputy Director serves as the state lobbyist for the county, leads stakeholder and coalition meetings and provides regular updates to the Board of Commissioners, departments and other staff. The Policy Manager 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Develop and pass a comprehensive legislative agenda	1	1	1	1
Outcome	Provide an annual report that details bill outcomes and progress on county priorities	1	1	1	1
Output	Number of trainings, planning groups, and presentations to increase county-wide competitive grant capacity	20	20	26	24

Performance Measures Descriptions

The adoption of the legislative agenda is the culmination of a broad process of broad consultation with employees, departments, elected officials, advocacy organizations and community groups. The annual report provides transparency and identifies both positive and negative results. Planning groups, trainings and presentations ensures broad access to the knowledge, systems and resources necessary for submitting successful grants.

Legal / Contractual Obligation

All government relations activities shall be consistent with federal laws and policies, State of Oregon statutes, the Multnomah County Home Rule Charter and Multnomah County Laws.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$782,012	\$0	\$817,016	\$0
Contractual Services	\$118,000	\$0	\$114,000	\$0
Materials & Supplies	\$25,950	\$0	\$25,250	\$0
Internal Services	\$69,865	\$0	\$72,320	\$0
Total GF/non-GF	\$995,827	\$0	\$1,028,586	\$0
Program Total:	\$995,827		\$1,028,586	
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 2017: 10016 Government Relations Office

Department: Nondepartmental **Program Contact:** Ben Duncan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Diversity and Equity (ODE) is a team of professional resource experts and a partner in 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 develops empowering tools for internal and external communities.

Program Summary

ODE provides leadership and resources for advancing organizational equity and inclusion change efforts that support the business of the county.

ODE works with and within departments to lead, support and complement equity and social justice work throughout the County. Projects and resources include: Civil Rights policy development and compliance, Workforce Equity , policy analysis, Equity and Empowerment Lens technical assistance and consultation, research and best practices for data collection and analysis, 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.

ODE also works with community based stakeholders to identify critical issues of importance with the goal of lifting up underrepresented voices for systems and policy change.

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 10 Employee Resource Groups and the 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Employee Resource Groups	10	10	10	10
Outcome	Number of Equity and Empowerment Lens applications, technical assistance, training and consultation	8	12	36	24
Output	Data Dashboards, data reports, compliance reports submitted	12	15	6	6
Output	Development of unique data metrics related to racial equity	N/A	5	5	n/a

Performance Measures Descriptions

ODE revised program measures to reflect new focus on evaluation practices and measures and less focus on creating new dashboards. ODE continues to maintain countywide dashboard on employee demographics, updated semi-annually. The outcome 2 measure significantly increased with staffing realignment and increased focus and demand for equity consultation across departments. ODE is responsible for Affirmative Action, Equal Employment, and other federal compliance reports for the County.

Legal / Contractual Obligation

Title II, Title VI administration for the County
Affirmative Action, Equal Employment Opportunity
Administers discrimination complaint/grievance processes

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$673,491	\$0	\$701,838	\$0
Contractual Services	\$25,000	\$0	\$20,000	\$0
Materials & Supplies	\$51,631	\$0	\$47,073	\$0
Internal Services	\$105,655	\$0	\$114,353	\$0
Total GF/non-GF	\$855,777	\$0	\$883,264	\$0
Program Total:	\$855,777		\$883,264	
Program FTE	4.50	0.00	4.80	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 2017: 10017A Office of Diversity and Equity

This program included a 1.00 FTE budgeted as one-time-only in FY 2017. That position was requested as a scale up offer on 10017B.

Department: Nondepartmental **Program Contact:** Ben Duncan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah Youth Commission, the official youth policy body for Multnomah County is a group of 37 young people, ages 13- 21, that strives to provide a voice for youth in the County's work. In addition to its advisory role within local government, the MYC works to improve the community through service projects. The work of MYC is guided by "Our Bill of Rights: Children + Youth," the nation's first Bill of Rights written by and for young people and adopted by a local government.

Program Summary

The Multnomah Youth Commission (MYC) serves the County in several ways. The MYC advises and makes recommendations on policies and programs that impact youth in Multnomah County by engaging with all levels of the organization through committee work, Elected Official Liaison Program, and training and technical assistance for community organizations and government agencies. Through a youth development program and youth policy body, MYC uses authentic youth engagement practices and tools to build the capacity of youth to participate in high-level policy advocacy to ensure that young people form relationships with caring adults, build skills, exercise leadership, and help their communities as they develop into healthy, productive adults. The MYC works with youth and adults throughout our community to change the way violence is viewed and dealt with through the Youth Against Violence Committee and the Rob Ingram Youth Against Violence project mini-grants. These projects aim to empower youth to take lead and work together to address issues most important to their communities, while highlighting and sharing ideas and experiences regarding violence, and building youth-led solutions. All MYC work is guided by "Our Bill of Rights: Children + Youth", the nation's first bill of rights written by and for youth. The MYC is made up of a diverse group of youth dedicated to equity and justice, developing into a nationally recognized youth development program that incorporates participatory action research, policy creation and advocacy, and Youth-Adult Partnership as its foundational underpinnings.

The Office of Diversity and Equity provides leadership and resources for advancing organizational equity and inclusion change efforts. ODE works in collaboration with departments and offices and serves and as equity, inclusion and social justice resource at Multnomah County. The Multnomah Youth Commission (MYC) sits within the Office of Diversity and Equity.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Youth Commission Meetings held	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	2017	2017	2018	2018
Personnel	\$108,053	\$0	\$110,792	\$0
Materials & Supplies	\$0	\$10,000	\$0	\$0
Total GF/non-GF	\$108,053	\$10,000	\$110,792	\$0
Program Total:	\$118,053		\$110,792	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,000	\$0	\$0
Total Revenue	\$0	\$10,000	\$0	\$0

Explanation of Revenues

This is a General Fund program.

Significant Program Changes

Last Year this program was: FY 2017: 10017B Multnomah Youth Commission Support

Reduced funding from Penney Foundation (\$10,000).

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 works with the community and County departments to develop unique partnerships that help make Multnomah County a better place to live, work, and do business. The Office of Sustainability is not only committed to a healthy planet, but also firmly roots our work in Multnomah County's mission to protect the most vulnerable in our community. This value shapes the way we approach sustainability, an approach based on achieving social, economic, and environmental justice.

Major focus areas for FY 2018 include, implementation of the Climate Action Plan, implementation of the Commercial Building Property Assessed Clean Energy program (PropertyFit), 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 79 County specific actions covered in the plan. The overall purpose of the plan, and these activities, is to promote a low carbon and resilient community. The office will also work to develop policies and procedures that the County can advocate for or implement that will advance the goals of the plan, for example, promoting more efficient building energy codes and developing a low emissions fleet strategy.

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. A new priority will be to work with the Board and community partners to develop and help to implement an environmental justice policy for the County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Servings of fresh, culturally appropriate produce donated, by pounds and types of food grown.	111,055	115,000	111,055	100,000
Outcome	Decrease in community wide greenhouse gas emissions over 1990 levels based on trend line analysis.	21%	15%	21%	22%
Output	Number of volunteer hours contributed to Office of Sustainability events or programs.	1,375	1,500	1,375	1,000

Performance Measures Descriptions

1) Donation of healthy, culturally appropriate food from the CROPS program, as identified by our community partners. Decrease due to the planned move of the farm to a new location. 2) 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. 3) 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	2017	2017	2018	2018
Personnel	\$543,310	\$0	\$571,465	\$13,433
Contractual Services	\$5,500	\$0	\$5,500	\$65,206
Materials & Supplies	\$21,000	\$0	\$23,985	\$0
Internal Services	\$59,217	\$0	\$65,806	\$0
Capital Outlay	\$0	\$0	\$0	\$40,000
Total GF/non-GF	\$629,027	\$0	\$666,756	\$118,639
Program Total:	\$629,027		\$785,395	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$78,639
Other / Miscellaneous	\$0	\$0	\$0	\$40,000
Total Revenue	\$0	\$0	\$0	\$118,639

Explanation of Revenues

For FY 2018, new grant revenues from the East Multnomah Soil & Water Conservation District for year one of a three year Green Gresham/Healthy Gresham project \$78,639.

Private donation for the purchase of a farm tractor \$20,000.

Significant Program Changes

Last Year this program was: FY 2017: 10018A Office of Sustainability

In FY 2018 the Office of Sustainability will focus on the implementation of PropertyFit (CPACE). Specifically the focus will be on integrating the recently authorized seismic resilience component into the energy efficiency and renewable energy financing aspects of the program. Program ramp up will also be a focus. Pending grant funding, the Office will launch a tree planting project in the City of Gresham in partnership with the City and Friends of Trees. Tree planting will focus on underserved neighborhoods, including Rockwood and Wilkes East. Finally, a focus will be transitioning the community farm to a new permanent home on the Edgefield property, and continue to deepen partnerships in County programs and the community.

Department: Nondepartmental **Program Contact:** John Wasitynski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer funds an Environmental Justice Summit hosted by Multnomah County. The Summit will bring together local leaders to learn and explore the principals of environmental justice and to also help chart how these principles become a part of the decision-making process in Multnomah County and beyond. The summit will prioritize participation from organizations representing environmental justice communities and individuals who are people of color, and low-income communities, tribal communities, and other communities traditionally underrepresented in public processes.

Program Summary

Environmental justice is equal protection from environmental and health hazards, and meaningful public participation in decisions that affect the environment in which people live, work, learn, practice spirituality and play. "Environmental justice communities" include minority and low-income communities, tribal communities, and other communities traditionally underrepresented in public processes.

When Multnomah County and other public agencies make decisions that affect our environment it is critical that low-income and minority populations are not disproportionately affected. Moreover, environmental justice communities must have a meaningful seat at the table when decisions are made that will have an impact on their communities. The principles of environmental justice align with the County's mission to protect the most vulnerable in our communities and its approach to sustainability, based on achieving social, economic, and environmental justice.

The Environmental Justice Summit will be an opportunity for local leaders to learn and explore the principals of environmental justice and to also help chart how these principles become a part of the decision-making process in Multnomah County. The summit will prioritize participation from organizations representing environmental justice communities and individuals who are people of color, and low-income communities, tribal communities, and other communities traditionally underrepresented in public processes. The Summit will also coincide with the Board of County Commissioners considering a resolution stating the County's commitment to environmental justice and outlining how that commitment will impact decision making at the County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Estimated local leaders participating in the environmental justice summit	N/A	N/A	N/A	75
Outcome	Pass a Board resolution stating the County's principals and commitment to environmental justice	N/A	N/A	N/A	1

Performance Measures Descriptions

In this inaugural year of the Environmental Justice Summit, the goal will be to host a summit for local leaders to learn and explore the principals of environmental justice and to also help chart how these principles become a part of the decision-making process in Multnomah County. In addition, the Board will vote on a resolution stating the County's commitment to environmental justice and outlining how that commitment will impact decision making at the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$15,000	\$0
Total GF/non-GF	\$0	\$0	\$15,000	\$0
Program Total:	\$0		\$15,000	
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:** 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 2018 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Dollars leveraged from other sources	\$9,974,900	\$9,000,000	\$9,470,000	\$9,500,000
Outcome	Multnomah County children engaged in creative learning	8,449	8,000	9,053	9,500
Output	Individuals served by RACC-funded projects and programs	3.1 Million	3.3 Million	3.3 Million	3.5 Million
Outcome	Improvement in reading and math scores	2.5 times	2.5 times	2.5 times	2.5 times

Performance Measures Descriptions

*Evaluation data reveals that as schools work with The Right Brain Initiative, students reading and math scores increase at least 2.5 times more than the average annual rate of increase. This growth is even greater for English Language Learners, whose scores increased 10 times more after schools partnered with Right Brain.

Legal / Contractual Obligation

RACC operates as a steward of Multnomah County investments in arts and culture as per contract #440000704 which expires on June 30, 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
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 2017: 10020 Regional Arts & Culture Council

With increased funding from Multnomah County in FY 2016, 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 \$4.1 million to 137 nonprofit organizations and 113 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) Work for Art raised \$912,000 in the 10th annual campaign that ended June 30, 2016.

Department: Nondepartmental **Program Contact:** Michael Crank
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer accounts for Facilities charges for the State Courts and for the Tax Supervising & Conservation Commission. It also accounts for debt service on the new East County Courthouse, for pass-through payments to the Multnomah Law Library, the State Watermaster, and for maintaining Wapato Jail.

Program Summary

ORS 1.185 requires that counties provide court space for the operation of the state circuit courts. Multnomah County operates courts at the downtown Courthouse, the Multnomah County Justice Center, the Donald E. Long Juvenile Justice Center, and at the new East County Courthouse, opened in FY 2013. County-provided courtroom space is a key resource in the County's criminal justice system. Multnomah County courts' central locations allow easy access to the court system, provide visibility to the community of the public safety system at work, and allow the justice system to hold offenders accountable.

The County's Facilities Division is responsible for operating and maintaining County courtrooms, and for maintaining the Wapato Jail facility. The Facilities Division provides services ranging from planning, construction, and building operations and maintenance to cleaning the buildings and maintaining the grounds for courtrooms located in Multnomah County's owned and leased facilities. Facilities maintains the grounds, interior, and exterior of the Wapato Jail, and incurs costs for this maintenance and for utilities in order to minimize deterioration of the building.

There is a \$5,000 pass thru payment for the State Watermaster.

The 2011 Legislature passed several bills that changed the way court fees are allocated among local programs. One local program, the Multnomah Law Library, is a recipient of an allocation of fees through Multnomah County to the Law Library. The allocation will be monitored to see if changes are made for the upcoming State biennium.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Preventive Maintenance work orders scheduled (proactive vs. reactive)	50%	60%	55%	60%
Outcome	Customer Service satisfaction rating	90%	90%	90%	90%

Performance Measures Descriptions

These performance measures are the same as those used for the County's other building operations see Program Offer 78202. Facilities customers are emailed a link for a Zoomerang customer service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

Legal / Contractual Obligation

ORS 1.185 reads: "County to provide courtrooms, offices and jury rooms."

(1) The county in which a circuit court is located or holds court shall:

(a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.

(b) Pay expenses of the court in the county other than those expenses required by law to be paid by the state.

(2) Except as provided in subsection (1) of this section, all supplies, materials, equipment and other property necessary for the operation of the circuit courts shall be provided by the state under ORS 1.187. [Formerly 1.165]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,000,000	\$0	\$1,000,000	\$0
Materials & Supplies	\$175,760	\$0	\$244,415	\$0
Internal Services	\$4,768,461	\$392,089	\$5,105,141	\$414,224
Total GF/non-GF	\$5,944,221	\$392,089	\$6,349,556	\$414,224
Program Total:	\$6,336,310		\$6,763,780	
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 \$392,089 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 2017: 10021 State Mandated Expenses

Due to changes in the Departments of County Assets space allocation model, the mothball costs for Wapato are estimated to decrease by more than \$135,000. The State Courts are occupying new space at Walnut Park for a multi-year project to scan records and eventually eliminate the need for hard copy storage space. New costs in that facility are \$141,000. FY 2018 includes one-time only-costs of moving the State Courts (\$55,400) and TSCC (\$9,300) out of the current location.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Contractual Services	\$8,317,112	\$0	\$8,694,559	\$0
Total GF/non-GF	\$8,317,112	\$0	\$8,694,559	\$0
Program Total:	\$8,317,112		\$8,694,559	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$202,667	\$0	\$289,805	\$0
Total Revenue	\$202,667	\$0	\$289,805	\$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 2017: 10022 Pass-Through Payments to East County Cities

Department: Nondepartmental **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Oregon Historical Society (OHS) is a private not-for-profit entity founded in 1898. Since 1899, it has received appropriations from 1) state government (except 2002-6) in recognition of its operation of the state history museum and a large Oregon history research library; 2) Multnomah County (\$335k per year, 1999-2003) as a participant in the county library levy; and 3) Multnomah County special purpose levy 26-118 in November 2010 that provides for levy support at the rate of \$0.05 per thousand of assessed value and renewal of the second five-year period at the same rate.

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 \$160,000 per year from the levy proceeds. The levy allocates the balance, estimated at \$2,657,160 in FY 2016/2017, to the Oregon Historical Society for its programs and operations.

The levy has provided basic operational support and has certainly increased OHS's public services. The library has been open 32 hours a week since the July 2011 levy funding went into effect and will continue to be open 32 hour a week during the duration of the second levy and will continue to serve additional patrons. Due to the levy funding, the increased public programs have reached more Oregonians than ever and will continue to focus on programs to reach all corners of Oregon with the passage of the second levy. The levy provided funds to preserve, maintain and display its vast number of collections and the passage of the second levy will continue OHS' ability to enhance collections care and display more of Oregon's treasures.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Multnomah County citizens admitted free of charge.	24,894	22,800	25,000	25,000
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	208	227	215	230
Quality	Care of Collections through additional curator/registrar	3	1	1	1

Performance Measures Descriptions

In 2016, the traveling exhibit Chinese American: Exclusion/Inclusion and Beyond the Gate: A Tale of Portlands Historic Chinatowns exhibits opened to rave reviews, which has helped increase Multnomah County residence visits by 135% since 2011. The exhibit has also developed a partnership between the Chinese American community and OHS with the Chinese New Year Dragon Dance events and programs starting from China Town to OHS.

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 \$160,000 per year from the levy proceeds.

Board Resolution 2016-010 renewed the local OHS option levy another five years beginning in fiscal year 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$2,596,778	\$0	\$3,065,286
Internal Services	\$0	\$7,500	\$0	\$7,500
Total GF/non-GF	\$0	\$2,604,278	\$0	\$3,072,786
Program Total:	\$2,604,278		\$3,072,786	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$2,584,788	\$0	\$3,053,536
Interest	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$16,490	\$0	\$16,250
Total Revenue	\$0	\$2,604,278	\$0	\$3,072,786

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 2017: 10023 OHS Local Option Levy

Board Resolution 2016-010 renewed the local OHS option levy another five years beginning in FY 2017. This levy will end in FY 2021.

Department: Nondepartmental **Program Contact:** Mike Jaspin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer distributes revenues received from property taxes associated with railroad cars to local school districts. This is a statutory responsibility of Oregon counties (ORS 308.505 to ORS 308.665) and these revenues are dedicated to a County School Fund. It also includes revenues dedicated to the County School Fund received from the sale of timber cut on federal forest land and the Secure Rural Schools (SRS) program. Federal legislation governing the SRS payments has sunset several times, and has not been reauthorized for FY 2018.

Program Summary

Since 1908, all counties in Oregon had received payments from the US government from revenue generated by the sale of timber cut on federal forest lands. State law specified how the revenue was to be allocated.

The federal law authorizing federal timber payments to counties, PL 106-393, sunset as of September 30, 2006. It was reauthorized by Congress for one year in 2007, and was renewed in 2008 for a four-year period, during which time the amount received declined each year. FY 2012 was to have been the last year in this 4-year extension. Congress reauthorized this legislation for one year in FY 2013, and again in FY 2014.

In April of 2015, Congress once again reauthorized the Secure Rural Schools program, but for two years. Payments are retroactive for the County's FY 2015 budget and will provide funds in FY 2016.

The law was not reauthorized for FY 2017, and timber payments will be governed by the 1908 Act as amended. If reauthorization occurs before September 30th, 2018, FY 2017 funds could be paid retroactively. The law has not been reauthorized for FY 2018, and our assumption is that it will not be reauthorized in the future.

The remaining revenue is from the County's portion of the ad valorem tax that is assessed on the value of rail cars as outlined by state statute.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Contractual Services	\$0	\$80,300	\$0	\$80,300
Total GF/non-GF	\$0	\$80,300	\$0	\$80,300
Program Total:	\$80,300		\$80,300	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$20,000	\$0	\$20,000
Taxes	\$0	\$60,000	\$0	\$60,000
Interest	\$0	\$100	\$0	\$100
Beginning Working Capital	\$0	\$200	\$0	\$200
Total Revenue	\$0	\$80,300	\$0	\$80,300

Explanation of Revenues

The County School Fund is credited with 25% of the revenue received from the statewide assessment of railroad cars apportioned to each County. Revenues have averaged \$15,000-\$20,000 over the past several years.

Significant Program Changes

Last Year this program was: FY 2017: 10024 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 \$980-\$1180 during a three-day stay in the region. A report prepared in 2016 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 \$1 billion 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	\$ (In Millions) Impact of Convention Center Visitors to County Economy	729	570	740	760
Outcome	# of Employees in Travel/Tourism Industry (Est.)	7,500	5,600	7,600	7,800

Performance Measures Descriptions

The Oregon Convention Center (OCC) generates significant economic activity to metropolitan Portland and the State. Multnomah County accounts for more than 2/3rds of tourism related activity. Travel/tourism accounts for approximately 10% of metropolitan area employment.

Metro provides data analysis on total annual spending in millions of dollars (output) which is estimated to support the total number of people employed (outcome) in the travel/tourism industry.

Legal / Contractual Obligation

This program is mandated by IGAs that dictate how the revenues received in the Special Excise Tax Fund are allocated.

There is no discretion in allocating the revenue - all receipts are turned over per County Code and pursuant to terms specified in the IGAs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$42,177,226	\$0	\$49,392,254
Total GF/non-GF	\$0	\$42,177,226	\$0	\$49,392,254
Program Total:	\$42,177,226		\$49,392,254	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$42,158,789	\$0	\$49,346,365
Interest	\$0	\$5,000	\$0	\$7,500
Beginning Working Capital	\$0	\$13,437	\$0	\$38,389
Total Revenue	\$0	\$42,177,226	\$0	\$49,392,254

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 2017: 10025 Convention Center Fund

Hotel/Motel occupancy and rental vehicle usage continues to see steady growth in FY 2017 resulting in continued tax revenue growth. 7% TLT/MVT combined growth is expected in FY 2017 and 9% in FY 2018.

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$3,000	\$0	\$3,000
Debt Service	\$0	\$17,580,217	\$0	\$32,306,810
Unappropriated & Contingency	\$0	\$1,107,376	\$0	\$13,204
Total GF/non-GF	\$0	\$18,690,593	\$0	\$32,323,014
Program Total:	\$18,690,593		\$32,323,014	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$298,985	\$0	\$298,664
Other / Miscellaneous	\$0	\$16,694,182	\$0	\$22,841,411
Financing Sources	\$0	\$0	\$0	\$8,068,986
Interest	\$0	\$10,000	\$0	\$10,000
Beginning Working Capital	\$0	\$1,687,426	\$0	\$1,103,953
Total Revenue	\$0	\$18,690,593	\$0	\$32,323,014

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 2017: 10026 Capital Debt Retirement Fund

Full Faith and Credit Series 2010A (\$9.8 million) debt obligation will fully mature on 6/1/2017

GO Refunding Bond Series 2010 (\$45 million) fully matured on 10/1/2016

Department: Nondepartmental **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The PERS Pension Obligation Bond Sinking Program accounts for principal and interest payments on pension obligation revenue bonds issued December 1, 1999 in the amount of \$184,548,160 to retire the County's PERS unfunded actuarial accrued liability. Revenues that support debt payments are derived from charge backs to departments based on their departmental personnel cost.

Program Summary

The County passed Resolution No. 99-218 on November 4, 1999 authorizing the issuance of up to \$200,000,000 of bonds to finance the estimated unfunded accrued actuarial liability of the County to the Oregon Public Employees Retirement System. Senate Bill 198-B, effective October 23, 1999, authorized the County to pledge taxes that the County may levy within the limitations of sections 11 and 11b, Article XI of the Oregon Constitution not subject to annual appropriation. On December 1, 1999 the County issued \$184,548,160 in Pension Obligation Bonds to fund its PERS unfunded liability.

Debt service payments are supported by a surcharge against payroll. The surcharge rate has fluctuated, on average, between 6% and 8% of payroll. A reserve has been established to support future escalating debt payments in order to maintain the surcharge at a constant level.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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. (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 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	2017	2017	2018	2018
Contractual Services	\$0	\$25,001,000	\$0	\$25,010,450
Debt Service	\$0	\$21,343,067	\$0	\$22,566,081
Unappropriated & Contingency	\$0	\$71,551,849	\$0	\$44,854,573
Total GF/non-GF	\$0	\$117,895,916	\$0	\$92,431,104
Program Total:	\$117,895,916		\$92,431,104	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$28,128,480	\$0	\$22,441,259
Interest	\$0	\$386,287	\$0	\$589,900
Beginning Working Capital	\$0	\$89,381,149	\$0	\$69,399,945
Total Revenue	\$0	\$117,895,916	\$0	\$92,431,104

Explanation of Revenues

Interest earnings on the fund balance and service charges are assessed to departments as a percentage of payroll. In FY 2018, departments will pay 6.25% of payroll costs toward the retirement of the Pension Obligation Bonds.

Significant Program Changes

Last Year this program was: FY 2017: 10028 PERS Pension Bond Sinking Fund

In FY 2017 the County established a PERS Side Account (amount \$25 million) with Oregon PERS. Existing bond fund reserves are being used to fund side account. The side account helps the County address rising PERS costs by providing PERS rate relief. A second \$25 million payment will be made into side account in FY 2018. Rate relief is estimated to be between 0.7% 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	2017	2017	2018	2018
Personnel	\$0	\$104,512	\$0	\$110,200
Contractual Services	\$39,000	\$1,072,500	\$0	\$1,111,500
Materials & Supplies	\$50,000	\$27,060	\$0	\$27,400
Internal Services	\$0	\$0	\$0	\$900
Total GF/non-GF	\$89,000	\$1,204,072	\$0	\$1,250,000
Program Total:	\$1,293,072		\$1,250,000	
Program FTE	0.00	0.70	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 2017: 10029A SummerWorks Internship Program

For FY 2018, the two program offers from FY 2017 (10029A-17 and 10029B-17) are combined as 10029A-18. In FY 2017, the program included \$50,000 of one-time-only (OTO) General Funds for supplies and administrative support.

This program offer is related to 10029B-18 SummerWorks Expanded Services.

Department: Nondepartmental **Program Contact:** Loretta Smith
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

SummerWorks is a paid summer internship program that supports key interventions to prevent student dropout rates by connecting youth to career pathways. The program is part of a regional workforce development program with public and private partnerships.

Program Summary

The enhancement proposes to add funding to the FY 2018 SummerWorks program to ensure that 500 program participants are offered employment in jobs that pay at the adjusted minimum wage rates. With new minimum wage rates in place, program allocation must be raised to ensure these costs are covered through WorkSystems, Inc.

The increase as of July 1, 2017 is from \$9.75 per hour to \$11.25 per hour.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of participating youth.	N/A	N/A	N/A	500
Outcome					

Performance Measures Descriptions

Legal / Contractual Obligation

Enacted by the 2016 Oregon Legislature, Senate Bill 1532 establishes a series of annual minimum wage rate increases beginning July 1, 2016 through July 1, 2022. Beginning July 1, 2023, the minimum wage rate will be indexed to inflation based on the Consumer Price Index (CPI), a figure published by the United States Bureau of Labor Statistics.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$353,256	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$353,256	\$0
Program Total:	\$0		\$353,256	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

New program offer.

Department: Nondepartmental
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics: One-Time-Only Request
Program Contact: Loretta Smith
Program Offer Stage: As Proposed

Executive Summary

SummerWorks is a paid summer internship program that supports key interventions to prevent student dropout rates by connecting youth to career pathways. The program is part of a regional workforce development program with public and private partnerships.

Program Summary

This program expands the current internship program to an additional 50 high-risk youth served. Through the program, low-income youth ages 16-21, from diverse backgrounds, participate in internships lasting from six to ten weeks for a total of 180 hours. In addition to the internship experience, youth will receive work-readiness training and case management. County departments participating in the program and the County staff supervising the interns will receive a program orientation, planning assistance, and program support.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of participating youth	N/A	N/A	N/A	50
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$125,000	\$0
Total GF/non-GF	\$0	\$0	\$125,000	\$0
Program Total:	\$0		\$125,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

General fund

Significant Program Changes

Last Year this program was:

New program offer.

Department: Nondepartmental

Program Contact: Marc Jolin

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs: 25002B

Program Characteristics:
Executive Summary

This offer supports operations for a Joint City-County Office of Homeless Services (JOHS). This office is in the second year of consolidating 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 is the backbone agency supporting a collective impact approach to preventing and ending homelessness in Multnomah County.

Program Summary

This program funds the operations of a Joint Office of Homeless Services. The Office houses 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 helping an unprecedented number of people prevent and end their homelessness.

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, maximizes the impact from a systems perspective. The Joint Office joined homeless services staff from the Portland Housing Bureau and Department of County Human Services. The office is hosted at the County, and reports directly to the County Chair. The Joint Office receives funding and policy direction from the County and the City of Portland, and policy guidance from the City of Gresham and Home Forward, providing a platform of mutual responsibility and accountability for all partners, with the added benefit of integrated staffing for enhanced operational coordination and effectiveness.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Lead community-based budget recommendation development	N/A	1	1	1
Outcome	Present budget recommendations to AHFE Executive Committee	N/A	1	1	1

Performance Measures Descriptions

Legal / Contractual Obligation

The Joint Office of Homeless Services is authorized by a five year Intergovernmental Agreement between Multnomah County and the City of Portland executed on June 23, 2016.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$830,693	\$766,872	\$1,112,363	\$675,996
Contractual Services	\$160,000	\$0	\$24,600	\$0
Materials & Supplies	\$14,200	\$23,922	\$85,909	\$35,886
Internal Services	\$122,300	\$124,162	\$0	\$248,730
Total GF/non-GF	\$1,127,193	\$914,956	\$1,222,872	\$960,612
Program Total:	\$2,042,149		\$2,183,484	
Program FTE	6.76	6.24	8.15	5.85

Program Revenues				
Intergovernmental	\$0	\$873,226	\$0	\$960,612
Total Revenue	\$0	\$873,226	\$0	\$960,612

Explanation of Revenues

City of Portland General Fund revenues - \$250,918
 HUD Continuum of Care Planning Grant (COC Planning) - \$559,771
 State Homeless Assistance Plan (SHAP) - \$37,754
 State Emergency Housing Assistance (EHA) - \$44,687
 Housing Opportunities for People with Aids (HOPWA) - \$32,760
 State Emergency Solutions Grants (ESG) pass thru from the City of Portland - \$34,722
 Video Lottery Funds - \$16,620

Significant Program Changes

Last Year this program was: FY 2017: 10060A Joint Office Administration and Operations

This program combines FY 2017 programs 10030 A Home for Everyone and 10060A Administration & Operations. After assessing the data/evaluation needs of the office in the first year of operations determined the need for a 1.00 FTE.

*\$191,170 General Fund is budgeted in the Department of County Human Services program 25002B to ensure continuity in contract and grant administration throughout the transitional period of establishing the JOHS. The County continues leveraging the administrative resources of DCHS to support JOHS to fund 2.00 FTE to provide financial grant accounting & contracts support.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Improving system coordination and access is one of the core strategies of A Home for Everyone. This program funds an array of support services needed to make homeless services easier to access and more effective. These services support systems of care across populations as well as specific sub-populations (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. These services include:

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 telephone, online and print information and referral. Equitable and efficient access to services also requires coordinated entry systems tailored to specific populations.

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 communities Rent Well program and certain client education programs.

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 effort to end homelessness as a whole and for specific populations. Examples include the Housing Partnership Program and the Landlord Recruitment Team.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Shelter and housing service requests*	N/A	25,000	36,500*	25,000
Outcome	Caller/client satisfaction**	N/A	4	4.38	4
Outcome	Completed Homeless Family System of Care Assessments	N/A	700	950	700

Performance Measures Descriptions

*May be duplicated. Reviewing the FY 2017 data to determine the impact of severe weather.

**Client/caller satisfaction is measured on a 5-point scale for a sample of clients/callers through in-person, phone, or electronic assessments. Data from 211Info is an average from the first two quarters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$470,414	\$783,110	\$348,030	\$835,560
Total GF/non-GF	\$470,414	\$783,110	\$348,030	\$835,560
Program Total:	\$1,253,524		\$1,183,590	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$835,560
Total Revenue	\$0	\$0	\$0	\$835,560

Explanation of Revenues

City of Portland General Fund \$835,560

Significant Program Changes

Last Year this program was: FY 2017: 10060B Joint Office System Support Services

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Improving coordination and access to services is a core commitment of A Home for Everyone (AHFE). Coordinated Access is also a HUD Continuum of Care requirement. The Coordinated Access for Adults system is in its pilot phase and will expand in 2017 to incorporate over 1,000 HUD-funded Permanent Supportive Housing units. This program provides necessary staff capacity for the new system. It also supports an annual point-in-time count of sheltered and unsheltered people experiencing homelessness as recommended by the AHFE Executive Committee.

Program Summary

This program offer would fund 1.00 FTE to provide HUD Continuum of Care (CoC) system coordination with a focus on Coordinated Access and the Annual Point-In-Time Count, along with additional resources needed to support these efforts.

(1) Coordinated Access: Multnomah County has distinct Coordinated Access systems in place for four populations: households fleeing domestic violence, unaccompanied youth, adults accompanied by children, and adults without children. The Coordinated Access for Adults system is in a pilot phase and will expand to include all CoC-funded Permanent Supportive Housing (PSH) by summer 2017. This new system will create a single and more equitably accessible intake, assessment and referral process, and allow us to prioritize limited PSH resources for the most vulnerable households in our community. The system will focus on serving chronically homeless adults with disabling conditions. The FTE funded by this program will provide support to this system including the development of training and communication tools; centralized wait list management; matching households on the prioritized wait list to appropriate housing resources; technical assistance to participating providers; data collection and monitoring; and response to inquiries related to system rules, processes and procedures.

(2) Point-In-Time Count: In order to receive funding, HUD requires all communities to conduct an annual point-in-time count of people sleeping in homeless shelters and a biennial point-in-time count of people sleeping in places not meant for human habitation (i.e. tents, cars, abandoned buildings, etc.). The A Home for Everyone Executive Committee has recommended that we shift to an annual point-in-time count of both sheltered and unsheltered people experiencing homelessness in order to better track and understand the evolving need in our community and be more responsive and effective in allocating resources. The sheltered and unsheltered count is a community-wide effort involving approximately 20 partner organizations, coordinated outreach, 100 volunteers, 180 outreach sites, and approximately 200 hours of administrative support. The funding requested here will provide the support necessary to undertake an annual count including administrative duties, communication, partner coordination, volunteer recruitment and management, and data entry and evaluation.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Organizations receiving coordinated access support & technical assistance*	N/A	N/A	N/A	16
Outcome	Annual Point in Time Count	N/A	N/A	N/A	1

Performance Measures Descriptions

*This is the number of organizations that manage one or more CoC-funded Permanent Supportive Housing projects that will be incorporated into the Coordinated Access for Adults system in FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$93,968	\$0
Contractual Services	\$0	\$0	\$0	\$100,000
Materials & Supplies	\$0	\$0	\$6,032	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$100,000
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$100,000
Total Revenue	\$0	\$0	\$0	\$100,000

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$100,000
 City of Portland General Fund - \$100,000

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

A Home for Everyone has prioritized the expansion of emergency shelter for all populations, but the largest unmet need continues to be for adult households without children. 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 will fund these critical safety services for 2,700 adults (including Veterans) in the coming year.

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 shelters 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. This program offer includes the following:

Night shelter: Overnight shelter programs for single adults and couples (including Veteran-specific programming). Shelters are low-barrier and some, such as the Willamette Center, operate 24/7. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials/supplies, and on-site services.

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 function as resource centers, bringing together numerous partners at one location to offer an array of services, including employment, health care, and education.

Severe weather shelter: In the event of severe weather that significantly elevates the risk to people sleeping unsheltered in our community, additional shelter capacity is created that remains in place for the duration of the severe weather event. This program includes the base funding that is contracted to a nonprofit agency to open severe weather shelter on an as-needed basis during the course of the year.

Emergency assistance: This program also funds an array of services associated with ensuring basic safety, including staffing, flexible funding for material needs, and extended information and referral services during winter months.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round emergency shelter beds*	205	530	530	530
Outcome	Unduplicated individuals served in year-round beds**	1,044	1,872	1,872	2,700

Performance Measures Descriptions

*FY 2016 Actual doesn't include Hansen/Willamette Resource Center or capacity added to Veteran's shelter new in FY 2017. **FY17 Purchased/Estimate reflects new capacity came on part way through the year. The multiplier 5.0956 (based on 2015 HUD Annual Homeless Assessment Report data) was used and indicates average # people served by 1 shelter bed over course of year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$4,876,742	\$8,558,322	\$1,191,301	\$4,920,381
Internal Services	\$0	\$0	\$0	\$557,716
Total GF/non-GF	\$4,876,742	\$8,558,322	\$1,191,301	\$5,478,097
Program Total:	\$13,435,064		\$6,669,398	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$5,211,574
Total Revenue	\$0	\$0	\$0	\$5,211,574

Explanation of Revenues

City of Portland General Fund - \$4,785,922
 Emergency Solutions Grant - \$425,582
 Multnomah County Video Lottery Funds - \$1,398,022

Significant Program Changes

Last Year this program was: FY 2017: 10061A Safety Off the Streets - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Safety off the Streets in FY 2018. The history for FY 2017 program offers 10061A–Safety off the Streets Existing Services and 10061B – Safety off the Streets Expansion is shown in FY 2018 program offer 10052A – Safety off the Streets – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized shelter, in particular for highly vulnerable populations, including adult women. Between 2013 and 2015, the number of adult women experiencing homelessness in Multnomah County grew by 15% (from 1,089 to 1,161 on a given night). This led to a commitment from the AHFE Executive Committee to prioritize increased shelter and housing resources for this population. This program supports 240 long-established beds of year-round emergency shelter that will serve more than 1,200 single women next year.

Program Summary

While not a solution to homelessness, emergency shelter is vital to protecting the basic health and safety of individuals while they are experiencing homelessness. This program funds 240 long-established emergency shelter beds for single women. The shelters are low-barrier and some, such as the Gresham Women's Shelter, operate 24/7. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials and supplies, and on-site services.

In addition to providing a safe place to stay, these shelters are critical locations for women to learn about and access the services they need to find permanent housing, acquire an income, and receive health-related services. Services are delivered through contractors that adhere to A Home for Everyone's Community Guidelines for shelter, which includes delivering services in accordance with the principles of assertive engagement and trauma-informed care.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round emergency shelter beds	240	240	240	240
Outcome	People served in year-round emergency shelter beds**	1,223	1,223	1,223	1,223

Performance Measures Descriptions

*The multiplier 5.0956 (based on 2015 HUD Annual Homeless Assessment Report data) was used and indicates average # people served by 1 shelter bed over course of year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$180,670	\$2,246,060
Internal Services	\$0	\$0	\$89,813	\$0
Total GF/non-GF	\$0	\$0	\$270,483	\$2,246,060
Program Total:	\$0		\$2,516,543	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$2,246,060
Total Revenue	\$0	\$0	\$0	\$2,246,060

Explanation of Revenues

City of Portland General Fund \$2,246,060

Significant Program Changes

Last Year this program was: FY 2017: 10061A Safety Off the Streets - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Safety off the Streets in FY 2018. The history for FY 2017 program offers 10061A–Safety off the Streets Existing Services and 10061B – Safety off the Streets Expansion is shown in FY 2018 program offer 10052A– Safety off the Streets – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

A Home for Everyone committed to adding 650 beds of year-round shelter, with a priority for adult women. This program offer maintains essential funding for this commitment: (1) The Gresham Women's Shelter opened in the Fall of 2016; it is a Domestic Violence (DV) informed 90 bed 24/7 low-barrier shelter for anyone identifying as a woman that works with community partners to offer an array of services; (2) DV shelter expansion through adding 46 one month motel vouchers for women and their children fleeing domestic violence for whom traditional shelter is not an available or suitable option.

Program Summary

In FY 2017, 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. While homelessness has significant detrimental effects on everyone, women's health and safety are placed at even greater risk for harm without a safe and stable place to call home.

As of January of 2015, there were more than 500 unsheltered women on a given night in Multnomah County. Of those, nearly half reported a history of domestic violence. Because of this, A Home for Everyone's Executive Committee called for an expansion of women's shelter and housing placement capacity, with an emphasis on supporting women fleeing or living with the trauma of DV.

The Gresham Women's Shelter program was launched in the Fall of 2016 with 90 year-round, 24/7 emergency shelter beds; it is the first publicly funded year-round shelter for adults in Gresham. The shelter is DV informed and designed to alleviate the pressure points in the DV system while providing homeless women with shelter options. This shelter partners with 211, The Gateway Center, and A Call to Safety to screen for eligibility and coordinate intake.

Additionally, the funding in this program offer supports 46 one month motel vouchers that can be used to assist women in staying safe from immediate danger when shelter beds are full, act as bridge funding when a survivor and her family have a permanent housing placement in the works but nowhere to stay and finally as a respite for women and children who are ill and unable to safely stay in the shelters.

Both of these shelter expansions were funded substantially with State Emergency Housing Account and State Homeless Assistance Program funds. Those funds are not included in the Governor's proposed budget. Absent state funding, without the funds requested in this program offers, those programs will lack the necessary resources to continue operations unless reductions are made in other shelter or housing programs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round emergency shelter beds	N/A	90	90	90
Outcome	Women served in year-round emergency shelter beds*	N/A	N/A	N/A	459
Output	Domestic violence survivors receiving emergency shelter one month vouchers	N/A	46	46	46

Performance Measures Descriptions

*FY 2017 Purchased/Estimate left blank because new capacity came on part way through year. The multiplier 5.0956 (based on 2015 HUD Annual Homeless Assessment Report data) was used to calculate Next Year Offer. The multiplier reflects the average # people served by 1 shelter bed over course of year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$475,000	\$475,000
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$475,000	\$475,000
Program Total:	\$0		\$950,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$475,000
Total Revenue	\$0	\$0	\$0	\$475,000

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$475,000
 City of Portland General Fund - \$475,000

Significant Program Changes

Last Year this program was:

In response to the homelessness crisis, the State of Oregon’s Legislature responded by making an additional \$10 million available mid-biennium to local jurisdictions. This funding was appropriated after the County adopted the FY 2017 budget. The one-time-only state funding of \$880,000 of Emergency Housing Assistance (EHA) and State Homeless Assistance Program (SHAP) to expand local shelter capacity. That funding was not renewed in the Governor’s FY 17-19 budget.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10052E
Program Characteristics:

Executive Summary

Through A Home for Everyone, the community has recognized that, while not a solution to homelessness, expanding shelter is vital to the safety of homeless families and other vulnerable populations. This offer supports 130 beds of low-barrier family shelter in East Multnomah County and 25 beds in downtown Portland. In combination with program 10052E, the sustained capacity grows to 205 beds, and, through overflow, we will be able to maintain our community's commitment to not turning any family away from shelter.

Program Summary

This program provides year round, 24/7 access to shelter for homeless families. Shelter is offered on both the east and west side of the county. Families accessing shelter may come through coordinated entry or show up 24/7 at the East Multnomah County location. Once in shelter, families receive a range of on-site services, including services geared to children.

Through the Homeless Family System of Care (HFSC) coordinated entry process, families in shelter are assessed for Mobile Housing and Diversion resources.

Since opening in February, the East Multnomah County shelter has maintained a no turn away policy and services are expanded as needed by opening up overflow. Over the past year, however, the demand for family shelter has grown and the housing market has slowed the transition of families out of shelter. The original funding model that assumed that no turn away would require 130 beds, with occasional overflow, is no longer adequate. In fact, the number of people using the family shelter has routinely reached 200 and gone as high as 260 with overflow. Among people using the shelter system last year, 52% were children and 55% were from communities of color.

As a result, while this program offer will sustain the originally budgeted 130 beds of capacity, with occasional overflow, it is not sufficient to retain our commitment to no turn-away shelter for families. Only with the additional shelter resources requested in program 10052E will we be able to maintain expanded family shelter capacity sufficient to meet the ongoing level of demand.

The shelter system leverages federal, state and local resources as well as faith-based and non-profit partnerships. These relationships leverage activities for children living in the shelter, culturally-specific services and neighborhood improvement in East County. There is also a rich history of volunteerism in the shelters.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round emergency shelter beds*	155	155	155	155
Outcome	Number of unduplicated individuals served	640	500	700	500
Output	Number of bed nights	46,685	45,000	45,000	45,000

Performance Measures Descriptions

*The number of people using the family shelter has reached as high as 260 using overflow capacity strategies.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$574,840	\$518,597
Total GF/non-GF	\$0	\$0	\$574,840	\$518,597
Program Total:	\$0		\$1,093,437	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$518,597
Total Revenue	\$0	\$0	\$0	\$518,597

Explanation of Revenues

State of Oregon Emergency Housing Assistance (EHA) - \$310,442
 State of Oregon Emergency Shelter - \$113,771
 State Homeless Assistance Program - \$94,384

Significant Program Changes

Last Year this program was: FY 2017: 10061A Safety Off the Streets - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Safety off the Streets in FY 2018. The history for FY 2017 program offers 10061A–Safety off the Streets Existing Services and 10061B – Safety off the Streets Expansion is shown in FY 2018 program offer 10052A– Safety off the Streets – Adult Households.

Department:	Nondepartmental	Program Contact:	Marc Jolin
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	10052D		
Program Characteristics:			

Executive Summary

Through A Home for Everyone, the community has recognized that, although not a solution to homelessness, expanding emergency shelter is vital to the safety of homeless families and other vulnerable populations in our community. We have also made a commitment to not turning any family away from shelter. This program adds resources to the family shelter system in order to expand ongoing shelter capacity by an additional 50 beds, plus regular overflow, in order to honor that commitment.

Program Summary

Multnomah County has committed itself to not turning families away from shelter. In February 2016, we opened a new family shelter with capacity for 130 individuals, and the ability to add overflow capacity as needed. Over the past twelve months, the number of people using the family shelter has routinely reached 200 and gone as high as 260 with overflow. We have been able to accommodate this unexpected increase in demand in the current fiscal year using available one-time funding. Because of continuing challenges in the housing market, with large numbers of low-income families losing their housing to evictions and rent increases, and families in shelter struggling to find permanent housing, we will need to continue the expanded investment in family shelter for at least one more year in order to continue our no-turn away commitment.

The additional resources expand staffing at the shelter in order to be able to support the larger number of guests during the day and at night. It provides additional capacity to work with families on identifying resources to assist them in transitioning out of the shelter, and to avoid entering the shelter. The additional resources will also fund expanded supports for the children (often as many as 100) who are staying at the shelter, to assist them with activities while on site and improve their ability to remain engaged in school.

Through the Homeless Family System of Care (HFSC) coordinated entry process, families in shelter are assessed for Mobile Housing and Diversion resources. Families in shelter or inquiring about shelter are immediately diverted from shelter whenever possible. Diversion funds are used to re-secure housing, help with move in costs, and relocation.

The shelter system leverages a variety of federal, state and local resources as well as faith based and non-profit partnerships. There is a rich history of volunteerism at the shelter through community provided meals, shelter work days and partnerships with neighboring non-profit programs and county programs. These relationships leverage activities for children living in the shelter, culturally specific services and neighborhood improvement in East County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round emergency shelter beds*	N/A	N/A	50	50
Outcome	Number of unduplicated households served	N/A	200	200	200
Output	Number of bed nights	N/A	N/A	25,000	25,000

Performance Measures Descriptions

*The number of people using the family shelter has reached as high as 260 in FY 2017 using overflow capacity strategies. This capacity was funded temporarily in FY 2017 using available one-time-only funding.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$250,000	\$250,000
Total GF/non-GF	\$0	\$0	\$250,000	\$250,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$250,000
Total Revenue	\$0	\$0	\$0	\$250,000

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$250,000
 City of Portland General Fund - \$250,000

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

A Home for Everyone has prioritized expanding shelter for vulnerable populations. Domestic violence shelters provide immediate safety and offer crisis intervention support to survivors and children fleeing domestic violence or experiencing homelessness as a result of a recent incident of intimate partner violence. These shelters provide 90 year-round beds and are accessed by 350 survivors annually, 78% identifying as people of color.

Program Summary

Domestic violence is a significant contributing factor to homelessness and housing instability. Nearly four in ten women who experience domestic violence will become homeless as a result of said violence. Additionally, leaving an abusive relationship is often the most dangerous time, and survivors are frequently navigating multiple complex systems, such as child welfare, the civil legal system, and immigration. Access to a confidential emergency shelter and trauma-informed, survivor-driven services are critical for survivors seeking to establish safety for themselves and their children.

This program offer supports 90 domestic violence confidential shelter beds and crisis intervention services that are vital to protecting the health and safety of individuals and children fleeing domestic violence. Funds support shelter operation costs, staffing, limited client assistance, and wrap-around shelter support services at four domestic violence emergency shelters. Services include one-on-one advocacy, intensive domestic violence support, safety planning, provision of basic needs, co-advocacy within the Multnomah County domestic violence continuum service providers, and information and referrals to community-based services and housing programs.

This program offer supports two shelter models: facility-based emergency shelter and master-leased units. The three facility-based confidential shelters offer 24-hour security and staff seven days a week within the residential facilities. The shelter utilizing four scattered site master-leased units provides safety and wrap-around crisis intervention services for survivors. Additionally, scattered site units allow multigenerational and/or larger families directly impacted by domestic violence to access services within a safe shelter. All four shelters offer a 60-day length of stay with the possibility for extension and jointly serve 90 individuals per night. To ensure survivors and their children who are in the greatest danger are prioritized for these confidential shelter beds, all of the shelters use a coordinated triage system and a common, locally-developed screening tool (Safety and Stabilization Assessment) to articulate survivors' needs and work together to match survivors with available shelter space.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round confidential emergency shelter beds	75	90	90	90
Outcome	People receiving emergency shelter services*	324	300	300	350

Performance Measures Descriptions

*Individuals are typically exited from emergency shelter after a 60-day stay, but shelters sometimes offer extension if there are safety concerns or if a housing intervention is available. An extension for shelter stays serves as a safe bridge to housing; this may result in different outcome numbers given the impact of the current housing crisis.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$754,220	\$245,397
Total GF/non-GF	\$0	\$0	\$754,220	\$245,397
Program Total:	\$0		\$999,617	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$245,397
Total Revenue	\$0	\$0	\$0	\$245,397

Explanation of Revenues

State Homeless Assistance Program (SHAP) \$245,397

Significant Program Changes

Last Year this program was: FY 2017: 10061A Safety Off the Streets - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Safety off the Streets in FY 2018. The history for FY 2017 program offers 10061A–Safety off the Streets Existing Services and 10061B – Safety off the Streets Expansion is shown in FY 2018 program offer 10052A– Safety off the Streets – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Reinforcing our community value that no one should be forced to sleep outside, this program continues funding the Homeless Youth Continuum's Access Center that provides low-barrier, immediate access to crisis and 60 beds of short-term shelter options for 700 youth annually, day programs, and 24 hour coordinated access to screening, crisis and basic needs services for at least 1200 youth in Multnomah County each year. Through the Access Center, shelter and day programs, linkages are provided to a continuum of services and supports to the youth population.

Program Summary

The Homeless Youth Continuum (HYC) is a highly collaborative and coordinated system comprised of four non-profit agencies, including a culturally specific agency, that provides a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment, pregnant and parenting supports, and health services to over 1,000 homeless youth up to age 25 annually.

Homeless youth are particularly vulnerable as they attempt to survive on the streets. Over 40% of homeless youth have prior involvement in DHS or the Juvenile Justice system, and a significant number have experienced complex trauma. Ensuring a 24-hour safety net for these youth is critical to addressing basic needs and providing linkage to longer term care options within the Continuum.

The Access Center is co-located with the shelter programs and provides centralized screening via mobile and stationary staff, who make eligibility determinations and refer youth to HYC programs or other appropriate systems of care. Shelter is provided through a downtown-located facility with capacity for 60 people, except in the winter when capacity increases to 70. All youth residing in shelter have access to meals, hygiene, information/ referral, and assertive engagement (case management) services. Approximately 700 youth accessed shelter services in FY16.

Day Programs are sited at two locations and offer meals, hygiene, access to computers, transportation, assessment for service needs, and provide opportunities for further engagement in system services. An average of 120 youth participate in Day Programs on a daily basis.

The HYC service model is based on an assertive engagement practice that follows the principles of Positive Youth Development, and ensures services are client directed, strength-based, non-judgmental and offer relational continuity. Services are integrated with public safety and other service systems, ensuring joint planning and coordination in addressing the needs of this population.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth screened via the Access Center	705	700	700	700
Outcome	Number of Youth provided with Safety Services	1,275	1,000	1,250	1,200
Output	Number of shelter bed nights	23,250	23,400	23,400	23,400
Outcome	Number of Youth accessing shelter	677	700	700	700

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$1,601,710	\$228,250
Total GF/non-GF	\$0	\$0	\$1,601,710	\$228,250
Program Total:	\$0		\$1,829,960	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$228,250
Total Revenue	\$0	\$0	\$0	\$228,250

Explanation of Revenues

City of Portland General Fund \$228,250

Significant Program Changes

Last Year this program was: FY 2017: 10061A Safety Off the Streets - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Safety off the Streets in FY 2018. The history for FY 2017 program offers 10061A–Safety off the Streets Existing Services and 10061B – Safety off the Streets Expansion is shown in FY 2018 program offer 10052A– Safety off the Streets – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Health Care Workgroup of A Home for Everyone prioritized the creation of a continuum of housing options for people discharging from the Unity Center, the new 24-hour behavioral and mental health facility for people experiencing a mental health crisis in the Portland metro area. This program supports short-term emergency shelter for homeless individuals discharging from the Unity Center or regularly accessing crisis mental health services in the community. This shelter capacity is being implemented in cooperation with the Health Department.

Program Summary

This program offer funds 40 short-term shelter beds for individuals discharging from the Unity Center or regularly accessing crisis mental health services in the community. Connecting these individuals to a supportive shelter environment, while not a solution to homelessness, will provide a safe space to remain stable and get connected to essential services.

Shelter space and programming will be trauma-informed and designed to meet the needs of the population. Funds will pay the operating expenses for shelter including rent, maintenance, staffing, materials/supplies, and on-site services. Individuals staying at the shelter will receive support services that will allow them to remain stable and transition to appropriate permanent housing opportunities. Services will be delivered through a contractor that adheres to A Home for Everyone's Community Guidelines for shelter, which includes delivering services in accordance with the principles of assertive engagement and trauma-informed care.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round safety off the street beds*	N/A	N/A	30	30
Outcome	People served in year-round safety off the street beds**	N/A	N/A	N/A	153

Performance Measures Descriptions

*In the current year, people discharged from Unity Center are being served by motel vouchers because a site-based shelter has not yet been secured. **FY17 Estimate is left blank because this capacity came on part-way through the year. FY18 Offer is calculated using the multiplier 5.0956 (based on 2015 HUD Annual Homeless Assessment Report data), which reflects the average # of people served by 1 shelter bed over course of a year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$325,000	\$325,000
Total GF/non-GF	\$0	\$0	\$325,000	\$325,000
Program Total:	\$0		\$650,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$325,000
Total Revenue	\$0	\$0	\$0	\$325,000

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$325,000
 City of Portland General Fund - \$325,000

Significant Program Changes

Last Year this program was: FY 2017: 10061B Safety Off the Streets - Expanded Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Safety off the Streets in FY 2018. The history for FY 2017 program offers 10061A–Safety off the Streets Existing Services and 10061B – Safety off the Streets Expansion is shown in FY 2018 program offer 10052A– Safety off the Streets – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Even with significant expansion of year-round emergency shelter, this year demonstrated the urgent continued need for expanded winter and severe weather shelter capacity. Using available one-time funding, we have temporarily added 180 beds of winter shelter for adults, expanded winter shelter for Veterans, families, and youth, and added severe weather beds in Gresham. This program provides that capacity for next winter, adds another 100 beds of temporary shelter, and adds 70 beds of severe weather shelter capacity in Gresham.

Program Summary

This Program Offer continues winter shelter and severe weather capacity.

Temporary/Winter Shelter: Even with a significant expansion of year-round emergency shelter for adults and families with children, this year has demonstrated the urgent need – especially during the inclement weather months – to have additional temporary shelter capacity for our most vulnerable populations. Using available one-time funding, JOHS this year has opened the equivalent of approximately 305 winter shelter beds for adults, youth, Veterans and families. These beds have all been fully utilized. This program offer will allow similar capacity to be created next winter, and add another 100 beds of temporary (6 month) shelter capacity.

Severe Weather Shelter – East County: During severe weather incidents, we have further expanded shelter capacity on an as-needed basis to ensure that no one is turned away from shelter; in January publicly supported severe weather capacity reached over 600 beds. The majority of the funding for severe weather shelter is secured through Program Offer 10052A. However, this winter has demonstrated the need to have a reliable funded system of severe weather in East Multnomah County/Gresham. This program offer will fund 70 beds of severe weather capacity in Gresham through a contracted non-profit partner.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Winter shelter beds	N/A	N/A	N/A	405
Outcome	Warming centers available to all community members during severe weather	N/A	N/A	N/A	100%

Performance Measures Descriptions

Temporary winter shelter was not funded in the FY 2017 budget; due to the unprecedented severity the winter season, the County, City, community and business partners provided strong community support to open both temporary emergency shelter beds and create warming centers for more than 750 people.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$821,500	\$821,500
Total GF/non-GF	\$0	\$0	\$821,500	\$821,500
Program Total:	\$0		\$1,643,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$821,500
Total Revenue	\$0	\$0	\$0	\$821,500

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$821,500
 City of Portland General Fund - \$821,500

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: Backfill State/Federal/Grant

Executive Summary

In response to HUD's directive de-prioritizing most forms of transitional housing, in FY 2018, HUD funding for four shelter/transitional housing projects will be reallocated to instead fund new permanent housing projects. Because shelter, in particular for women and survivors of domestic violence, remains a local priority, this program offer provides funding to preserve the 58 beds of local shelter/transitional housing capacity for single women and women and children fleeing domestic violence that will otherwise be lost as a result of the reallocation.

Program Summary

HUD incentivizes Continuums of Care (CoCs) to reallocate funding from transitional housing renewal projects to permanent housing projects through the annual CoC Program Competition. In 2016, A Home for Everyone (AHFE) staff reached out to all transitional housing projects in our CoC to encourage reallocation. As approved by the AHFE Coordinating Board, four transitional housing projects decided to reallocate funding to new permanent housing projects, and all four of these reallocated projects were fully funded by HUD for FY 2018. The result is expanded local permanent housing capacity, but also reduced shelter/transitional housing capacity starting in July 2017.

Emergency shelter for domestic violence-impacted women and children: this program offer provides funding for 30 beds of dorm and single room occupancy (SRO)-style emergency shelter for single women and women with children fleeing domestic violence. These beds are at a facility operated by a domestic violence provider that is part of the Multnomah County Domestic Violence Service Continuum. Women staying at the shelter receive supportive services to secure safe and permanent housing, and increase their safety, stability and self-sufficiency.

Emergency shelter for single women: This program offer provides funding for 28 beds of dorm and SRO-style emergency shelter for single women. These beds are at a facility operated by an adult system provider that is part of the Coordinated Access for Adults system. Women staying at the shelter receive wraparound services and develop a case plan focused on rapid transition into permanent housing and increasing participant income.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Year-round emergency shelter beds	N/A	N/A	N/A	58
Outcome	Number of unduplicated individuals served*	N/A	N/A	N/A	277

Performance Measures Descriptions

*The number of people served is calculated using multipliers based on 2015 HUD Annual Homeless Assessment Report data. The multiplier for emergency shelters serving individuals is 5.0956 and the multiplier for emergency shelters serving families is 4.4742 – these multipliers reflect the average number of people served by one shelter bed over the course of a year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$190,000	\$190,000
Total GF/non-GF	\$0	\$0	\$190,000	\$190,000
Program Total:	\$0		\$380,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$190,000
Total Revenue	\$0	\$0	\$0	\$190,000

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$190,000
 City of Portland General Fund - \$190,000

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

All children deserve to have a safe and engaging childhood. As the housing crisis in our community has worsened, children are spending more time in family shelters than ever before. Family Shelter Youth Activities provides opportunities for fun, safe activities for children, both in and out of the school environment, to relieve some of the stress of living at shelter and ensure that children continue to be successful in school.

Program Summary

Families are often spending 4 months or more in shelter during the housing crisis. There is a dearth of activities for children to participate in when they are not in school. Shelters and their neighbors are reporting increased behavioral problems, and nearby schools feel ill-equipped to handle the needs of children who are lacking a stable home. This program offer will offer a suite of activities and services to engage youth in positive behaviors, decrease stress and improve educational outcomes.

This offer will create a contracted youth activities staff person at the main Family Shelter. The Youth Activities position will create healthy and engaging activities in the shelter for times when kids are not in school, including evenings, spring break and summer break. The Activities person will also work with schools to ensure access for kids living in the shelter to participate in SUN activities. The Activities staff will also coordinate with shelter staff to ensure that the support and services that families are receiving in the shelter will be in line with the needs identified.

A part-time Activity Leader will support weekly gym nights, support youth activities and help with youth supervision; and a part time assistant to increase capacity at Glenfair, where many of the kids attend school.

The offer will also provide a part-time early childhood activity coordinator to engage the high number of youth under age 5 living at the shelter.

These positions will work in tandem with shelter staff and SUN school staff to develop a comprehensive set of support services for youth in shelter including: activities, tutoring and educational supports, outings and access to existing services at SUN schools and other youth services locations such as Boys and Girls Clubs. The offer also provides support for transportation and supplies.

Program will leverage a parenting educator who will provide workshops for parents at shelter to help introduce them to resources, and provide individual parent coaching.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served each month.	N/A	N/A	N/A	75
Outcome	Parents who receive Individual Parent Coaching	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	2017	2017	2018	2018
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

General Fund.

Significant Program Changes

Last Year this program was:

New program offer.

Department:	Nondepartmental	Program Contact:	Marc Jolin
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	10053k		

Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized a range of highly effective housing placement and retention strategies in order to significantly reduce homelessness among highly vulnerable adult households. This program supports existing programming to house and retain at least 600 people through limited duration rental assistance, mobile housing placement and retention support staffing, and culturally-specific services. All services are delivered through skilled nonprofit partners, including culturally-specific providers.

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 staffing, and access to income acquisition assistance. This housing placement and retention strategy, often referred to as “rapid rehousing” is a recognized national best practice and critical element of the housing placement strategies prioritized through A Home for Everyone to significantly decrease homelessness among highly vulnerable adults in Multnomah County.

This program offer continues a range of existing housing placement and retention strategies developed and coordinated through A Home for Everyone, including key elements of the housing placement capacity expansion initiated during FY 2017. These investments in rapid rehousing programs for adult households without children leverage significant federal, state and local resources to support the efforts of people experiencing homelessness to secure and retain permanent housing. Services are delivered by a range of highly skilled nonprofit partners and targeted to communities of color, women, and other vulnerable adults experiencing homelessness. They include flexible rent assistance and housing placement and retention staffing accessed through:

- Culturally-specific service providers serving Multnomah County’s communities of color
- Shelters, day centers and street outreach programs, including targeted outreach in Gresham and East County
- The countywide Short Term Rent Assistance program that consolidates multiple federal, state and local funding streams into aligned eviction prevention and rapid rehousing delivered through 19 non-profit partners
- Multi-agency mobile in-reach teams that include staff from culturally-specific, domestic violence, and behavioral health providers to assist adults in emergency shelters and other safety-off-the-streets options (like organized camps) to quickly exit shelter and return to housing

Through these investments, at least 600 people will move into permanent housing and receive the housing placement, retention, and income acquisition supports they need to retain their housing. Based on current data, we expect approximately 45% of the people housed to be people of color.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	People placed into permanent housing	N/A	600	600	600
Outcome	Percentage of people retaining housing at 6 months	N/A	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$7,218,294	\$10,081,264	\$886,570	\$4,559,366
Materials & Supplies	\$0	\$3,053	\$0	\$0
Total GF/non-GF	\$7,218,294	\$10,084,317	\$886,570	\$4,559,366
Program Total:	\$17,302,611		\$5,445,936	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$4,559,366
Total Revenue	\$0	\$0	\$0	\$4,559,366

Explanation of Revenues

City of Portland General Fund -\$4,304,720
 City of Portland pass thru Emergency Solution Grant - \$254,646

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

To respond to observed increases in homelessness among women, A Home for Everyone (AHFE) prioritized targeted housing placement and retention strategies to significantly reduce homelessness among women. This program supports existing programming developed and coordinated through AHFE, targeting limited duration rental assistance, mobile housing placement and retention support staffing, and culturally-specific services to create housing stability for approximately 90 women per year.

Program Summary

In the 2015 Point in Time Count, 566 adult women were entirely unsheltered on one night in Multnomah County. They were one of the fastest growing subpopulations within the overall homeless population. In response to this significant and growing unmet need, A Home for Everyone's Executive Committee set a priority to increase prevention, housing placement, and shelter resources targeted toward reducing unsheltered homelessness among adult women. As with other groups, the 2015 Point in Time Count also revealed that women of color are disproportionately represented in the unsheltered and sheltered HUD homeless population, in particular African American women. Therefore, the direction of the AHFE Executive Committee was not only to reduce homelessness among adult women, but more specifically to emphasize decreasing racial disparities among homeless women.

This program continues existing housing placement and retention strategies targeted to women and developed and coordinated through A Home for Everyone, including key elements of the housing placement capacity expansion initiated in FY 2017. Specifically, it supports outreach staffing, flexible rental assistance and a multi-agency mobile housing placement and retention team that together will assist into permanent housing at least 90 female headed adult households that are accessing safety off the streets programs or sleeping in places not meant for human habitation. The multi-agency mobile team includes staff from culturally-specific, domestic violence, and behavioral health providers to provide trauma-informed services using principles of Assertive Engagement.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Women placed into permanent housing	N/A	65	65	90
Outcome	Percentage of people retaining housing at 6 months	N/A	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$0	\$882,410
Total GF/non-GF	\$0	\$0	\$0	\$882,410
Program Total:	\$0		\$882,410	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$882,410
Total Revenue	\$0	\$0	\$0	\$882,410

Explanation of Revenues

City of Portland General Fund \$882,410

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053D
Program Characteristics:

Executive Summary

The Homeless Family System of Care (HFSC) works collaboratively as a leadership/direct service team to address the unique needs of homeless families in Multnomah County. Through this program and 10053D, the Mobile Housing Team (MHT) will maintain its current capacity to provide housing placement, ongoing support and flexible rental assistance to 400 of our community's most vulnerable homeless families. MHT is a collaboration of Multnomah County and seven homeless service providers a majority of whom are culturally specific agencies.

Program Summary

The HFSC was created four years ago as the primary coordinated effort to assist families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. It is a collaboration of agency leaders and direct service staff that practice shared budgeting, leveraging of resources, shared accountability, case consultation and ongoing process improvement. The system has shared values that include the practice of assertive engagement, using an equity lens to assure racial and social justice and a shared belief that all homeless families should be housed. The majority of agencies in the collaborative are culturally-specific providers.

When combined with program 10053D, MHT currently has capacity to provide 400 families with housing placement/retention services per year using short-medium term flexible rental assistance (0-12 months) and client assistance. Eligible families may be living in shelter, doubled up, experiencing domestic violence, living on the streets, in cars or places not meant for habitation. A broad definition of homelessness allows us to equitably serve families that are most vulnerable in a variety of living situations. In FY 2017, 79% of the families served through MHT identified as being from communities of color, achieving the system goal of improving access and outcomes for these communities. 12 months after the end of subsidy, 80% of households remain permanently housed.

This program offer maintains 76% of the MHT's current housing placement capacity, yielding 305 placements. The remaining capacity is in program 10053D.

Homeless families access the system through a coordinated entry process that first screens them for immediate safety and then for overall vulnerability. Because many more families are seeking housing assistance than MHT is resourced to provide, families are prioritized based on vulnerability, housing opportunity and provider capacity.

This program leverages federal and state funding including a number of HUD grants. The system has had a three year collaboration with DHS that leverages a full time DHS staff person who is an integrated member of the team and provides eligibility assistance and benefits acquisition.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households placed in housing	393	305	305	305
Outcome	Percentage of homeless family households who remain housed 12 months after exit	80%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$2,441,870	\$958,370
Total GF/non-GF	\$0	\$0	\$2,441,870	\$958,370
Program Total:	\$0		\$3,400,240	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$958,370
Total Revenue	\$0	\$0	\$0	\$958,370

Explanation of Revenues

City of Portland General Fund \$958,370

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Homeless Family System of Care (HFSC) works collaboratively as a leadership/direct service team to address the unique needs of homeless families in Multnomah County. Through this program and program 10053C, the Mobile Housing Team (MHT) will maintain its current capacity to provide housing placement, ongoing support and flexible rental assistance to 400 of our community's most vulnerable homeless families. MHT is a collaboration of Multnomah County and seven homeless service providers a majority of whom are culturally specific agencies.

Program Summary

The HFSC was created four years ago as the primary coordinated effort to assist families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. It is a collaboration of agency leaders and direct service staff that practice shared budgeting, leveraging of resources, shared accountability, case consultation and ongoing process improvement. The system has shared values that include the practice of assertive engagement, using an equity lens to assure racial and social justice and a shared belief that all homeless families should be housed. The majority of agencies in the collaborative are culturally-specific providers.

When combined with 10053C, MHT currently has capacity to provide 400 families with housing placement/retention services per year using short-medium term flexible rental assistance (0-12 months) and client assistance. Eligible families may be living in shelter, doubled up, experiencing domestic violence, living on the streets, in cars or places not meant for habitation. A broad definition of homelessness allows us to equitably serve families that are most vulnerable in a variety of living situations. In FY 2017, 79% of the families served through MHT identified as being from communities of color, achieving the system goal of improving access and outcomes for these communities. 12 months after the end of subsidy, 80% of households remain permanently housed.

This program maintains 24% of the MHT's current housing placement capacity, yielding 95 placements. The remaining capacity is in program 10053C.

Homeless families access the system through a coordinated entry process that first screens them for immediate safety and then for overall vulnerability. Because many more families are seeking housing assistance than MHT is resourced to provide, families are prioritized based on vulnerability, housing opportunity and provider capacity.

This program leverages federal and state funding including a number of HUD grants. The system has had a three year collaboration with DHS that leverages a full time DHS staff person who is an integrated member of the team and provides eligibility assistance and benefits acquisition.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households placed in housing	N/A	95	95	95
Outcome	Percentage of homeless family households who remain housed 12 months after exit	N/A	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$1,374,330	\$0
Total GF/non-GF	\$0	\$0	\$1,374,330	\$0
Program Total:	\$0		\$1,374,330	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

General Fund \$527,912 ongoing
 General Fund \$846,418 one-time-only

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

For FY 2018, of the total budget \$846,418 is one-time-only funding.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053F
Program Characteristics:

Executive Summary

AHFE prioritized addressing the intersection of homelessness and domestic violence. Many survivors must leave their home to be safe, while others face eviction due to problems created by an abusive partner's behavior. Rapid Re-housing is a nationally recognized best practice to address homelessness for individuals fleeing domestic violence who are in need of financial assistance and support. This program will provide housing and support services to more than 500 individuals and serve a racially and ethnically diverse population. 80% of individuals identify as people of color.

Program Summary

Rapid Re-housing services provide advocacy support and financial assistance to help survivors and their children quickly establish safe, permanent housing after fleeing domestic violence. Providers assist survivors by identifying housing options quickly, providing flexible short and longer term financial assistance for housing placement and retention, safety planning, advocating with landlords, reducing barriers to safe housing and connecting survivors to other community resources. This program offer supports the following rapid re-housing interventions:

- Rent assistance and leverages five HUD Housing Resource Coordinators who provide rapid re-housing assistance and supportive services for six to 24 months. These services leverage federal funding for the Family Strengths Program which provides vocational, educational and financial management training to help increase the participant's economic stability. Annually HUD Horizons serves approximately 180 survivors and their children, with 80% of participants reporting increasing or maintaining their income when they exit the program.
- Five Domestic Violence Housing Advocates (DVHAs) at culturally-specific domestic violence programs who provide rapid re-housing services, as well as eviction prevention and retention for survivors who can safely remain in their homes.
- A Shared Housing rapid re-housing project that provides permanent shared housing space for up to 40 survivors of domestic violence and their children through the support and operation of five existing homes. Participants in this democratically run housing have access to domestic violence case management, economic empowerment services, and advocacy support. Funding assists with move-in costs, rent assistance, and short-term needs.
- Additional flexible funds to meet some of the unique needs faced by survivors as they rebuild a safe, stable life for themselves and their children.

Through the DV Coordinated Access system, survivors receiving services at any of the domestic violence agencies have equitable access to rapid re-housing interventions that are six months or longer. This is an important opportunity for survivors of traditionally underserved populations to have access to long term rapid re-housing programs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of participants served	560	500	500	500
Outcome	Number of participants that will exit to permanent housing	85%	85%	85%	85%

Performance Measures Descriptions

*DVHA and Share Housing performance measures are not including in FY 2016 Actual. These services were new in FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$992,758	\$590,701
Total GF/non-GF	\$0	\$0	\$992,758	\$590,701
Program Total:	\$0		\$1,583,459	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$590,701
Total Revenue	\$0	\$0	\$0	\$590,701

Explanation of Revenues

Department of Justice Office of Violence Against Women (OVW) \$114,161
 Housing & Urban Development Horizons Domestic Violence \$476,540

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$636,610	\$0
Total GF/non-GF	\$0	\$0	\$636,610	\$0
Program Total:	\$0		\$636,610	
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 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized a range of highly effective housing placement and retention strategies in order to significantly reduce homelessness among highly vulnerable adult households including seniors and people recovering from acute inpatient care. This program supports existing programming coordinated through AHFE, including limited duration rental assistance, housing placement and retention staffing, and recuperative care programming to provide stability for hundreds of households per year. All services are delivered through skilled nonprofit partners.

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 staffing, and access to income acquisition assistance. This housing placement and retention strategy, often referred to as "rapid rehousing" is a recognized national best practice and critical element of the housing placement strategies prioritized through A Home for Everyone to significantly decrease homelessness among highly vulnerable adults experiencing homelessness throughout Multnomah County.

This program continues a range of existing housing placement and retention strategies developed and coordinated through A Home for Everyone, each specifically targeted to meet the needs of seniors and medically vulnerable homeless individuals discharged from hospitals with acute health care needs. These targeted investments in rapid rehousing highly leverage other federal, state and local resources including Medicaid, affordable housing units and permanent rental subsidies to support the needs of seniors and medically vulnerable people experiencing homelessness to secure and retain permanent housing. Services are delivered by multiple highly skilled nonprofit partners that provide:

- Flexible rent assistance and housing placement and retention staffing to assist approximately 200 seniors experiencing or at risk of homelessness into other leveraged permanent housing resources;
- 24/7 recuperative care housing with skilled on- and off-site coordinated medical care and permanent housing placement services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	People placed into permanent housing	N/A	200	200	200
Outcome	Percentage of people retaining housing at 6 months	N/A	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$900	\$851,310
Total GF/non-GF	\$0	\$0	\$900	\$851,310
Program Total:	\$0		\$852,210	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$851,310
Total Revenue	\$0	\$0	\$0	\$851,310

Explanation of Revenues

City of Portland General Fund \$851,310

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053I
Program Characteristics:

Executive Summary

A Home for Everyone partners have prioritized permanent housing placement for vulnerable populations, including homeless youth. The Homeless Youth Continuum, through this program and program 10053I, maintains existing capacity to provide services essential to achieving successful housing and developmental outcomes for homeless youth, including: case management for 500 youth, recovery-oriented services including peer mentorship for 700 youth, health and parenting resources for 130 households, and housing placement/retention for over 460 youth.

Program Summary

The Homeless Youth Continuum (HYC) is a highly collaborative and coordinated system comprised of four non-profit agencies, including a culturally-specific agency, that provides a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment, pregnant and parenting supports, and health services to over 1,000 homeless youth up to age 25 annually. This program, in combination with program 10053I, maintains the system's current capacity to provide essential housing and developmental supports for youth. This program by itself will provide funding for Assertive Engagement, Parenting Education, and 330 housing placements.

Assertive Engagement (case management): These services are fundamental to moving youth into independence by providing access, assessment, transition planning and support by staff that are relationship focused, mobile, and operate throughout Multnomah County. AE staff provide linkage to education, employment, health, mental health, A/D and housing services, and provide follow up care upon exit from programs.

Parenting Education: HomeSafe provides parenting education, assertive engagement (case management), advocacy, support groups, and housing placement for youth who are pregnant or parenting. Over the last three years, the Continuum has seen a 30% increase in the number of youth accessing services who are pregnant and parenting. Having these supports on-site and at mobile locations, the Continuum can provide both culturally appropriate services and meet the developmental needs of pregnant and parenting youth. Housing placement funds are provided to house youth in appropriate housing options based on need.

Continuum Housing: a range of housing options developmentally appropriate for youth. A significant number of homeless youth have no rental histories and have other barriers to establishing safe, stable housing. Housing options include onsite housing with 24 hour staffing, scattered site housing, rapid re-housing, shared, and group housing. Youth can access the options that best fit their needs and can move within the types of housing as needed. Housing navigators help youth search for best fit housing and provide retention supports. Services ensure that up to 75% of those served exit to safe stable housing, and that 80% of those remain in safe, stable housing for at least six months after exit from service.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of households served in HomeSafe Parenting Program	132	130	130	130
Outcome	Youth served in housing programs*	229	330	330	330

Performance Measures Descriptions

Funding for these services was increased in FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$1,546,423	\$1,373,940
Total GF/non-GF	\$0	\$0	\$1,546,423	\$1,373,940
Program Total:	\$0		\$2,920,363	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,373,940
Total Revenue	\$0	\$0	\$0	\$1,373,940

Explanation of Revenues

Housing & Urban Development Homesafe \$318,850
 Housing & Urban Development Horizons Youth \$160,849
 Housing & Urban Development Pathways Housing for Youth with Mental Health \$46,673
 Housing & Urban Development Pathways Youth Housing \$14,857
 State of Oregon Emergency Housing Assistance (EHA) \$136,431
 City of Portland General Fund \$696,280

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053H
Program Characteristics:

Executive Summary

A Home for Everyone partners have prioritized permanent housing placement for vulnerable populations, including homeless youth. The Homeless Youth Continuum, through this program and program 10053H, maintains existing capacity to provide services essential to achieving successful housing and developmental outcomes for homeless youth, including: case management for 500 youth, recovery-oriented services including peer mentorship for 700 youth, health and parenting resources for 130 households, and housing placement/retention for over 460 youth.

Program Summary

The Homeless Youth Continuum (HYC) is a highly collaborative and coordinated system comprised of four non-profit agencies, including a culturally specific agency, that provides a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment, pregnant and parenting supports, and health services to over 1,000 homeless youth up to age 25 annually. This program, in combination with program 10053H, maintains the system's current capacity to provide essential housing and developmental supports for youth. This program by itself will provide funding for recovery support services for 700 youth and 130 housing placements.

The core housing placement and wrap-around services supported through the Continuum's Housing Placement and Retention programs include:

Recovery Support Services: For the vast majority of youth served by the Continuum, access to mental health and addiction recovery support services is essential to their housing and developmental success. Of the over 1,000 youth served in the HYC system annually, 93% have either alcohol or mental health issues, with 53% reporting co-occurring issues. The ROSE program provides certified staff and peer mentors to outreach and engage homeless youth in recovery supports, conduct A/D assessments, and connect youth to formal treatment programs, to provide follow up care, on-going support in group settings, and healthy recreation alternatives.

Continuum Housing programs provide a range of housing options that are developmentally appropriate for youth. Housing options include on-site housing with 24 hour staffing, and limited scattered site housing options that include rapid re-housing, shared housing, and group housing options. Youth can access the options that best fit their needs and can move within the types of housing as needed. Housing navigators help youth in their search for best fit housing and provide retention supports.

Services ensure that up to 75% of those served exit to safe stable housing, and that 80% of those remain in safe, stable housing for at least six months after exit from service.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth receiving recovery support services	709	600	600	600
Outcome	Youth that made treatment connections	80%	70%	70%	70%
Output	Youth served in housing programs*	318	460	460	130

Performance Measures Descriptions

Funding for these services was increased in FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$854,760	\$0
Total GF/non-GF	\$0	\$0	\$854,760	\$0
Program Total:	\$0		\$854,760	
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 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone's "A Home for Every Veteran" initiative successfully created a system capable of offering permanent housing to approximately 700 homeless Veterans during the last fiscal year. This program offer would ensure that we continue to leverage federal HUD and VA resources, as well as State EHA funds, to meet the short term rent assistance and barrier mitigation needs of Veterans who become homeless in our community. This program will help at least 164 Veteran households end or prevent their homelessness.

Program Summary

In January 2015, Chair Kafoury and then- Portland Mayor Hales joined the national "Mayors' Challenge to end Veteran Homelessness" and Portland was chosen to participate in the federal 25 Cities Initiative to End Veteran Homelessness. In order to achieve a functional end to Veteran homelessness, our community was required to build a system that could offer permanent housing to at least as many Veterans as are expected to become homeless in Multnomah County during a single year. Based on a point-in-time count conducted in January 2015, that number was estimated at 690. As of the end of December 2015, we had successfully housed 695 Veterans and by the end of 2016 over 1300 Veterans had returned to permanent housing. As a result of our efforts, Portland was the first West Coast city certified by the U.S. Interagency Council on Homelessness as having effectively ended Veteran homelessness.

The capacity to house this number of Veterans depends, to a significant extent, on federal funding in the form of Veterans Affairs Supportive Housing (VASH) and Supportive Services for Veteran Families (SSVF). It also relies on an allocation of 50 Housing Choice Vouchers and 50 subsidized housing units by Home Forward. While the federal funding will remain available in FY 2018, these federal funds are not enough to help Veterans move into housing if they have significant barriers or lack security deposit funds. The federal funds also have limitations on eviction prevention assistance.

The flexible rent assistance and barrier mitigation funds available through this program offer allow housing staff the ability to assist with an array of services. This includes security deposits, helping with utility/past property debts, limited term rent assistance, legal fees and moving fees. Funded through this program, 80% of the participants assisted with past debts have secured housing.

In order to meet the needs of all Veterans who will become homeless in Multnomah County in the coming year, and to prevent a return to homeless for Veterans needing eviction prevention rent assistance, the Home for Every Veteran initiative is seeking sufficient short-term rent assistance, housing staff and flexible client assistance to help at least 64 Veterans move into stable housing and keep at least 100 Veterans from returning to homelessness.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Households placed or retained	N/A	160	160	164
Outcome	Households retaining housing 12 months post subsidy	N/A	70%	70%	70%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$84,220	\$767,984
Total GF/non-GF	\$0	\$0	\$84,220	\$767,984
Program Total:	\$0		\$852,204	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$767,984
Total Revenue	\$0	\$0	\$0	\$767,984

Explanation of Revenues

State of Oregon Emergency Housing Assistance (EHA) \$70,144
 City of Portland General Fund \$697,840

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

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

This program implements the highest ranked new program recommendation of the A Home for Everyone (AHFE) Housing Workgroup and a high priority recommendation for the AHFE Coordinating Board. It would create the first local long-term rental subsidy, but it would be a narrowly tailored 50 household pilot serving people on small fixed incomes like SSI to ensure that they could afford the rent in a rent-restricted Low Income Housing Tax Credit funded building; currently, although subsidized, the rents in those buildings exceed what people on long-term disability are able to afford.

Program Summary

The A Home for Everyone Housing Workgroup, made up of a range of community stakeholders, has identified the need for a local long-term rental subsidy that could complement the federally-funded Housing Choice Voucher program and our local Short Term Rent Assistance (STRA) program. A local long-term voucher would function more flexibly than the federal voucher program, and would provide increasingly necessary ongoing rental assistance to people whose limited income otherwise excludes them entirely from the rental market.

This pilot project proposes to test the long-term local voucher concept by using it in a very specific circumstance – assisting people who are disabled and on long term disability (typically receiving income of less than \$800 per month) and/or elderly and living on very limited Social Security benefits to afford the rents in Low Income Housing Tax Credit (LIHTC) units; those units have rents that are restricted but they are not tied to tenant income so they are increasingly out of reach for the target group in this pilot project. The funds in this program offer would be used to make it possible for people in the target population to afford the rent (likely at 30% of their income) in our inventory of LIHTC units. In doing so, this program would leverage the income that the target group is deriving from their federal benefits and the inventory of publicly funded affordable housing.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Provide vouchers for SSI households seeking rent-restricted affordable housing units.	N/A	N/A	N/A	50
Outcome	Percent of households who remain housed 12 months after entry				90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$175,000	\$175,000
Total GF/non-GF	\$0	\$0	\$175,000	\$175,000
Program Total:	\$0		\$350,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$175,000
Total Revenue	\$0	\$0	\$0	\$175,000

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$175,000
 City of Portland General Fund - \$175,000

Significant Program Changes

Last Year this program was:

New program offer.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized supported housing programs to meet the needs of adults experiencing homelessness who are in recovery or who have significant disabilities. This program continues highly effective limited duration housing with intensive attached services, as well as permanently affordable rent assistance and longer-term wrap around support services that will lead to over 1,500 people placed or retained in permanent housing. These supportive housing strategies are nationally recognized best practices, and highly leverage other state, local and federal resources.

Program Summary

The Executive Committee of A Home for Everyone (AHFE) adopted a set of recommendations in January 2015 to significantly reduce unmet need for permanent housing, the over-representation of people of color in the street and shelter homeless population, and unsheltered homelessness among women, veterans and people with severe and persistent mental illness. Within AHFE priority populations are adults in the early stages of recovery from an alcohol or drug addiction and other adults with significant disabilities, including veterans. This program offer provides continued support for two types of programs prioritized by and coordinated through AHFE for these individuals – transitional housing and permanent supportive housing (PSH).

Transitional housing is an effective program model for people experiencing homelessness in the early stages of recovery from an alcohol or drug addiction. Transitional housing programs typically provide no-cost or extremely low-cost housing for up to two years, coupled with intensive recovery support services tailored to the needs of the program’s target population.

PSH programs are our community’s most effective response to chronic homelessness. On any given night, there are more than 1,000 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 PSH programs for highly vulnerable disabled adult households without children. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	People placed into or retained in permanent housing	N/A	1,525	1,525	1,525
Outcome	Percentage of people retaining housing at 6 months	N/A	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,662,500	\$2,857,298	\$1,155,540	\$4,359,085
Total GF/non-GF	\$1,662,500	\$2,857,298	\$1,155,540	\$4,359,085
Program Total:	\$4,519,798		\$5,514,625	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$4,359,085
Total Revenue	\$0	\$0	\$0	\$4,359,085

Explanation of Revenues

City of Portland General Fund \$4,224,420
 Federal HUD Outside Transitions into Stability (OTIS) revenue \$134,665

Significant Program Changes

Last Year this program was: FY 2017: 10063A Supportive Housing - Existing Services

Last year, this program was a subset of the new and existing programs funded through program offers 10063A (Supportive Housing - Existing Services) and 10063B (Supportive Housing - Expanded Services). Continued funding through this program offer is required to maintain current service levels.

Department: Nondepartmental **Program Contact:** Marc Jolin

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

Related Programs:

Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized a range of supported housing programs to meet the needs of hundreds of adults experiencing homelessness who are disabled by mental illness or HIV/AIDS. This program offer continues highly effective permanently affordable rent assistance and longer-term wrap around support services that will assist 810 people to access or retain permanent housing. These supportive housing strategies are nationally recognized best practices, and local funds are coordinated through AHFE to highly leverage other state, local and federal resources.

Program Summary

The Executive Committee of A Home for Everyone (AHFE) adopted a set of recommendations in January 2015 to significantly reduce unmet need for permanent housing, the over-representation of people of color in the street and shelter homeless population, and unsheltered homelessness among women, veterans and people with severe and persistent mental illness. Within AHFE priority populations are adults who are disabled by mental illness or HIV/AIDS. This program offer provides continued support for permanent supportive housing (PSH) for these populations, highly leveraged to federal funding through the U.S. Department of Housing and Urban Development's Housing Opportunities for Persons With AIDS (HOPWA) and Continuum of Care (CoC) programs.

PSH 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 PSH programs for highly vulnerable adult households without children disabled by mental illness or HIV/AIDS. In some cases, funding is used to provide only match to a CoC or HOPWA grant. In other cases, funds support primarily the long term rental subsidy needs of program participants, and support services are leveraged through other systems, 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.

Specific activities include intensive street engagement staffing working in collaboration with Portland Police Bureau Neighborhood Response Team officers to provide housing placement and retention for people with mental illnesses, mental health street outreach coupled with flexible housing placement and permanent rental assistance subsidies, supportive service staffing to support facility-based permanent supportive housing for people with mental illnesses, and facility- and tenant-based supportive housing rental assistance and staffing for people living with HIV/AIDS and exiting Unity Center.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	People placed into or retained in permanent housing	N/A	810	810	810
Outcome	Percentage of people retaining housing at 6 months	N/A	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$250,000	\$3,412,677	\$800,000	\$3,587,065
Total GF/non-GF	\$250,000	\$3,412,677	\$800,000	\$3,587,065
Program Total:	\$3,662,677		\$4,387,065	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$3,587,065
Total Revenue	\$0	\$0	\$0	\$3,587,065

Explanation of Revenues

City of Portland General Fund \$2,132,710
 Federal HUD Outside Transitions into Stability (OTIS) \$183,305
 Federal Housing for Persons Living with AIDS (HOPWA) \$211,811
 City of Portland Housing Bureau HOPWA \$1,059,239

Significant Program Changes

Last Year this program was: FY 2017: 10063A Supportive Housing - Existing Services

Last year, this program was a subset of the existing programs funded through program 10063A - Supportive Housing - Existing Services and 10063B - Supportive Housing - Expanded Services. Continued funding through this program offer is required to maintain current service levels.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multiple A Home for Everyone workgroups identified diversion as a critical strategy to reduce the number of people experiencing street and shelter homelessness in our community. This program offer continues existing capacity to divert people from homelessness through partnerships with the domestic violence system, the family system, the corrections and healthcare systems, as well as 211info. Together these investments will divert at least 500 people out of street and shelter homelessness.

Program Summary

Diversion programs vary by implementation, but have in common the assessment of an individual who is facing living on the streets or in shelter to determine whether they have a housing option they could access with a modest, typically one-time, investment. Diversion is recognized nationally and locally as a critical tool in reducing street and shelter homelessness.

Family Diversion: We anticipate that by the end of FY 2017 we will have diverted over 200 families from shelter. Diversion has been a successful intervention both preventing families from coming to shelter and moving families out of shelter quickly. All families are surveyed to determine if they have an immediate housing option and, if so, diversion resources are used to help them capitalize on that opportunity. Given that our East Side Family Shelter has been significantly above capacity since opening in February 2016, this program is particularly critical.

Corrections Diversion: Diversion resources are targeted to people leaving incarceration through a partnership with DCJ that offers African American men, in particular, access to employment, treatment, and housing assistance resources to ensure that they do not become homeless.

DV Diversion: DV Diversion services focus on preventing homelessness and diverting survivors and their children from shelters. Diversion services offer flexible, rapid response that allows survivors to avoid the trauma and safety risks of becoming homeless through eviction prevention or housing placement. These services reach more than 500 individuals annually and serve a diverse population, with 75% identifying as people of color.

Hospital Diversion: This partnership with the hospital system provides essential rental assistance and care coordination resources to hospital discharge workers to allow patients to discharge to housing options and not to the streets or shelter.

Ticket Home: This program diverts individuals from the streets and shelter through one-time transportation assistance to a location where they have a verifiable housing option. Most commonly this program reunites individuals with family in other communities. More than 200 people participated in the program during its first year.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of people assisted with diversion funds	N/A	500	500	500
Outcome	Percentage of individuals retaining housing at 6 months of exiting program	N/A	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$440,000	\$1,100,000	\$471,970	\$1,004,070
Total GF/non-GF	\$440,000	\$1,100,000	\$471,970	\$1,004,070
Program Total:	\$1,540,000		\$1,476,040	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,004,070
Total Revenue	\$0	\$0	\$0	\$1,004,070

Explanation of Revenues

City of Portland General Fund \$1,004,070

Significant Program Changes

Last Year this program was: FY 2017: 10065 Diversion - Expanded Services

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

A Home for Everyone's goal is to progressively transition towards a more prevention-oriented approach to reducing homelessness. This pilot begins the process of identifying effective strategies to reduce the number of people in need of shelter and placement services. It's based on an effective New York City program that provides outreach workers real-time info about eviction filings so they can engage families and provide prevention resources needed to avoid homelessness. The pilot will prevent at least 60 evictions and build the technology that will allow the program to expand if successful.

Program Summary

The primary purpose of A Home for Everyone is to reduce homelessness in our community. This can be achieved by either of two means, reducing the number of people who become homeless or increasing the number of homeless people who return to permanent housing. While the latter strategy is critical given the number of people who are already living on our streets and in our shelters, we also must begin to increase investments in strategies that prevent or divert people from homelessness.

The challenge for prevention is knowing where to target scarce resources. Research has shown that the significant majority of households that reach out for eviction prevention assistance do not become homeless if they do not receive the assistance they are seeking. There are, however, factors which, if present, do provide an indication that a household, if not helped, will lose their housing and become homeless. One of those factors is the presence, not surprisingly, of an eviction notice for non-payment of rent.

Through this pilot project, outreach workers would receive real-time eviction filing information from the court, and perhaps other sources, and would reach out to affected households to assess the situation and determine whether one-time financial assistance or other advocacy could effectively prevent the eviction and allow the family to retain their housing longer-term. While only one strategy, it is not one that we currently deploy and a version of this is in place in New York City (Neighborhood Homelessness Prevention Outreach) and has reportedly been successful at keeping families from becoming homeless.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of eviction prevented (households)	N/A	N/A	N/A	60
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$200,000	\$200,000
Total GF/non-GF	\$0	\$0	\$200,000	\$200,000
Program Total:	\$0		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$200,000
Total Revenue	\$0	\$0	\$0	\$200,000

Explanation of Revenues

Funding for this program is a shared commitment between the County and the City of Portland.
 County General Fund - \$200,000
 City of Portland General Fund - \$200,000

Significant Program Changes

Last Year this program was:

New program offer.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10056B
Program Characteristics:

Executive Summary

A Home for Everyone partners have prioritized alignment of employment and housing resources to help people experiencing/at-risk of homelessness achieve long-term housing stability. This program implements several highly effective programs that connect employment and housing resources for families, youth, and communities of color. In combination with program 10056B, it will yield at least 225 employment placements and 140 housing placements, and help maximize benefits of employment and housing assistance by ensuring they are appropriately integrated.

Program Summary

Following recommendations of the A Home For Everyone (AHFE) Economic Opportunity Workgroup, this program combined with program 10056B, sustains critical capacity in several targeted employment and housing initiatives, with an emphasis on meeting the needs of families, youth, and communities of color. All programs seek to assist households experiencing homelessness or housing instability by offering a combination of housing assistance and access to a range of workforce supports, provided in a culturally specific or culturally responsive manner. Together these programs will provide at least 400 people with employment services and will lead to at least 140 housing placements. This program represents 180 of those employment placements and 112 of the housing placements. Programs include:

Family Employment Services would provide capacity to an existing network of six nonprofit employment providers, to connect families to career track employment services, housing resources and community-based support, and to the Employment Opportunity Program (EOP). Participants who are survivors of domestic violence and/or who are eligible for SNAP are prioritized.

Youth Employment Services expands services provided by Homeless Youth Continuum partners to improve employment and housing alignment through pre-readiness support, job training, day labor opportunities and work experiences.

Equitable Access to Employment, implemented by a culturally-specific provider, supports individuals and families seeking employment and experiencing homelessness to secure culturally-specific employment services.

Adult Employment Services and Rent Assistance provides capacity through the EOP, and its multiple culturally-specific providers, to offer employment and housing support for adults, including adults in couples or parents with adult children, rent assistance for housing placement, and career coaching; expanded one-stop employment services and resources to serve young adults of color, many of whom are exiting the corrections system.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Individuals receiving employment services and supports	N/A	320	352	320
Outcome	Number of employment placements	N/A	180	180	180
Outcome	Number of housing placements	N/A	112	112	112

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$255,620	\$749,990
Total GF/non-GF	\$0	\$0	\$255,620	\$749,990
Program Total:	\$0		\$1,005,610	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$749,990
Total Revenue	\$0	\$0	\$0	\$749,990

Explanation of Revenues

City of Portland General Fund \$749,990

Significant Program Changes

Last Year this program was: FY 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$255,620	\$0
Total GF/non-GF	\$0	\$0	\$255,620	\$0
Program Total:	\$0		\$255,620	
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 2017: 10062A Rapid Rehousing - Existing Services

Due to how the FY 2017 budget was structured there is not the ability to assign last year's funding to individual program offers for Housing Placement and Retention (formerly Rapid Rehousing) the in FY 2018. The history for FY 2017 program offers 10062A –Rapid Rehousing Existing Services and 10062B – Rapid Rehousing Expansion is shown in FY 2018 program offer 10053A – Housing Placement and Retention – Adult Households.

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	2017	2017	2018	2018
Contractual Services	\$2,500,000	\$0	\$4,683,640	\$0
Total GF/non-GF	\$2,500,000	\$0	\$4,683,640	\$0
Program Total:	\$2,500,000		\$4,683,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$2,500,000	\$0	\$4,683,640	\$0
Total Revenue	\$2,500,000	\$0	\$4,683,640	\$0

Explanation of Revenues

Revenues from sales of foreclosed properties, after January 1, 2016 during FY 2016, were \$3,405,224. After operating expenses were paid, the remaining proceeds credited to this program in FY 2017 were \$3,183,640. Anticipated net proceeds from sales of foreclosed properties, after operating expenses during FY 2017, for credit to the program in FY 2018 are projected to be \$1.5 million.

Significant Program Changes

Last Year this program was: FY 2017: 72040 Tax Title Affordable Housing

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	2017	2017	2018	2018
Cash Transfers	\$31,229,456	\$7,772,433	\$37,388,141	\$4,525,000
Unappropriated & Contingency	\$52,494,075	\$69,033,189	\$54,215,844	\$55,790,425
Total GF/non-GF	\$83,723,531	\$76,805,622	\$91,603,985	\$60,315,425
Program Total:	\$160,529,153		\$151,919,410	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,330,000	\$0	\$4,654,250
Financing Sources	\$0	\$16,200	\$0	\$16,200
Interest	\$0	\$325,000	\$0	\$325,000
Beginning Working Capital	\$0	\$77,353,722	\$0	\$60,239,742
Total Revenue	\$0	\$83,024,922	\$0	\$65,235,192

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 95000 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	\$5,613,568	\$0	\$7,218,902	\$0
Taxes	\$386,953,068	\$0	\$405,443,112	\$0
Other / Miscellaneous	\$6,286,944	\$0	\$6,449,602	\$0
Financing Sources	\$0	\$0	\$125,000	\$0
Interest	\$1,215,194	\$0	\$1,365,025	\$0
Beginning Working Capital	\$80,869,107	\$0	\$75,198,023	\$0
Total Revenue	\$480,937,881	\$0	\$495,799,664	\$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

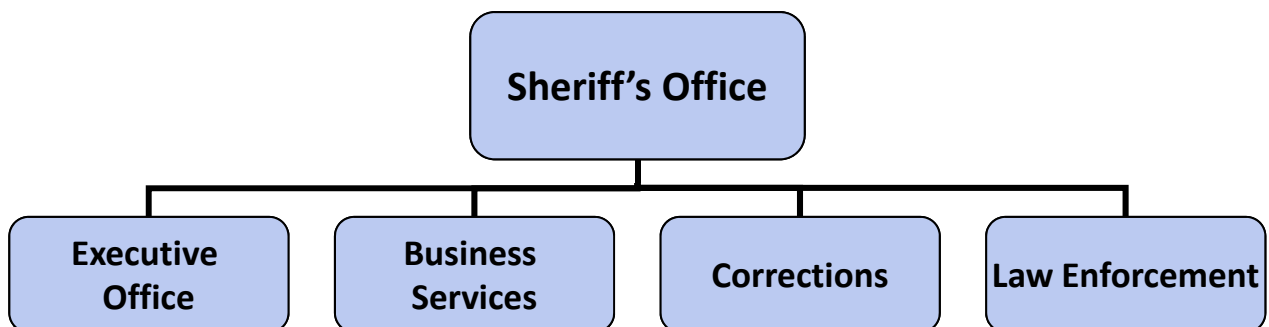
Last Year this program was: FY 2017: 95001 General Fund Revenues

Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exceptional community service underscoring dignity, respect, and fairness in every contact with all persons throughout the County. Whether providing assistance, responding to calls for service, or managing its jail population, the community can expect professional public service regardless of socio-economic status, religious beliefs, personal beliefs, race, ethnicity, sexual orientation, or immigration status. MCSO employees see themselves as servants of the community first.

Within the Law Enforcement Division, the community depends on well-trained deputies to keep our communities safe by conducting rigorous land and waterway patrol, enforcing laws, conducting search and rescue operations, responding to all emergencies, investigating criminal offenses, supporting all first responders, working collaboratively with the community and other agencies, and through the management of a civil process. The Law Enforcement Division has approximately 45,000 constituents within the unincorporated areas and contract cities it serves. In FY 2018, MCSO will focus law enforcement efforts on assisting the County's homeless population by providing them with alternatives to arrest and incarceration. MCSO will pursue an innovative and collaborative approach to gun violence as a life-saving community safety measure.

Within its Corrections Division, MCSO has two main jails budgeted for a total of 1,192 available beds. The Corrections Division staff works collaboratively with County Courts and other entities to provide incarcerated persons with intake assessments, classification services, mental health and addiction treatment services, laundry services, commissary, transportation services for courts, and release transition assistance. MCSO is focused on improved mental health and substance abuse services to ensure adequate assessment and treatment is provided as close to intake as possible. The goal is to provide specific medical assistance for improved patient outcomes and shortened jail stays.



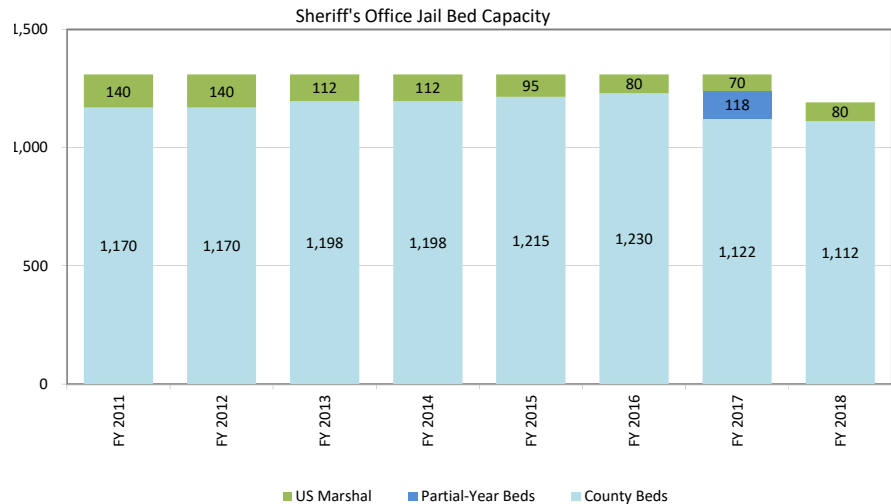
Budget Overview

The Sheriff's Office budget is \$143.3 million, a 3.9% increase from FY 2017. The General Fund comprises 87.5% of the total budget; overall General Fund expenses increased by \$4.5 million (3.8%). Increase is primarily attributable to annual personnel cost growth and an increase in internal services. Other Funds increased \$945,520 (5.6%), including a \$473,495 increase in revenue from contracted trimet police services (60071).

Significant changes include a net FTE decrease, partially due to the cut of the warrant strike team (4.00 FTE) and the end of one-time-only funds for Dorms 4, 5 and an escort post at Inverness Jail (5.46 FTE). With the reduction of the two dorms, the new jail bed capacity for FY 2018 is 1,192 (from 1,310 in FY 2017).

The FY 2018 General Fund allocation includes \$186,380 for new ongoing program MCDC Clinic Escort Deputy (60056). This program will provide additional escort services to better connect individuals in custody with health and mental health services.

The MCSO budget also includes one-time-only funding to complete an electronics upgrade at the Multnomah County Detention Center. Total project costs are \$4.2 million (\$390,000 for escort costs budgeted in MCSO program offer 60046, professional services costs budgeted in DCA program offer 78221).



Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	809.20	806.81	802.26	799.12	(3.14)
Personnel Services	\$107,191,986	\$108,730,467	\$111,171,923	\$114,041,085	\$2,869,162
Contractual Services	1,190,414	946,125	1,190,594	1,356,224	165,630
Materials & Supplies	7,214,055	8,594,713	8,607,807	8,786,492	178,685
Internal Services	16,326,523	16,189,003	16,189,003	18,445,247	2,256,244
Capital Outlay	763,066	640,615	590,095	619,095	29,000
Total Costs	\$132,686,043	\$135,100,922	\$137,749,422	\$143,248,143	\$5,498,721

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

Successes and Challenges

Successes

Sheriff Michael Reese took command of the MCSO in August 2016. His vision and noted leadership skills are grounded by 26 years of Oregon law enforcement experience, four and a half of those years as Chief of the Portland Police Bureau. His commitment to transparency, fairness, effective communication, collaboration, and sound stewardship of public resources serve as cornerstones of his leadership philosophy. He redesigned the MCSO command structure to include hiring a Chief of Staff to serve as the MCSO's single point of contact for all intra and inter-governmental efforts. The Chief of Staff is responsible for all matters of legislative interest, a revision of policies, and facilitates communication among the three branches of MCSO: Business Services Division (BSD), Law Enforcement, and Corrections. The new MCSO structure included the reconstitution of the BSD. This improvement shifted all non-operational law enforcement and corrections duties under the central command of BSD freeing operational assets to more efficiently focus on their specific Law Enforcement and Corrections missions. The MCSO has aggressively hired new employees to fill vacancies which minimizes overtime. Five command level and ten first-line supervisors were recently promoted to fill existing vacancies providing much-needed leadership to employees. This translates into improved community service and accountability. To address gaps in training compliance, one sergeant was added to the Training Unit.

Challenges

Sheriff Reese's highest priority is keeping the community safe by providing professional public safety services in all program areas. The MCSO will revamp its policy and procedure protocols to ensure compliance with legal mandates and to ensure employees, county government, and the public are aware of what is expected of the MCSO and how it conducts business. All members of the MCSO will work diligently to earn and keep the public's trust during these tumultuous and potentially volatile times. This includes ensuring everyone served by the MCSO is treated with dignity, fairness, and respect.

The MCSO will more intensely focus on addressing homelessness and mental health issues, two prominent challenges facing Multnomah County. Public safety management of homelessness issues will be revamped. Collaborative approaches to those requiring specialized mental health or substance abuse treatment will be implemented. Funding will be sought to pursue countywide joint efforts to meet these challenges. Sheriff Reese will launch an innovative public safety initiative targeting persons involved in gun violence and gun trafficking. Additionally MCSO will provide education regarding the safe handling and storage of firearms to reduce suicide and accidental deaths.

Diversity and Equity

The Multnomah County Sheriff's Office is committed to workplace diversity and equity and to maintaining the utmost professional behavior and standards. MCSO staff provides exemplary service to varied populations throughout Multnomah County and maintain awareness of the ways in which their actions impact vulnerable populations.

The MCSO supports and embraces County policy regarding prohibition of workplace harassment and discrimination. Our workforce reflects community experiences, needs, and perceptions, and we actively participate in community events that value cultural diversity, equity, social justice, and celebration of diverse lifestyles. The Sheriff's Office promoted three women and two minorities to supervisory and executive positions. MCSO also hired one minority executive and over ten women or minorities into permanent positions. Five of fourteen (36%) of MCSO's Executive Staff are women and/or minorities.

MCSO will focus its diversity recruitment efforts by attending hiring events and career fairs which include minority groups. MCSO will continue participation in community events supporting and encouraging diversity. Community outreach efforts inclusive of women and minorities will be prioritized.

The Sheriff's Office strives to continue investing in the community to build a more just and equitable Multnomah County.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$4,726,945	\$0	\$4,726,945	131.50
Business Services	22,842,198	2,059,775	24,901,973	519.40
Corrections Division	77,950,949	11,746,363	89,697,312	124.22
Law Enforcement	<u>19,773,774</u>	<u>4,148,139</u>	<u>23,921,913</u>	<u>24.00</u>
Total Sheriff's Office	\$125,293,866	\$17,954,277	\$143,248,143	799.12

Executive Office

The Office of the Sheriff is committed to providing the citizens of Multnomah County exceptional public safety utilizing every available resource within the realm of professional law enforcement and corrections services. The Sheriff and his executive team provide leadership, guidance, and direction to MCSO employees and work collaboratively with all County, city, state, federal, and private concerns to ensure Multnomah County is at the forefront of best practices in public safety service.

The Sheriff has established four basic tenants which drive the Office in providing service to the community. These tenants are a commitment to public safety, earning and keeping community trust, creating a positive work environment, and ensuring sound fiscal stewardship at all levels within MCSO. The Sheriff is committed to transparency, cooperation, collaboration, and fairness in all aspects of Sheriff's Office operations and administration. This includes requests for public comment prior to enacting new policy. He continually engages private and public partners in valuable dialogue and discussion on topics of concern. These discussions provide feedback in real time from vested stakeholders. This guarantees business efficiencies through teamwork inasmuch as shared views and approaches create higher levels of service to the community and in notable cost savings for the MCSO, Multnomah County Government, and allied agencies. These outreach efforts build much needed trust, confidence and support within the community.

Significant Changes

Significant changes include:

- Sheriff Michael Reese took command of MCSO in August 2016.
- A chief of staff was hired to serve the entire MCSO with a focus on professional services, process and policy improvements, inter and intra-governmental relationships, and community outreach.
- Regularly-scheduled meetings with all managers were instituted to ensure information and leadership continuity.
- Regular budget review/oversight meetings are held to guarantee sound fiscal stewardship at all levels of MCSO operations and administration.
- Rigorous efforts were put in place to ensure compliance with the Prison Rape Elimination Act (PREA).
- A review of all policies and procedures was undertaken to improve outputs and efficiencies.
- Sheriff Reese implemented MCSO protocols which ensure transparency and collaboration.

Business Services

The Business Services Division (BSD) oversees seven non-operational MCSO lines of business. BSD prioritizes budget formulation, data-driven decision making, executive liaison and collaboration within Multnomah County government and allied agencies, accurate record keeping, business efficiencies, technological solutions, and well-supplied and resourced operational, support, and administrative units. All of the efforts of the Office are geared toward providing Multnomah County exceptional service. BSD oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to the MCSO. Within the Planning and Research Unit, accurate data is analyzed and reported upon to support data-driven decision making.

The Law Enforcement Support Unit documents, archives, and retrieves investigative information in support of an around-the-clock enforcement effort. The Corrections Support Unit captures, records, archives, and retrieves all information related to arrestees, inmates, and in-custody transports. The Criminal Justice Information System Unit provides up-to-date technology solutions to over 3,000 users across a wide range of platforms. The Auxiliary Services Unit obtains and distributes all supplies and logistics supportive of jail operations and oversees the jail laundry, runs the Inmate Welfare Fund and manages the Inmate Commissary. The Training Unit prepares, delivers, and tracks mandatory training for all employees to ensure compliance and certification requirements are met.

Significant Changes

Significant changes include:

- The Business Services Division (BSD) was reconstituted as an MCSO Division during FY 2017 (60010).
- The MCSO Training Unit (60022A), Law Enforcement Support Unit (60016A, 60024, 60025), and Auxiliary Services Unit (60017, 60018, 60019) were programmed as being within the BSD.

Corrections Division

Multnomah County operates the largest County jail system in Oregon, comprised of 1,192 budgeted beds in two main facilities: The Multnomah County Detention Center (MCDC) is a maximum security facility located in downtown Portland, and the Multnomah County Inverness Jail (MCIJ) is a medium security facility located in East Portland. The Corrections Division is focused on providing effective detention, rehabilitation, and transition services. This is accomplished by addressing the behavior and needs of adults in custody to stabilize, manage, and positively impact arrestees, pretrial inmates and sentenced offenders. This results in cost-effective management of inmates and facilitates successful re-entry into the community.

Corrections personnel manage a population with a multitude of issues, from mental and physical illness, to addiction, to those with a propensity for violence. The Corrections Division meets this challenge through medical screening of all arrestees, and with skilled, evidence-based objective classification leading to safe and appropriate housing. 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. Corrections focuses on stabilizing pretrial inmates and sentenced offenders, fulfilling court requirements, and providing in-jail programs and increased opportunities post-release.

Significant Changes

Significant changes include:

- MCIJ Dorm 5 (59 beds) and the MCIJ East Escort post close at the end of FY 2017. The new system jail bed number will be 1,192 on July 1, 2017. MCIJ Dorm 4 (59 beds) closed in July 2016.
- MCIJ Treatment Readiness Dorm fully implemented to assist inmates suffering from substance addiction.
- 1.00 FTE lieutenant was added and designated as PREA (Prison Rape Elimination Act) Coordinator and Use of Force Inspector.
- MCDC electronics upgrade funded for \$4.2 million (MCSO portion of costs are budgeted in program offer 60046). This project will upgrade intercom and video surveillance systems to newer technologies and identify areas with inadequate video coverage to add new cameras as necessary to ensure compliance with current PREA standards.
- Ongoing funding added for a 1.82 FTE swing shift Clinic Escort Deputy (60056) to support Corrections Health and expand medical access hours for inmates.

Law Enforcement

The Law Enforcement (LE) Division provides 24/7 service to the community in both urban and rural settings. Primary public safety policing services to 45,000 residents in unincorporated Multnomah County and the cities of Wood Village, Maywood Park, Troutdale, Fairview, and Corbett. The Patrol Unit responds to nearly 6,000 calls for service across more than 431 square miles of land and 110 miles of waterways in the County. Additionally, more than three million visitors who travel to Multnomah County to enjoy national scenic and recreation areas rely on the LE Division for safety and security. LE is the first responder to the remote and difficult-to-reach areas of the County, which include Oregon State Parks, the Columbia River Gorge, and the Sauvie Island Wildlife Area.

The LE Division provides countywide programs including East County Major Crimes Team, Domestic Violence/Gun Dispossession supervision, Multnomah County Justice Reinvestment Program enforcement and supervision, Homeless Outreach and Programs Engagement, East Metro Gang Enforcement Team, Special Investigations Narcotics Enforcement Team, Vehicle Crimes Team, and Rapid Response Team. Detectives are focused in Human Trafficking, Elder Abuse, Domestic Violence, Online Predators of Children, and Metro Parks Services. Additionally, LE provides Hazardous Materials Response, Clandestine Drug Lab Response, School Resource Officers in Reynolds and Corbett School Districts, River Patrol, Dive Team and Swift Water Rescue, and conducts county-wide Search and Rescue services as mandated by statute.

Significant Changes

Significant changes include:

- The MCSO Training Unit (60022A), Law Enforcement Support Unit (60016A, 60024, 60025), and Auxiliary Services Unit (60017, 60018, 60019) were moved from the LE Division to the Business Services Division.
- 1.00 FTE sergeant added to the Training Unit (60022A).
- 1.00 FTE lieutenant added to Patrol (60063).
- 3.00 FTE additional deputies added to Trimet Transit Police (60071).
- The Warrant Strike Team (60068A) consisting of 1.00 FTE sergeant and 3.00 FTE deputies was eliminated to meet budgetary constraints. This impacts the timely service of warrants and will now increase the warrant workload for Patrol deputies.

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 2018 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60000	Executive Office	\$1,896,270	\$0	\$1,896,270	8.00
60003A	Human Resources	1,346,286	0	1,346,286	9.00
60005	Professional Standards	1,484,389	0	1,484,389	7.00
Business Services					
60010	Business Services Admin	1,621,134	0	1,621,134	1.00
60012	Criminal Justice Information Systems	6,348,619	0	6,348,619	7.00
60013	Fiscal Unit	982,096	0	982,096	7.00
60014	Time & Attendance Unit	540,535	0	540,535	5.00
60015A	Planning & Research Unit	755,129	0	755,129	5.00
60016A	Enforcement Division Support	2,479,715	0	2,479,715	26.00
60017	Procurement & Warehouse	1,202,092	0	1,202,092	8.27
60018	Property & Laundry	2,471,405	0	2,471,405	19.00
60019	Commissary	0	912,190	912,190	3.73
60021	Corrections Support	3,826,116	0	3,826,116	37.00
60022A	Training Unit	2,614,075	5,000	2,619,075	8.00
60024	Alarm Program	0	403,500	403,500	1.50
60025	Concealed Handgun Permits	1,282	739,085	740,367	3.00
Corrections Division					
60030	Corrections Division Admin	1,481,855	0	1,481,855	5.82
60032A	Transport	2,984,096	0	2,984,096	16.00
60033A	Booking & Release	8,510,904	0	8,510,904	58.24
60033B	Gresham Temporary Hold	150,616	0	150,616	0.00
60034A	Court Services - Courthouse	4,071,158	0	4,071,158	23.00
60034B	Court Services - Justice Center	1,026,993	0	1,026,993	7.00
60034C	Court Services - JJC	282,793	0	282,793	2.00
60034D	Turn Self In Program	235,553	0	235,553	2.00
60035A	Facility Security - Courts	1,352,034	790,682	2,142,716	16.60
60035B	Facility Security - Jails	2,231,658		2,231,658	22.50

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Corrections Division cont.					
60035C	Facility Security - Library	537,226	0	537,226	6.00
60035D	Facility Security - JJC	163,140	0	163,140	2.00
60035E	Domestic Violence Gateway One Stop	80,489	0	80,489	1.00
60036	Classification	3,332,268	0	3,332,268	20.00
60037	Inmate Programs	2,798,346	0	2,798,346	22.00
60038	CERT/CNT	174,310	0	174,310	0.00
60039	MCIJ Work Crews	1,358,501	938,362	2,296,863	12.40
60040A	MCDC Core Jail & 4th Floor	14,378,622	200,000	14,578,622	64.28
60040B	MCDC 5th Floor	4,178,243	0	4,178,243	25.48
60040C	MCDC 6th Floor	2,539,719	0	2,539,719	16.38
60040D	MCDC 7th Floor	3,102,766	0	3,102,766	23.66
60040E	MCDC 8th Floor	1,951,445	0	1,951,445	16.38
60041A	MCIJ Dorms 10, 11 & 18	8,693,143	9,434,279	18,127,422	75.20
60041B	MCIJ Dorms 12 & 13	3,315,576	0	3,315,576	20.02
60041C	MCIJ Dorms 14 & 15	2,110,752	0	2,110,752	12.74
60041D	MCIJ Dorms 16 & 17	590,319	0	590,319	3.64
60041E	MCIJ Dorms 6 & 7	1,960,276	0	1,960,276	14.56
60041F	MCIJ Dorms 8 & 9	1,213,949	0	1,213,949	9.10
60041G	MCIJ East Control Center	914,463	0	914,463	7.28
60043A	Close Street	871,134	0	871,134	5.00
60043B	Close Street Restoration	482,730	0	482,730	3.00
60044	Volunteers	115,120	0	115,120	1.00
60045	Inmate Welfare	0	68,000	68,000	0.00
60046	MCDC Detention Electronics	390,000	0	390,000	0.00
60050	In-Jail Human Trafficking	184,372	0	184,372	1.00
60054	HB3194 Justice Reinvestment - Escorts	0	145,861	145,861	1.30
60055	HB3194 Justice Reinvestment - Program Administrator	0	169,179	169,179	1.00
60056	MCDC Clinic Escort Deputy	186,380	0	186,380	1.82
Enforcement Division					
60060	Enforcement Division Admin	764,346	0	764,346	2.00
60063	Patrol	10,517,525	160,000	10,677,525	51.87

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Enforcement Division cont.					
60064	Civil Process	1,613,742		1,613,742	11.00
60065	River Patrol	1,864,096	831,487	2,695,583	14.50
60066A	Detectives, INTERCEPT, Elder Abuse	1,863,641	69,848	1,933,489	10.00
60067	Special Investigations Unit	1,020,354	726,000	1,746,354	7.00
60071	TriMet Transit Police	0	1,109,502	1,109,502	7.00
60073	Human Trafficking Task Force	144,541	0	144,541	1.00
60074	Metro Services	21,681	545,339	567,020	3.60
60075A	School & Community Resource Officer Program	918,278	48,235	966,513	6.25
60076	Domestic Violence Enhanced Response	103,690	34,564	138,254	1.00
60078	Logistics Unit	684,562	0	684,562	4.00
60084	Gang Enforcement Deputy	28,410	461,375	489,785	3.00
60085	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,341	0	20,341	0.00
60088	Gun Dispossession/VRO Detail	208,567	0	208,567	1.00
60091	HB3194 Justice Reinvestment - Enforcement Deputy	<u>0</u>	<u>161,789</u>	<u>161,789</u>	<u>1.00</u>
Total Sheriff's Office		\$125,293,866	\$17,954,277	\$143,248,143	799.12

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Department: Sheriff **Program Contact:** Michael Reese
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of the Sheriff is committed to providing the citizens of Multnomah County exceptional public safety utilizing every available resource within the realm of professional law enforcement services. The Sheriff works cooperatively and collaboratively with all county, city, state, federal, and private concerns to ensure Multnomah County is at the forefront of public safety and service. He provides leadership, guidance and direction to his staff as well as the public, private entities, and other government officials to ensure the MCSO is operating at its maximum potential in service to the community.

Program Summary

The Sheriff and his Executive Staff work diligently to ensure community public safety and service needs are consistently met. This is accomplished by continually engaging in valuable dialogue and discussion on topics of importance with the public, community leaders, government officials and private entities. These discussions provide direction in real time from vested stakeholders. The Sheriff works cooperatively and collaboratively in all aspects of Sheriff Office operations and administration which guarantees business efficiencies through teamwork. These shared views and approaches create higher levels of service to the community and in notable efficiencies and cost savings for the MCSO, Multnomah County Government, and allied agencies. The Sheriff employs a "transparency" model when establishing policy or taking a position which potentially impact the public, partners or employees. This includes requests for public comment prior to enacting new policy. This approach builds much-needed trust and support within the community.

The Sheriff interacts with public officials at all levels of government in his quest to secure support, coordination, and collaboration for the good of Multnomah County. These efforts translate into greater impacts through mutual understandings of how and what the MCSO prioritizes and acts upon when developing public safety strategies for the community. The Sheriff's Office strives to provide the highest levels of professional law enforcement services by ensuring sound, data-driven decision making in each of the three MCSO divisions; Law Enforcement, Corrections, and Business Services. The Sheriff oversees the disbursement of all funds granted to the MCSO. His careful oversight and stewardship of these funds is a done through a well-staffed and highly-experienced Fiscal Unit. The Fiscal Unit keeps the Sheriff apprised of governing provisions which instruct how funds can be disbursed and on the status of the MCSO Budget.

The Sheriff keeps County Government Executives informed on the activities and direction of the MCSO. He relies on his Chief of Staff (COS) to address all of their concerns on a timely basis which contributes to effective governance. He further relies on his COS to participate with Oregon's Legislature as a means of building the MCSO for the good of its citizens. The Sheriff relies on his Media Representative to assist in keeping the public well informed on a wide range of MCSO activities. This builds community support by ensuring the community is aware that the MCSO serves them as its first priority.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Public Engagements by Executive Staff	140	200	200	200
Outcome	Number of divisions that achieve the majority of their performance measures	4	4	4	4
Outcome	Percent of performance measures met agency wide	89%	95%	90%	90%

Performance Measures Descriptions

Measures represent a summation of total agency performance measures. MCSO has four divisions/sections: exec office (including professional standards), business services, corrections and enforcement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,321,018	\$0	\$1,310,917	\$0
Contractual Services	\$85,223	\$0	\$85,223	\$0
Materials & Supplies	\$136,640	\$0	\$136,640	\$0
Internal Services	\$356,493	\$0	\$363,490	\$0
Total GF/non-GF	\$1,899,374	\$0	\$1,896,270	\$0
Program Total:	\$1,899,374		\$1,896,270	
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 2017: 60000 Executive Office

1.00 FTE moved from PO 60013 Fiscal Unit to the Executive Office 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	728	700	755	800
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100%	100%	100%	100%

Performance Measures Descriptions

HR strives to ensure that the increased number of applications is processed in a timely manner and ensuring employees' appropriate and applicable state and federally-protected coverage is applied. This comes in an environment of increased FMLA/OFLA usage and where 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	2017	2017	2018	2018
Personnel	\$1,145,827	\$0	\$1,213,234	\$0
Contractual Services	\$11,657	\$0	\$11,657	\$0
Materials & Supplies	\$23,889	\$0	\$23,889	\$0
Internal Services	\$95,054	\$0	\$97,506	\$0
Total GF/non-GF	\$1,276,427	\$0	\$1,346,286	\$0
Program Total:	\$1,276,427		\$1,346,286	
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 2017: 60003A Human Resources

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	2017	2017	2018	2018
Personnel	\$995,745	\$0	\$1,262,740	\$0
Contractual Services	\$22,440	\$0	\$22,440	\$0
Materials & Supplies	\$78,077	\$0	\$78,077	\$0
Internal Services	\$106,840	\$0	\$121,132	\$0
Total GF/non-GF	\$1,203,102	\$0	\$1,484,389	\$0
Program Total:	\$1,203,102		\$1,484,389	
Program FTE	6.00	0.00	7.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60005 Professional Standards

Added 1.0 FTE to oversee the PREA (Prison Rape Elimination Act) Program by reallocating funds elsewhere within the Sheriff's Office.

Department: Sheriff

Program Contact: Art Balizan

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Business Services Office oversees seven non-operational lines of business, each supportive of MCSO Law Enforcement, Corrections, and the Office of the Sheriff. The Office prioritizes budget formulation, data-driven decision making, executive liaison and collaboration within Multnomah County Government and allied agencies, accurate record keeping, business efficiencies, technological solutions and well supplied and resourced operational, support and administrative units. All of the efforts of the Office are geared toward providing Multnomah County exceptional service.

Program Summary

The Business Services Office is mission focused with an objective of providing exceptional support to MCSO's Operational divisions, the Office of the Sheriff, and by extension, to Multnomah County Government, the citizenry, and allied agencies. The Office oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to the MCSO. This is accomplished through transparent fiscal management overseen, reviewed and approved at multiple levels. Within the Planning and Research Unit, accurate data is analyzed and reported upon to support data-driven decision making. Reliable analyses support the Sheriff's Office in each of the three branches; Law Enforcement, Corrections, and Administration. Law Enforcement Records archives and retrieves investigative information in support of a 24/7 enforcement effort throughout the year. Corrections Support captures, records, archives, and retrieves all information related to all arrestees, inmates, and in-custody transports. Court orders, detainers, photographs and all other documentation related to these persons are processed by the Unit. The Criminal Justice Information System (CJIS) Unit provides up-to-date technology solutions to over 3,000 users across a wide range of platforms. Auxiliary Services obtains and distributes all supplies and logistics supportive of corrections and oversees the Jail Laundry, runs the Inmate Welfare Fund and manages the Inmate Commissary. The Training Unit prepares and delivers mandatory training to ensure compliance and certification requirements are met and further provides other identified training which enhances employee capabilities and effectiveness.

The Office manages the MCSO Citizens Budget Advisory Committee (CBAC) through regularly-scheduled business meetings, is an MCSO point of contact for the Local Public Safety Coordinating Council (LPSCC), is an executive level point of contact for area public safety executives, and is a point of contact for state and federal allies supportive of collaborative public safety programs and approaches. An emphasis is placed on positive interaction with other agencies and organizations to ensure the citizens of Multnomah County receive exceptional service through agency cooperation and collaborative program and resource synergy. The Office briefs the Sheriff on a daily basis to ensure Business Services is in line with his vision of MCSO's direction and remains consistent with the direction of Multnomah County Government.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Performance Measures Met within Division	94%	90%	90%	90%
Outcome	Corrections Deputy Vacancies Filled	29	35	35	40

Performance Measures Descriptions

The growing number of vacancies in the Corrections Deputy job classification, combined with the growing number of anticipated retirements, has made management of Corrections Deputy vacancies a major focus of MCSO budget management over the next 5 years. During agency restructuring, some units moved from Enforcement to Business Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$414,398	\$0	\$406,059	\$0
Contractual Services	\$12,724	\$0	\$12,724	\$0
Materials & Supplies	\$1,185,311	\$0	\$1,181,043	\$0
Internal Services	\$20,338	\$0	\$21,308	\$0
Total GF/non-GF	\$1,632,771	\$0	\$1,621,134	\$0
Program Total:	\$1,632,771		\$1,621,134	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$987,752	\$0	\$1,307,617	\$0
Total Revenue	\$987,752	\$0	\$1,307,617	\$0

Explanation of Revenues

General Fund:
 \$1,307,617 - Departmental Indirect Revenue

Significant Program Changes

Last Year this program was: FY 2017: 60010 Business Services Admin

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,163,903	\$0	\$1,207,561	\$0
Contractual Services	\$20,859	\$0	\$20,859	\$0
Materials & Supplies	\$615,855	\$0	\$630,855	\$0
Internal Services	\$3,119,321	\$0	\$4,489,344	\$0
Total GF/non-GF	\$4,919,938	\$0	\$6,348,619	\$0
Program Total:	\$4,919,938		\$6,348,619	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$8,440	\$0	\$8,440	\$0
Total Revenue	\$8,440	\$0	\$8,440	\$0

Explanation of Revenues

General Fund:
 \$7,200 - Requests for Arrest Reports
 \$1,240 - Crime Capture Reports - PPB & Gresham

Significant Program Changes

Last Year this program was: FY 2017: 60012 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	2017	2017	2018	2018
Personnel	\$798,693	\$0	\$894,294	\$0
Materials & Supplies	\$14,455	\$0	\$14,455	\$0
Internal Services	\$69,310	\$0	\$73,347	\$0
Total GF/non-GF	\$882,458	\$0	\$982,096	\$0
Program Total:	\$882,458		\$982,096	
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 2017: 60013 Fiscal Unit

1.00 FTE moved from the Fiscal Unit to PO 60000 Executive Office 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	2017	2017	2018	2018
Personnel	\$456,012	\$0	\$471,455	\$0
Materials & Supplies	\$13,811	\$0	\$13,811	\$0
Internal Services	\$53,586	\$0	\$55,269	\$0
Total GF/non-GF	\$523,409	\$0	\$540,535	\$0
Program Total:	\$523,409		\$540,535	
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 2017: 60014 Time & Attendance Unit

Department: Sheriff

Program Contact: Art Balizan

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Planning and Research Unit provides critical research and data analysis which helps inform Sheriff's Office policy decisions, budgetary development, and operational effectiveness. The unit provides insight to support Sheriff's Office programs through its expertise in areas such as web-based application development, program and policy evaluation, and cost-benefit analysis. The work of the Planning and Research Unit helps ensure the Sheriff's Office, local public safety partners, and the public are kept well informed.

Program Summary

The Planning and Research Unit makes it possible for the Sheriff's Office to make data-driven, evidence-based decisions. Products created by this unit allow for informed policy decisions, assist in performance measurement, and provide data-driven insight into jail and law enforcement operations. Planning and Research staff participate in work groups with other analysts throughout the public safety continuum which enables the Sheriff's Office to leverage the most appropriate data and resources which results in a more effective and informative product for use by local public safety decision-makers. Although the breadth of work taken on by the Planning and Research Unit is vast, specific, on-going projects include reporting monthly jail statistics, production of the Sheriff's Office financial dashboard, and providing law enforcement with reliable crime statistics and analysis. The unit also plays an integral role in support of agency compliance with the Prison Rape Elimination Act (PREA).

The Planning and Research Unit provides critical support to agency operations through the development and maintenance of web-based applications. Applications such as the Corrections Inmate Management System (CIMS) and EZ Writer provide necessary tools for staff to effectively manage the jail population. The Planning and Research Unit's ability to create and expand upon in-house data collection and analysis tools is important if the Sheriff's Office is to continue its data-driven, evidence-based philosophy of decision-making while staying on the leading edge of corrections and law enforcement innovation.

The Planning and Research Unit is highly effective at driving critical, time sensitive analyses at the request of a variety of requestors supportive of operations and administrative needs, both internally and externally. Accurate analyses and reporting provided by the Unit translates into cost-savings outcomes in a variety of areas.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Quantitative analytics	1880	1500	1798	1500
Outcome	Qualitative analytics	532	300	514	500
Output	Work requests for internal database applications such as CIMS, EZ Writer, Telestaff, etc...	528	500	450	452

Performance Measures Descriptions

Quantitative analytics refers to numeric documents, datasets, spreadsheets produced and/or analyzed. Qualitative analytics refers to narrative documents produced and/or analyzed. Data source: Excel and Word files modified during the fiscal year in U:P&R. Internal database applications include CIMS, EZ Writer, Telestaff, Online Training System, Gun Track, PREA database, Emergency Notification App, and the SIU ledger. More database applications have been developed which involve work requests.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$783,736	\$0	\$703,199	\$0
Materials & Supplies	\$5,556	\$0	\$5,556	\$0
Internal Services	\$44,454	\$0	\$46,374	\$0
Total GF/non-GF	\$833,746	\$0	\$755,129	\$0
Program Total:	\$833,746		\$755,129	
Program FTE	6.00	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 2017: 60015 Planning & Research Unit

Cut 1.0 FTE to reallocate funding elsewhere within the Sheriff's Office and to meet Fiscal Year constraint.

Department: Sheriff
Program Offer Type: Support

Program Contact: Francis Cop
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The citizens of Oregon have designated certain activities be regulated supportive of a safe and livable community. One of these activities is the MCSO's Alarm Program which administers and manages the reporting of legitimate and false alarms. False alarms are subject to penalties in an effort of reduce their number and unnecessary responses by law enforcement. The Program presently manages approximately 6,800 alarm customers.

Program Summary

Within the Law Enforcement Support Unit, the Alarm component (Alarms) issues burglary and robbery alarm permits, both residential and business. Currently, approximately 6,800 alarm customers are being managed within Alarms. Within Alarms, a False Alarm Reduction Program is run which tracks burglary and robbery alarms in unincorporated Multnomah County and through collaborative contracts with east Multnomah County cities.

Effective Alarm-use management increases the probability that law enforcement responds to valid alarms. This conserves scarce public safety resources by reducing the number of reported false alarms. The program includes penalties for the reporting of false alarms which motivates alarm customers to properly maintain their equipment and exercise sound alarm-use practices. False alarm response is an inefficient use of time and resources and presents potential safety concerns for innocent citizens and law enforcement as a result of an armed response. The efficient use and management of properly-working alarms provides increased security for the community, a reduction in criminal offenses, more effective law enforcement, and cost savings for the County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of warrants received and entered	20122	21000	20000	21000
Outcome	Number of protective orders received and entered	2005	2,500	3384	3000
Output	Number of law enforcement records entered	10025	9,000	10038	10000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	10565	17000	16050	17000

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. (4) Support the record requirements of the cities with police services contracts through the Multnomah County Sheriff's Office. These cities include Maywood Park, Troutdale and Wood Village. (5) Record validation is required monthly by the State of Oregon and the FBI.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,316,671	\$0	\$2,342,206	\$0
Contractual Services	\$13,450	\$0	\$13,450	\$0
Materials & Supplies	\$52,517	\$0	\$83,101	\$0
Internal Services	\$55,874	\$0	\$40,958	\$0
Total GF/non-GF	\$2,438,512	\$0	\$2,479,715	\$0
Program Total:	\$2,438,512		\$2,479,715	
Program FTE	26.00	0.00	26.00	0.00

Program Revenues				
Fees, Permits & Charges	\$15,500	\$0	\$29,070	\$0
Other / Miscellaneous	\$18,000	\$0	\$18,000	\$0
Total Revenue	\$33,500	\$0	\$47,070	\$0

Explanation of Revenues

General Fund:
 \$29,070 - Tow Fees
 \$18,000 - Report Requests

This amount is based on what was received during the first 6 months of FY17.

Significant Program Changes

Last Year this program was: FY 2017: 60061 Enforcement Division Support

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move included 26.0 FTE.

Also, moved 1.00 FTE from program offer 60064 Civil Process to this program offer.

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Within the Auxiliary Services Unit, the Procurement and Warehouse component offers critical support to MCSO Corrections, Business Services and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. It is responsible for the overall warehouse operation including contracts and requisitions, purchasing, and receiving/distribution of certain equipment and supplies as well as inmate commissary. The MCSO Warehouse serves as Receipt, Stage and Storage (RSS) Center for certain public health emergencies occurring in the County.

Program Summary

Procurement & Warehouse facilitates the purchase of goods and services for MCSO operations. The procurement staff strives to acquire goods and services utilizing sound fiscal practices to ensure the best value from responsible vendors which translates into cost savings for the MCSO and County. The staff works cooperatively with County Central Purchasing throughout the year as needed ensuring tax-payer dollars are spent consistent with best practices and that appropriate amounts of goods are readily available.

The receipt and distribution of property and supplies through the warehouse support MCSO operations in nine facilities, often on a daily basis. Purchasing, receiving, distributing, and warehousing items used by MCSO require continual attention to ensure accurate and timely logistics outcomes. The staff emphasizes the safety and security of staff and inmates as its highest priority. The requirements of inmates, whether through jail supplies or commissary, are prioritized guaranteeing the health, safety and well-being of those persons under MCSO custody.

Warehouse personnel train routinely as part of RSS operational readiness planning and response. This effort requires a keen focus on situational readiness and a tested collaborative approach to ensure success during times of crisis. This is a collaborative partnership with the Multnomah County Health Department and Emergency Management.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total dollar value of purchase orders placed	4,065,927	4,000,000	3,983,800	4,000,000
Outcome	Total number of delivery stops made	3,075	3,000	3,050	3,000

Performance Measures Descriptions

"Total dollar value of purchase orders placed" from SAP, provided by Gwen Tyler.

"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	2017	2017	2018	2018
Personnel	\$981,925	\$0	\$1,005,478	\$0
Materials & Supplies	\$18,966	\$0	\$18,966	\$0
Internal Services	\$144,211	\$0	\$177,648	\$0
Total GF/non-GF	\$1,145,102	\$0	\$1,202,092	\$0
Program Total:	\$1,145,102		\$1,202,092	
Program FTE	8.27	0.00	8.27	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60079 Procurement & Warehouse

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move includes 8.27 FTE.

Department: Sheriff **Program Contact:** Steven Alexander

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

Related Programs:
Program Characteristics:
Executive Summary

Within the Auxiliary Services Unit, the Property and Laundry Component performs mandatory functions required by Oregon Revised Statutes (ORS). MCSO conducts the inventory and safeguarding of inmate property which guarantees accountability of property and prevents prohibited items from entering detention facilities. MCSO also provides reliable laundry services for the inmate population ensuring them clean clothing and linens which are in good condition and repair.

Program Summary

Consistent with governing statute, the Auxiliary Services Unit (through the Property and Laundry Component) is responsible for the inventory and secure storage of all inmate property and valuables on a 24/7 basis throughout the year. The meticulous inventory and careful storage of inmate property allows for accurate accountability and prevents the introduction of prohibited items from entering detention facilities. Property staff ensures inmates' personal possessions are stored in a secure and respectful manner and that all funds associated with an inmate are accounted for. Property responsibilities include bail checks, property and money releases and preparation of all out-of-county transports through MCSO facilities.

Laundry Services ensures that inmates are provided with clean, serviceable clothing and linens. Clean laundry and linen products are provided to inmates on a bi-weekly basis. Sewing services are also provided to mend and prolong the life of inmate jail clothing and alterations to staff uniforms. This in-house service provides cost savings to the County by extending the life of certain textiles and by not incurring contractor costs for similar services outside of MCSO.

Laundry services are also provided to Juvenile Detention and Transitional Project's Warming Center. The Transitional Project serves the homeless population and the Laundry Facility provides clean blankets twice weekly during the cold winter months.

The MCSO Corrections Division Laundry is supervised by MCSO personnel and operated by inmates assigned to work in the Laundry Facility. This industrial-skills experience provides an opportunity for selected inmates to learn both technical and soft skills such as following directions and working in a team environment. These skills hopefully serve to enhance an inmate's chances of securing employment after release.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Pounds of clean laundry processed for inmates	1,302,631	1,200,000	1,114,934	1,150,000
Outcome	Total paid claims regarding lost/missing inmate property	4	3	4	4
Outcome	Total bookings/releases processed by Property	66,990	70,000	61,019	61,000

Performance Measures Descriptions

"Pounds of clean laundry processed for inmates" from an internal daily spreadsheet, maintained on the MCSO shared drive. Data provided by EPT Kim Stidum. "Total paid claims regarding lost/missing inmate property" provided by Vericlaim. "Total booking/releases processed by Property" from Planning and Research, Mobius Report 703 (total bookings) and Mobius Report 695 (ALS/Releases). Data from SWIS.

Legal / Contractual Obligation

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,949,335	\$0	\$1,976,008	\$0
Materials & Supplies	\$136,770	\$0	\$136,770	\$0
Internal Services	\$226,753	\$0	\$233,627	\$0
Capital Outlay	\$125,000	\$0	\$125,000	\$0
Total GF/non-GF	\$2,437,858	\$0	\$2,471,405	\$0
Program Total:	\$2,437,858		\$2,471,405	
Program FTE	19.00	0.00	19.00	0.00

Program Revenues				
Service Charges	\$2,700	\$0	\$1,160	\$0
Total Revenue	\$2,700	\$0	\$1,160	\$0

Explanation of Revenues

General Fund:

\$1,160 - Reimbursement for Providing Commercial Laundry Services

Significant Program Changes

Last Year this program was: FY 2017: 60080 Property & Laundry

In FY 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move includes 19.00 FTE.

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissary operations are a self-sustaining program which utilizes no funding from either the Inmate Welfare Fund (IWF) or the General Fund. Proceeds from Commissary operations are directed into the Inmate Welfare Fund which provides direct services and products that otherwise might not be funded for the benefit of inmates in custody. In addition, Commissary personnel are included as part of the RSS (Receipt, Stage and Storage) staff plan in a collaborative partnership with the Multnomah County Health Department and Emergency Management.

Program Summary

Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at competitive pricing. Commissary provides a sense of normalcy to the inmates while they are incarcerated. Commissary items available includes personal hygiene items, stationery, and food items.

An internal commissary system provides better contraband control while allowing inmates to buy approved and appropriate items. Commissary promotes good behavior among inmate populations with increased access to purchase a larger variety of commissary items based on their housing location. Profits from commissary sales are directed into the IWF which are used to offer additional services including chaplains, recreational items, and tools for social and educational development and assisting inmates who are indigent.

Commissary personnel train routinely as part of RSS operational readiness planning and response.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of commissary orders filled for inmates	59,920	53,000	51,700	51,000
Outcome	Total dollars of commissary sales	904,181	750,000	875,500	750,000

Performance Measures Descriptions

Data from the Inmate Accounting System (SWIS).

Legal / Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088
Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$355,119	\$0	\$367,750
Materials & Supplies	\$0	\$407,751	\$0	\$451,043
Internal Services	\$0	\$72,443	\$0	\$93,397
Total GF/non-GF	\$0	\$835,313	\$0	\$912,190
Program Total:	\$835,313		\$912,190	
Program FTE	0.00	3.73	0.00	3.73

Program Revenues				
Indirect for Dept. Admin	\$51,042	\$0	\$70,112	\$0
Other / Miscellaneous	\$0	\$835,313	\$0	\$912,190
Total Revenue	\$51,042	\$835,313	\$70,112	\$912,190

Explanation of Revenues

Inmate Welfare Trust Fund:
\$912,190 - Revenue from Commissary Sales to Inmates

Significant Program Changes

Last Year this program was: FY 2017: 60081 Commissary

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move included 3.73 FTE.

Department: Sheriff **Program Contact:** Becky Child
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Corrections Support Unit (CSU) is mandatory for the successful and accurate management of arrestee, pretrial, and inmate population information. CSU processes inmate bookings, transports, releases, court orders, and monitors Federal prisoners. CSU is responsible for being responsive to the public's phone calls regarding all aspects of Corrections and for the processing of Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. CSU is a 24/7 operation throughout the year.

Program Summary

The CSU creates and maintains computerized bookings and releases, captures all inmate mug shots, processes all inmate court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for inmates, and case manages all Federal inmates, Parole and Probation inmates and Fugitive inmates. CSU provides receptionist duties for the Multnomah County Department of Corrections, processes Forced Releases when a designated population emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility of ensuring all arrestee information is entered into multiple criminal justice information systems accurately and in a timely manner. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, the CSU must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. The Unit is diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Unit staff members work closely and collaboratively with other agencies such as the United States Marshal's Service, US Department of Homeland Security, the State of Oregon Court system, the District Attorney's Office, and the Department of Community Justice of Multnomah County.

The CSU ensures all information processed is properly recorded, archived and secured. Only those persons or entities having a need or right to know are allowed access. The CSU processes and protocols allow for accurate retrieval of information consistent with governing provisions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of computer bookings	34,400	36,000	32,000	35,000
Outcome	Number of sentence release date calculations	14,650	14,500	14,000	13,000

Performance Measures Descriptions

Computer bookings include Standard, In Transit, and Turn Self In bookings. Numbers were generated from SWIS monthly reports.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$3,604,458	\$0	\$3,727,586	\$0
Contractual Services	\$789	\$0	\$789	\$0
Materials & Supplies	\$74,858	\$0	\$74,858	\$0
Internal Services	\$21,673	\$0	\$22,883	\$0
Total GF/non-GF	\$3,701,778	\$0	\$3,826,116	\$0
Program Total:	\$3,701,778		\$3,826,116	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Other / Miscellaneous	\$6,300	\$0	\$10,500	\$0
Service Charges	\$123,000	\$0	\$62,880	\$0
Total Revenue	\$129,300	\$0	\$73,380	\$0

Explanation of Revenues

General Fund:
 \$62,880 - Social Security Incentive Revenue
 \$10,500 - Report Requests

*Estimate based on FY17 mid-year revenue

Significant Program Changes

Last Year this program was: FY 2017: 60021 Corrections Support

Department: Sheriff **Program Contact:** Nicole Morrisey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Training Unit (TU) is responsible for ensuring sworn and non-sworn employees at all levels are provided with training opportunities supportive of their assignments, roles, and responsibilities. The TU strives to provide both required and other useful training which serves to ensure each employee is compliant with established training requirements and possessive of knowledge and skills necessary to ensure quality service to the community.

Program Summary

Each sworn member of the MCSO is required to receive a mandated number of training hours in designated areas consistent with standards established by the State of Oregon by either the Department of Public Safety, Standards, and Training (DPSST) or by Oregon Jail Standards (OJS) guidelines. The TU identifies, prepares, schedules and delivers the mandated training throughout the year. Compliance with these training standards better positions our employees and the agency to remain prepared to undertake the variety of complex challenges facing public safety. The TU further identifies training needs for all MCSO employees which, although not mandated, are essential to ensure each employee is current with acceptable practices, governing provisions, relevant trends, updates, and recognized best practices. This training focus ensures the workforce operates at its maximum potential in an ever-changing and highly challenging environment.

The TU provides a wide range of extremely valuable training which include orientation training for both sworn and non-sworn new hire employees and annual in-service training for approximately 650 employees to refresh their knowledge, skills and abilities; firearms and defensive tactics, conflict resolution, decision making, defensive and pursuit driving, recruit and new supervisor field training programs and various other topics based on the needs of the agency. The TU is presently identifying training needs and developing critical training in the areas of Crisis Intervention, Self-Care and Resiliency, Use of Force, Ethics and Professionalism, and Leadership for Supervisors.

The TU maintains employee training records, works closely with sworn staff to ensure basic certification standards are met, as well as confirms that all staff continue to meet the maintenance certification standards. The Training Unit ensures compliance with federal and state laws, MCSO policy and work rules, safety considerations, professional standards, and recommended best practices. The training curriculum is developed by TU staff and is delivered to employees as efficiently as possible including online delivery, classroom study and hands-on practical scenarios. The priority and focus of the TU is to ensure each employee is well trained in current methodologies and practices. It is understood throughout the agency that a well-trained workforce is more likely to be successful in their assignments and best positioned to provide exceptional service to the community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Student classroom training hours	19,851	NA	19,851	19,851
Outcome	Student online training hours	3679	NA	3643	3900

Performance Measures Descriptions

New performance measures for FY18 to measure online and classroom training hours. Data from the MCSO Online Training System. Estimates and FY18 Offer based on 650 students receiving training.

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	2017	2017	2018	2018
Personnel	\$1,826,364	\$4,573	\$2,083,143	\$4,495
Materials & Supplies	\$354,869	\$0	\$354,869	\$0
Internal Services	\$143,883	\$427	\$176,063	\$505
Total GF/non-GF	\$2,325,116	\$5,000	\$2,614,075	\$5,000
Program Total:	\$2,330,116		\$2,619,075	
Program FTE	7.50	0.00	8.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$306	\$0	\$384	\$0
Service Charges	\$0	\$5,000	\$0	\$5,000
Total Revenue	\$306	\$5,000	\$384	\$5,000

Explanation of Revenues

\$5,000 - Reimbursement for the usage of the training facility.

Significant Program Changes

Last Year this program was: FY 2017: 60092A Training Unit

In FY 2017, this program offer moved from the Law Enforcement Division to the Business Services Division. This move included 7.50 FTE.

Also, by reallocating funds elsewhere within the Sheriff's Office, this program offer added 0.50 FTE.

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The citizens of Oregon have designated certain activities be regulated supportive of a safe and livable community. One of these activities is the MCSO's Alarm Program which administers and manages the reporting of legitimate and false alarms. False alarms are subject to penalties in an effort of reduce their number and unnecessary responses by law enforcement. The Program presently manages approximately 6,800 alarm customers.

Program Summary

Within the Law Enforcement Support Unit, the Alarm component (Alarms) issues burglary and robbery alarm permits, both residential and business. Currently, approximately 6,800 alarm customers are being managed within Alarms. Within Alarms, a False Alarm Reduction Program is run which tracks burglary and robbery alarms in unincorporated Multnomah County and through collaborative contracts with east Multnomah County cities.

Effective Alarm-use management increases the probability that law enforcement responds to valid alarms. This conserves scarce public safety resources by reducing the number of reported false alarms. The program includes penalties for the reporting of false alarms which motivates alarm customers to properly maintain their equipment and exercise sound alarm-use practices. False alarm response is an inefficient use of time and resources and presents potential safety concerns for innocent citizens and law enforcement as a result of an armed response. The efficient use and management of properly-working alarms provides increased security for the community, a reduction in criminal offenses, more effective law enforcement, and cost savings for the County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of alarm events	2651	2700	2800	2800
Outcome	Number of false alarms dispatches completed	1894	1800	1900	1900
Output	Number of new alarm permits issued	654	700	700	700
Output	Number of existing alarm permits renewed	5876	6400	6000	6000

Performance Measures Descriptions

The performance measures for the Alarms Unit are all generated out of SAP.

Legal / Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Troutdale, Wood Village and Maywood Park.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$125,273	\$0	\$128,991
Contractual Services	\$0	\$139,897	\$0	\$212,747
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$39,706	\$0	\$59,138
Total GF/non-GF	\$0	\$307,500	\$0	\$403,500
Program Total:	\$307,500		\$403,500	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$18,790	\$0	\$31,013	\$0
Fees, Permits & Charges	\$0	\$137,500	\$0	\$273,500
Other / Miscellaneous	\$0	\$135,000	\$0	\$95,000
Beginning Working Capital	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$18,790	\$307,500	\$31,013	\$403,500

Explanation of Revenues

Special Ops Fund:

\$35,000 - Carry-over from Fiscal Year 2017

\$13,500 - Alarms Late Fees

\$260,000 - Alarms Permits

\$95,000 - False Alarms Fines

Significant Program Changes

Last Year this program was: FY 2017: 60069 Alarm Program

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move includes 1.5 FTE.

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The citizens of Oregon have designated certain activities be regulated in order to facilitate a safe and livable community. MCSO's Concealed Handgun Unit equitably administers this highly-specialized program such that all Multnomah County residents and others in Oregon & Washington who meet the qualifications set forth by Oregon Revised Statutes (ORS) are afforded the opportunity to apply and receive concealed carry licenses.

Program Summary

The Concealed Handgun Unit administers and manages all aspects of applying for and the issuance of concealed carry licenses. The Unit is responsible for investigating applicants and issuing concealed handgun licenses to those who meet the legal standards set by the ORS. The Unit monitors existing licenses and, when necessary, revokes licenses for reason consistent with the law. The Concealed Handgun Unit processes renewal notifications on a monthly basis and responds to questions from the public regarding the application process and other concealed carry related issues. A secondary function of the Concealed Handgun Unit is the issuance of Expedited Court Access ID cards. These ID Cards are issued as a courtesy to people who regularly need access to the Multnomah County Courthouse for their employment. Eligibility for Court ID cards is reviewed and tracked in an existing system for issuing cards and tracking the card expiration dates. The existing system was designed to be standalone and have a long term software life, saving cost by obviating the need to purchase additional software for this function.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	New/renew concealed handgun permit applications	9143	8500	8700	8600
Outcome	New/transfer/renewal concealed handgun permits issued	7785	8500	8500	8,500
Outcome	New denials and valid concealed handgun permits revoked	223	200	225	225
Output	Number of Courthouse ID's issued	609	1000	1110	1100

Performance Measures Descriptions

Performance Measures for the CHL Unit are mostly generated out of the PERMITS system which is the licensing computer system. New Applications received are hand tallied on a calendar.

Legal / Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$356,484	\$0	\$369,307
Contractual Services	\$0	\$94,241	\$0	\$94,241
Materials & Supplies	\$1,282	\$109,341	\$1,282	\$174,236
Internal Services	\$10,187	\$54,934	\$0	\$101,301
Total GF/non-GF	\$11,469	\$615,000	\$1,282	\$739,085
Program Total:	\$626,469		\$740,367	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$37,580	\$0	\$56,807	\$0
Fees, Permits & Charges	\$0	\$403,000	\$0	\$431,085
Beginning Working Capital	\$0	\$200,000	\$0	\$300,000
Service Charges	\$75,000	\$12,000	\$117,891	\$8,000
Total Revenue	\$112,580	\$615,000	\$174,698	\$739,085

Explanation of Revenues

General Fund:

\$117,891 - Facility Access ID Badges

Special Ops Fund:

\$300,000 - Carry-over from Fiscal Year 2017

\$6,000 - OLCC Fees

\$425,085 - Concealed Handgun Licenses

\$8,000 - Handgun Safety Classes

Significant Program Changes

Last Year this program was: FY 2017: 60070 Concealed Handgun Permits

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move included 3.0 FTE.

Department: Sheriff

Program Contact: Michael Shults

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Corrections Division administration provides administrative leadership and strategic direction to the Sheriff's Office Corrections Division. The Division administration turns Sheriff's policies and directives into the Corrections program offers that support the citizens of Multnomah County by providing safe and humane processing of arrestees and constitutionally sound supervision of pretrial inmates and sentenced offenders.

Program Summary

The Corrections Division provides correctional supervision and services within the Sheriff's Office. The Division's priorities are to enhance public safety by ensuring that jail system capacity is maintained and properly supervised, and to collaborate with the Department of Community Justice and other criminal justice partners to create an effective corrections continuum.

The programs operated by the Corrections Division support key factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide opportunities for treatment, provide rehabilitation resources and pro-social cognitive training.

Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination and management to the Divisions, working with the operational managers and the Executive Office to ensure cost-effective and culturally competent programs for Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent performance measurements met in Division	94%	95%	95%	95%
Outcome	Number of new hires in Corrections Division	41	38	40	45

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin.

"Number of voluntary resignations" was changed to "Number of new hires in Corrections 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	2017	2017	2018	2018
Personnel	\$962,476	\$0	\$1,037,652	\$0
Contractual Services	\$280,500	\$0	\$280,500	\$0
Materials & Supplies	\$111,388	\$0	\$111,388	\$0
Internal Services	\$43,168	\$0	\$52,315	\$0
Total GF/non-GF	\$1,397,532	\$0	\$1,481,855	\$0
Program Total:	\$1,397,532		\$1,481,855	
Program FTE	5.82	0.00	5.82	0.00

Program Revenues				
Other / Miscellaneous	\$1,600	\$0	\$1,000	\$0
Service Charges	\$300	\$0	\$3,268	\$0
Total Revenue	\$1,900	\$0	\$4,268	\$0

Explanation of Revenues

General Fund:
 \$3,268 - Marriage Fees & Room and Board
 \$1,000 - Restitution Fines

Significant Program Changes

Last Year this program was: FY 2017: 60030A Corrections Division Admin Offer A

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Transport Unit is responsible for moving pretrial inmates and sentenced offenders to courts, Multnomah County Corrections facilities, State Corrections Institutions, and to act as one of the Hub locations for the multi-state cooperative transport system. The Transport Unit also provides transportation assistance to the Court Services Unit for the transports of high risk inmates to and from the corrections facilities and the courts to include transports of adult offenders appearing in Juvenile courts.

Program Summary

The Transport Unit interfaces with all MCSO Corrections facilities and the court system. In addition to transporting inmates among the jail facilities and to court, the unit transports inmates released by the courts, transferred to State Prisons, the state hospital, and at times to medical appointments outside of corrections facilities. The Transport Unit also is a main component of the multi-state Cooperative Transport System, which shares resources to move inmates among different jurisdictions in various sized buses and vans. The Transport Unit moves inmates to eastern Oregon once a week and to Salem twice a week as part of the coordinated multi-state shuttle system.

The Transport Unit contributes to public safety by supporting offender accountability as part of the Multnomah County jail system. The function also enhances government accountability with taxpayer savings as a result of the multi-state Cooperative Transport System that cost-effectively moves prisoners among jurisdictions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of inmates moved	69,460	70,000	68,560	70,000
Outcome	Number of 1 Day Evaluation Transports to OSH in Salem	43	50	38	45
Outcome	Number of miles traveled	169,001	170,000	168,491	170,000

Performance Measures Descriptions

Data from Transport Unit daily stats in Excel. Numbers of inmates moved is predicated on intrasystem transports and local/statewide use of the interstate HUB system. MCSO is designated as 1 of 3 HUBs to centralize transport connections between counties within the State of Oregon connecting to bordering states. Removed "Number of Major Incidents." Added "Number of 1 Day Evaluation Transports to OSH in Salem." These Court Ordered Transports continue to rise and is a staff/resource intensive task that impacts the unit's ability to perform the daily mission.

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	2017	2017	2018	2018
Personnel	\$2,607,788	\$0	\$2,663,568	\$0
Materials & Supplies	\$33,183	\$0	\$33,183	\$0
Internal Services	\$328,791	\$0	\$281,921	\$0
Capital Outlay	\$5,424	\$0	\$5,424	\$0
Total GF/non-GF	\$2,975,186	\$0	\$2,984,096	\$0
Program Total:	\$2,975,186		\$2,984,096	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$40,000	\$0	\$20,000	\$0
Total Revenue	\$40,000	\$0	\$20,000	\$0

Explanation of Revenues

General Fund:
\$20,000 - Interstate Fugitive Shuttle and Transfer of State Wards

Significant Program Changes

Last Year this program was: FY 2017: 60032 Transport

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies. The Booking Facility has 18 beds that are included in the jail system bed count.

Program Summary

Booking is located in the basement of the Multnomah County Detention Center. Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained staff process these people to safely admit them to the criminal justice system. The booking process includes thorough checks for identity and for possible additional warrants.

Booking works collaboratively with Corrections Health who provide medical screening and care to those arrested. A registered nurse from Corrections Health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and inmate who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the "Enter" and "Exit" doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Corrections Health is the only health care available inside the jail.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of standard and in transit bookings processed	32858	34850	34790	33950
Outcome	Number of releases processed to MCDC	32569	35000	32578	34110

Performance Measures Descriptions

The number of bookings processed and the number of releases processed to MCDC are distinct measures. Per Captain Peterson, booking is a program that processes arrestees into the corrections system. The booking process includes search, identification, corrections health and state recog as well as property storage. Booking is a process and not a program per se. Release is a function that supports booking as well as the entire system. Programs may be associated with release as to placement and transition back into the community.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under those same laws, local detention facility managers are mandated to operate safe and humane facilities. The right to health care in jail is legally mandated under Federal and state law. When an individual is arrested and incarcerated, the obligation for health care falls upon the government as a matter of constitutional law, enforceable under the U.S. Constitution's 8th Amendment and the 14th Amendment's due process clause.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$7,893,469	\$0	\$8,233,703	\$0
Materials & Supplies	\$277,201	\$0	\$277,201	\$0
Total GF/non-GF	\$8,170,670	\$0	\$8,510,904	\$0
Program Total:	\$8,170,670		\$8,510,904	
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 2017: 60033A Booking & Release

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Gresham Temporary Holding (GTH) operation, located at the Gresham Police Department, is designed to reduce transportation time and cost by allowing officers with arrestees to transfer custody to the Sheriff's Office in Gresham, rather than at the Sheriff's main booking facility in downtown Portland. The cost to operate Gresham Temporary Hold facility is much less than the cost of patrol resources lost by transporting arrestee's to the downtown Portland booking facility.

Program Summary

Booking is the process by which the suspected offender on the street becomes the arrestee in custody. Gresham Temporary Holding serves all Law Enforcement agencies in East county, safely and efficiently admitting and readying arrestees for transfer to the Sheriff's booking facility at the Multnomah County Detention Center. Arrestees are screened for appropriate charges and medical concerns, and if found suitable for temporary holding, are admitted into Sheriff's Office custody. The arrestee is then searched, arrestee property is receipted and the arrestee awaits transport to the Detention Center downtown.

GTH saves time for patrol, allowing them to maximize resources, livability, and the feeling of safety for all east Multnomah County residents.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of inmates accepted	1227	1460	1438	1400
Outcome	% inmates accepted successfully transported to MCDC	100%	100%	100%	100%

Performance Measures Descriptions

It is estimated that for each inmate accepted at Gresham Temp Holding two hours of officer time is saved. GTH data come from the monthly GTH report.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$145,881	\$0	\$150,616	\$0
Total GF/non-GF	\$145,881	\$0	\$150,616	\$0
Program Total:	\$145,881		\$150,616	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$73,250	\$0	\$74,840	\$0
Total Revenue	\$73,250	\$0	\$74,840	\$0

Explanation of Revenues

General Fund:
 \$74,840 - Gresham PD and Fairview PD each pay a portion of Gresham Temp Hold services. Increased by Portland's CPI of 2.17% from last fiscal year's amount.

Significant Program Changes

Last Year this program was: FY 2017: 60033B 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals taken into custody	811	900	680	800
Outcome	Number of court proceedings requiring a staff member	11,775	11,500	11,120	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	2017	2017	2018	2018
Personnel	\$3,380,264	\$0	\$3,631,410	\$0
Materials & Supplies	\$106,252	\$0	\$106,252	\$0
Internal Services	\$295,890	\$0	\$333,496	\$0
Total GF/non-GF	\$3,782,406	\$0	\$4,071,158	\$0
Program Total:	\$3,782,406		\$4,071,158	
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 2017: 60034A Court Services - Courthouse

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Sheriff's Office Court Security Unit includes provisions for court security and safety at the Multnomah County Justice Arraignment courts, escorting inmates from jails to court proceedings and taking persons into custody when ordered by the court. Court security is an integrated approach to the judicial process that ensures the integrity and safety of the court system and its participants, by effectively evaluating, planning and pro-actively managing threats and potential threats directed to the court system while providing a safe court environment for the judiciary and all attending from the public.

Program Summary

The Court Services Unit provides security for the four Arraignment Courts located at the Justice Center. These are extremely busy with community courts, felony and misdemeanor arraignments and hearings, with both in custody and numerous defendants from the public, creating the need for a safe courtroom environment.

The Sheriff is mandated to provide security for the Courts and to provide safe and secure access to the court(s) for inmates, a direct link to Offender Accountability. Arraignment is the first step of the court process for a defendant and critical to the court process. Lack of court security would create severe delays, due to increased security concerns.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals taken into custody	78	80	54	70
Outcome	Number of major incidents	19	30	26	30

Performance Measures Descriptions

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. Data retrieved from Justice Center Court tracking sheets. "Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Justice Center stats which are recorded daily.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,022,533	\$0	\$1,022,498	\$0
Materials & Supplies	\$4,495	\$0	\$4,495	\$0
Total GF/non-GF	\$1,027,028	\$0	\$1,026,993	\$0
Program Total:	\$1,027,028		\$1,026,993	
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 2017: 60034B Court Services - Justice Center

Department: Sheriff **Program Contact:** Jeffery Wheeler

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

Related Programs:

Program Characteristics:

Executive Summary

This offer provides for Law Enforcement Deputy Sheriff services to the court(s) of the Juvenile Justice Complex. Deputies assigned to the Juvenile Justice Complex are part of an integrated approach to the juvenile judicial process which ensures the integrity and safety of the juvenile courts, its participants, and the facility by effectively evaluating, planning, and proactively managing safety and potential threats toward the court system. Deputies also deliver juvenile defendants to and from court matters, as required by state statute.

Program Summary

Deputy Sheriff Services are necessary to both the delivery of defendants and security of the court facility and operation. Deputy Sheriff presence allows for response to incidents within the court rooms and facility as a whole. Deputies assigned assist with coordination of internal movement of juveniles with detention staff and counselors to court proceedings and attorney visitation. The deputy's presence in the courtroom is essential for safety to the judiciary, staff, and public, as many of the proceedings convene as family dependency cases, related domestic cases, and Measure 11 youth. In addition to court system responsibilities, deputies conduct transports of juveniles to and from Oregon Youth Authority facilities and assist in transporting juveniles to court proceedings arranged at the courthouse in downtown Portland. The Sheriff is mandated to provide security for the court and to provide access to the court for juvenile defendants, a direct link to offender accountability. Delays can result in criminal justice complications, which may lead to legal action or other proceedings by the courts. Delays also contribute to slow courts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of persons taken into custody	48	110	88	90
Outcome	Calls for assistance	150	310	146	150

Performance Measures Descriptions

Number of persons taken into custody represents the number of "book and keeps" and warrants. "Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc. Data from JJC Court Facility stats.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$272,970	\$0	\$282,793	\$0
Total GF/non-GF	\$272,970	\$0	\$282,793	\$0
Program Total:	\$272,970		\$282,793	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60034C Court Services - JJC

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The (TSI) "Turn Self In" program provides a formal sentencing alternative by which the courts can impose a sentence to incarceration over a period of weekend days. This program allows for an offender to maintain their employment and/or other family and life obligations within the community. Two Corrections Deputy FTE are associated with this program.

Program Summary

The weekend TSI program operated at the Courthouse Jail Holding area creates budget efficiencies for the County by allowing offenders to serve sentences without needing to utilize all services provided for custody at the County Correctional Facilities. The TSI program minimizes the cost of services to include, medical, overnight stay costs, and minimal need for staffing as associated with jail beds. The TSI program averages 40 to 50 offenders each weekend day.

Offenders serve their weekend time at the Courthouse so as not to interfere with the mainstream jail system and operational processes. For those who are employed or have community obligations acceptable to the court, the TSI sentencing program provides opportunities to maintain employment, support successful reentry into the community while ensuring judgments of the courts are fulfilled. Without the TSI program, judges would have to sentence offenders to probation or jail. With the level of offender normally sentenced to TSI, probation will be the likely option, reducing judicial options supporting Offender Accountability.

In conjunction with the Corrections Volunteer program, offenders sentenced to the weekend TSI program are afforded the opportunity to participate in AA and/or NA meetings. This is a volunteer program and the offender is not required to attend

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Weekend TSIs scheduled	2458	2150	2726	2500
Outcome	Percent of Weekend TSIs who show as scheduled	94%	95%	96%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$272,824	\$0	\$235,553	\$0
Total GF/non-GF	\$272,824	\$0	\$235,553	\$0
Program Total:	\$272,824		\$235,553	
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 2017: 60034D Turn Self In Program

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60035F-18 Courthouse Facility Security Officer Restoration
Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the first level of defense and security for public safety and emergency preparedness in the Multnomah County courts. Facility Security Officers (FSOs) deter the introduction of weapons into the courts by screening entrants via x- ray and metal detection equipment. The security screening process and the presence of FSOs deter disruptions to court operations.

Program Summary

The Facility Security Unit (FSU) provides external and internal security to the downtown Courthouse, the Justice Center courts, and the East County Courthouse through electronic security screening, uniformed presence, and security patrols. The FSOs provide citizens and employees with a safe and secure environment to conduct their business by security screening of all persons entering the court facilities. The FSOs, working in collaboration with other agencies and the State Court, prevent disruption of services to the public so court business may be conducted in a safe environment. Persons entering the courts may be emotionally distraught, under the influence of intoxicants, or involved in situations of domestic abuse. The FSOs are the first, positive, contact point for all of these persons whether it is for information, referral, or public safety.

The core functions of the FSU are public safety, security, assistance, and referral. The presence of uniformed FSOs helps to deter disturbances and criminal activity in the courts; when court operations are interrupted, it costs the taxpayers money. The effectiveness of FSOs is seen in the low ratio of exclusions to the number of persons screened.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of persons screened for entry	538381	535000	540124	545000
Outcome	Number of exclusions	13	15	8	10

Performance Measures Descriptions

Courts include Courthouse, East County Courthouse, and the Justice Center. Data from the FSO statistics database.

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract
 ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,077,119	\$741,386	\$1,190,973	\$710,134
Materials & Supplies	\$21,061	\$656	\$21,061	\$656
Internal Services	\$0	\$69,158	\$0	\$79,892
Capital Outlay	\$140,000	\$0	\$140,000	\$0
Total GF/non-GF	\$1,238,180	\$811,200	\$1,352,034	\$790,682
Program Total:	\$2,049,380		\$2,142,716	
Program FTE	10.60	6.00	10.60	6.00

Program Revenues				
Indirect for Dept. Admin	\$49,568	\$0	\$60,772	\$0
Other / Miscellaneous	\$12,238	\$811,200	\$13,510	\$790,682
Total Revenue	\$61,806	\$811,200	\$74,282	\$790,682

Explanation of Revenues

General Fund:
 \$13,510 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$42.89)

Special Ops Fund:
 \$790,682 - Court Revenues for Court Security Services. This amount is based on what was received during the first 6 months of Fiscal Year 2017.

Significant Program Changes

Last Year this program was: FY 2017: 60035A Facility Security - Courts

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Facility Security Officers (FSOs) are the first line of security at the jail facilities. The FSOs who work the jail public desks are often the only contact available to the public and professional persons requiring assistance with inmate business such as bail, visiting, inmate money, and inmate property transactions. FSOs also provide facility security and safety by controlling and monitoring foot and vehicular access to the lower levels of the Multnomah County Detention Center. FSOs provide public safety by their uniformed presence, facility patrols, and the security screening of entrants into the jail areas.

Program Summary

FSOs provide the public contact point for persons, both the public and professionals (i.e. attorneys), who need to conduct inmate business such as visiting, bail, inmate property, and money transactions. FSOs help ensure public safety by acting as a uniformed deterrent to disruptions within the facility, and prevent the introduction of weapons or contraband into the jail facilities through visitor screening. The Facility Security Unit (FSU) conducts records checks for Facilities and Property Management, Corrections Health, MCSO Programs, Aramark Food Services, and others who need access to the jail. The FSU works closely with other agencies and MCSO units to facilitate inmate business transactions. People are often discouraged when trying to navigate through the criminal justice system, and FSOs provide person-to-person assistance to the public. The FSOs ensure continuity of jail operations by providing a safe environment for the public to transact their business. The effectiveness of our presence is seen in the low level of persons excluded from visitor areas against the high number of service requests forms processed.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number into MCDC and MCIJ	102961	130000	118558	125000
Outcome	Number of service requests from jail	48899	55000	45256	50000
Outcome	Number of exclusions from MCDC and MCIJ	5	10	5	10

Performance Measures Descriptions

Data from the FSO statistics database.

Legal / Contractual Obligation

ORS 206.010 – General Duties of Sheriff; ORS 206.210 – Authority of Sheriff Over Organization of Office; ORS 206.345 – Contracts with Cities- Authority Under Contract; ORS 451.010 – Facility and Services Counties May Provide by Service District; ORS 166.360 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	2017	2017	2018	2018
Personnel	\$2,026,291	\$0	\$2,181,936	\$0
Materials & Supplies	\$34,363	\$0	\$34,363	\$0
Internal Services	\$21,314	\$0	\$15,359	\$0
Total GF/non-GF	\$2,081,968	\$0	\$2,231,658	\$0
Program Total:	\$2,081,968		\$2,231,658	
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 2017: 60035B Facility Security - Jails

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	2017	2017	2018	2018
Personnel	\$487,409	\$0	\$537,226	\$0
Total GF/non-GF	\$487,409	\$0	\$537,226	\$0
Program Total:	\$487,409		\$537,226	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$487,409	\$0	\$537,226	\$0
Total Revenue	\$487,409	\$0	\$537,226	\$0

Explanation of Revenues

General Fund:

FY 2018 Library Total is \$537,226:

\$266,490-Central

\$103,077-Midland

\$73,407-Holgate

\$94,252-Rockwood

Significant Program Changes

Last Year this program was: FY 2017: 60035C Facility Security - Library

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the front line security for the Juvenile Justice Complex (JJC). Facility Security Officers (FSOs) are the first contact point for the public and for professional persons, such as attorneys and counselors, entering the JJC. Core FSU functions include public safety and assistance, security, and referral. This is accomplished through one-on-one contact with the public, entry security screening, and knowledge of the criminal justice system. The presence of uniformed FSOs helps deter both disruptions to court operations and criminal activity in the facility.

Program Summary

The Facility Security Officers who work at the JJC are primarily responsible for creating a safe environment for the public, staff, and others who work or visit the JJC. This is done by security screening of all entrants into the facility via x-ray and metal detector screening, the presence of uniformed FSOs, area patrols, and one-on-one contact with the public. Persons entering the JJC may be under the influence of drugs, alcohol, facing the loss of their children, or suffering some other life altering situations, such as time in jail. The FSOs provide a positive presence to assist these persons in successfully transacting their business at the JJC, while keeping disruptions minimal. Disruptions and criminal activity interfere with facility and court operations, which also create difficulties for the families, staff and professional persons conducting court business. All of this can result in higher costs to the tax payer if court and facility functions are disrupted and need to be delayed or postponed. The effectiveness of our work is seen in the low ratio of exclusions from the JJC to the number of persons screened for entry.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of persons screened	42560	45000	41776	43500
Outcome	Number of exclusions	0	3	2	5

Performance Measures Descriptions

Data from the FSO statistics database.

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$142,776	\$0	\$163,140	\$0
Total GF/non-GF	\$142,776	\$0	\$163,140	\$0
Program Total:	\$142,776		\$163,140	
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 2017: 60035D Facility Security - JJC

Department: Sheriff **Program Contact:** Elizabeth Daily
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the front line of defense for persons accessing the Gateway Center for Domestic Violence. The FSOs are the first visible resource providing professional assistance to persons entering the "one-stop" Gateway Center for Domestic Violence Services. The core functions of the FSU are public assistance and security.

Program Summary

The FSU provides security and public information for both the public and professionals transacting business at the Gateway Center facility. This is done by uniformed presence and facility patrols. The FSU works closely with all of the various partners at the domestic violence "one-stop" center to facilitate the needs of the citizens, and staff entering the facility.

Persons entering this facility may be under the influence of drugs or alcohol, facing the loss of their children, or other life altering situations. The FSU is often the first contact for citizens and professionals accessing the facility. The FSU provides security within the domestic violence "one-stop" facility so that people can safely transact business. The FSU, as an MCSO uniformed presence, is a deterrent to disruptions and criminal activities. Disruptions and criminal activity interfere with the facility and domestic violence services, and create difficulties for professionals and families who need to conduct transactions. The effectiveness of the FSU is seen in the low ratio of incidents when compared with the number of persons served at the Gateway Center.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of service visits to the Gateway Center	11244	7000	14510	16000
Outcome	Number of incidents reported	28	32	30	35

Performance Measures Descriptions

Data from the FSO statistics database and the DV center Director Martha Strawn Morris.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$71,388	\$0	\$80,489	\$0
Total GF/non-GF	\$71,388	\$0	\$80,489	\$0
Program Total:	\$71,388		\$80,489	
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 2017: 60035E Domestic Violence Gateway One Stop

Department: Sheriff **Program Contact:** Mary Lindstrand
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of (rule violation) assaults on inmates agency wide	90	95	95	95
Outcome	Number of (rule violation) assaults on staff agency wide	83	90	90	90
Output	Classification interviews in Reception	22493	26068	22500	22500
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	91	100	100	100

Performance Measures Descriptions

Assault rule violation data is based on number of assaults in MDCD 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	2017	2017	2018	2018
Personnel	\$3,160,130	\$0	\$3,285,579	\$0
Materials & Supplies	\$31,971	\$0	\$31,971	\$0
Internal Services	\$32,269	\$0	\$14,718	\$0
Total GF/non-GF	\$3,224,370	\$0	\$3,332,268	\$0
Program Total:	\$3,224,370		\$3,332,268	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,000	\$0	\$250	\$0
Total Revenue	\$4,000	\$0	\$250	\$0

Explanation of Revenues

General Fund:
\$250 - Classification Records Requests

Significant Program Changes

Last Year this program was: FY 2017: 60036 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of orientations, intakes and assessments	1736	2000	1500	1500
Outcome	Number of offenders placed into community beds thus freeing up jail beds	219	250	225	225
Outcome	Offenders participating in group programming that decreases offender bookings	9120	9500	9500	9500
Output	Number of requests (written) for counseling services	18205	20000	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	2017	2017	2018	2018
Personnel	\$2,474,652	\$0	\$2,556,756	\$0
Contractual Services	\$89,584	\$0	\$89,584	\$0
Materials & Supplies	\$120,883	\$0	\$120,883	\$0
Internal Services	\$28,313	\$0	\$31,123	\$0
Total GF/non-GF	\$2,713,432	\$0	\$2,798,346	\$0
Program Total:	\$2,713,432		\$2,798,346	
Program FTE	22.00	0.00	22.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60037 Inmate Programs

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Corrections Emergency Response Team (CERT) and Crisis Negotiations Team (CNT) respond to emergency situations that represent a potential hazard to a facility, loss of life, serious injury to staff, inmates or the public or when significant property loss is imminent. Protecting and preserving human life is the top priority for the MCSO CERT/CNT.

Program Summary

The mission of CERT/CNT is to deal with high risk, high liability situations in a safe and secure manner. Members receive specialized training to handle a large variety of emergencies in the safest way possible for both inmates and staff. When called upon, CERT/CNT will always strive to accomplish the stated objective through negotiations or tactical operations using only the most minimal amount of force necessary. CERT/CNT will always attempt to resolve all situations with no injuries to staff or inmates.

The MCSO CERT/CNT consists of 1 CERT/CNT Commander, 2 CERT Team Leaders, 2 CERT Assistant Team Leaders, 10 CERT members, 1 CNT Team Leader and 4 CNT members.

CERT is divided into 2 teams of 7 members each. CERT teams rotate one month on primary call-out and one month on secondary call-out. The CNT is one team and does not rotate. All members of CERT/CNT are full time MCSO employees and are on call 24/7 to respond to emergent situations. All CERT/CNT members only serve on an "On-Call" status; there are no full time CERT/CNT members. Program funding supports supplies, equipment and training exclusively.

CERT/CNT is used primarily to respond to incidents in an MCSO Corrections Facility, but may be called upon to respond to other County Facilities, such as Juvenile Detention Home, or to respond as mutual aid to another jurisdiction if requested.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of CERT/CNT call outs	4	6	6	6
Outcome	Number of training sessions completed for CERT members	10	12	15	12
Outcome	Number of training session completed for CNT members	12	12	12	12

Performance Measures Descriptions

Data from TeleStaff Reports/AAR (After-Action Reports)/Outlook Calendar Notations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$107,489	\$0	\$110,978	\$0
Materials & Supplies	\$47,711	\$0	\$47,711	\$0
Internal Services	\$9,456	\$0	\$15,621	\$0
Total GF/non-GF	\$164,656	\$0	\$174,310	\$0
Program Total:	\$164,656		\$174,310	
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 2017: 60038 CERT/CNT

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Inmate escapes	0	0	0	0
Outcome	Number of contract hours	138,820	139,600	138,560	138,400
Output	Number of community service hours	8,460	8,388	8,470	8,470
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	2017	2017	2018	2018
Personnel	\$1,017,529	\$816,688	\$1,028,992	\$843,548
Contractual Services	\$6,091	\$0	\$6,091	\$0
Materials & Supplies	\$153,402	\$0	\$153,402	\$0
Internal Services	\$223,958	\$76,115	\$170,016	\$94,814
Total GF/non-GF	\$1,400,980	\$892,803	\$1,358,501	\$938,362
Program Total:	\$2,293,783		\$2,296,863	
Program FTE	6.50	5.90	6.50	5.90

Program Revenues				
Indirect for Dept. Admin	\$54,555	\$0	\$72,123	\$0
Other / Miscellaneous	\$0	\$267,484	\$0	\$275,000
Service Charges	\$0	\$625,319	\$0	\$663,362
Total Revenue	\$54,555	\$892,803	\$72,123	\$938,362

Explanation of Revenues

Special Ops Fund:

\$135,925 - Various Service Contracts with Governmental Agencies

\$343,585 - Service Contracts with ODOT

\$115,940 - Service Contract with City of Portland

\$67,913 - Revenue from Misc. Work Crew Services

\$275,000 - Estimated Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs

Significant Program Changes

Last Year this program was: FY 2017: 60039 MCIJ Work Crews

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 jail beds at the Multnomah County Detention Center. This includes beds for pretrial inmates and sentenced offenders requiring maximum security, as well as those with medical and psychological needs. MCDC, the only maximum-security facility operated by MCSO, supports local public safety and offender treatment systems. Option A opens 46 beds on the 4th floor and 18 beds in reception as well as establishing the necessary infrastructure for MCDC.

Program Summary

The 448 maximum-security detention beds at MCDC are offered to support public safety and offender treatment systems by providing safe and humane pretrial or sentenced offender space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 18 beds are used in reception and 10 beds are for disciplinary use. This offer captures functions needed to open the jail.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$9,795,728	\$169,228	\$9,876,987	\$179,792
Contractual Services	\$7,863	\$0	\$7,863	\$0
Materials & Supplies	\$743,145	\$0	\$743,145	\$0
Internal Services	\$3,526,666	\$15,772	\$3,750,627	\$20,208
Total GF/non-GF	\$14,073,402	\$185,000	\$14,378,622	\$200,000
Program Total:	\$14,258,402		\$14,578,622	
Program FTE	64.28	0.00	64.28	0.00

Program Revenues				
Indirect for Dept. Admin	\$11,304	\$0	\$15,372	\$0
Intergovernmental	\$0	\$185,000	\$0	\$200,000
Total Revenue	\$11,304	\$185,000	\$15,372	\$200,000

Explanation of Revenues

Fed/State Fund:
\$200,000 - SCAAP Grant

Significant Program Changes

Last Year this program was: FY 2017: 60040A MCDC Core Jail & 4th 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 5th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules have 32 individual cells each while the 5B and 5C modules have 16 each. The total floor capacity for the 5th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the inmate population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally, the safety of those incarcerated is paramount to staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 5th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$3,713,749	\$0	\$3,836,301	\$0
Contractual Services	\$3,932	\$0	\$3,932	\$0
Materials & Supplies	\$305,478	\$0	\$305,478	\$0
Internal Services	\$24,940	\$0	\$32,532	\$0
Total GF/non-GF	\$4,048,099	\$0	\$4,178,243	\$0
Program Total:	\$4,048,099		\$4,178,243	
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 2017: 60040B MCDC 5th 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 6th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

Program Summary

The 6th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 6A and 6D modules have 32 individual cells each while the 6B and 6C modules have 16 each. The total floor capacity for the 6th floor is 96 cells.

Working with our partners in Programs, Corrections Health and Mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 6th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$2,120,158	\$0	\$2,296,682	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$223,834	\$0	\$223,834	\$0
Internal Services	\$13,358	\$0	\$17,237	\$0
Total GF/non-GF	\$2,359,316	\$0	\$2,539,719	\$0
Program Total:	\$2,359,316		\$2,539,719	
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 2017: 60040C 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$2,821,995	\$0	\$2,950,759	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$130,864	\$0	\$130,864	\$0
Internal Services	\$15,134	\$0	\$19,177	\$0
Total GF/non-GF	\$2,969,959	\$0	\$3,102,766	\$0
Program Total:	\$2,969,959		\$3,102,766	
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 2017: 60040D 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$1,798,117	\$0	\$1,879,106	\$0
Materials & Supplies	\$67,969	\$0	\$67,969	\$0
Internal Services	\$4,000	\$0	\$4,370	\$0
Total GF/non-GF	\$1,870,086	\$0	\$1,951,445	\$0
Program Total:	\$1,870,086		\$1,951,445	
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 2017: 60040E MCDC 8th Floor

Department: Sheriff **Program Contact:** Jose Martinez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of 166 beds at MCIJ. This is the base offer of 11 scalable levels (design capacity for MCIJ is 1037 beds). The MCIJ dorms are used to appropriately place inmates in the corrections system to ensure a safe, efficient operation of our jail network. Open dorm housing is structured to fit the needs of inmates who do not require special conditions for confinement, while maintaining safe and appropriate separations. MCIJ housing is based on a sound objective classification system.

Program Summary

The Inverness Jail is a medium security, direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Program activities include counseling, education, and mental health services to facilitate offender's successful transition back to the community and work opportunities for sentenced offenders.

Offer A opens 166 beds, with 156 general housing beds and 10 medical beds. Operations, Administration, Support and Jail Services, such as clinic, kitchen, and transport, are included in Offer A. Corrections deputies from MCIJ also supervise pretrial inmates and sentenced offenders under medical care at hospitals.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal. Medical, mental health and dental services are provided to male and female general housing. This offer includes a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop..." from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$3,762,247	\$8,775,809	\$3,754,676	\$8,480,173
Contractual Services	\$12,492	\$0	\$12,492	\$0
Materials & Supplies	\$1,105,978	\$10,282	\$1,105,978	\$10,284
Internal Services	\$3,764,887	\$818,864	\$3,808,113	\$943,822
Capital Outlay	\$11,884	\$0	\$11,884	\$0
Total GF/non-GF	\$8,657,488	\$9,604,955	\$8,693,143	\$9,434,279
Program Total:	\$18,262,443		\$18,127,422	
Program FTE	21.08	55.00	20.20	55.00

Program Revenues				
Indirect for Dept. Admin	\$586,911	\$0	\$717,943	\$0
Intergovernmental	\$0	\$9,604,955	\$0	\$9,434,279
Service Charges	\$3,707,295	\$0	\$3,942,774	\$0
Total Revenue	\$4,294,206	\$9,604,955	\$4,660,717	\$9,434,279

Explanation of Revenues

General Fund:

\$3,745,484 - US Marshal for 80 Beds X \$128.27 X 365 Days

\$29,554 - BOP (Based on collecting \$12,314 in first 5 months of FY17)

\$167,736 - M73 Inmate Beds (Based on collecting \$83,868 in first 6 months of FY17)

Fed/State Fund:

\$8,978,319 - Senate Bill 1145 State Funding

\$63,758 - Start Court M57 State Funding

\$392,201 - DOC M57 State Funding

Significant Program Changes

Last Year this program was: FY 2017: 60041A MCIJ Dorms 10, 11 & 18

US Marshal Jail Bed expectations have increased from 70 beds to 80 beds. This is an anticipated increase 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	2017	2017	2018	2018
Personnel	\$3,039,694	\$0	\$3,126,514	\$0
Contractual Services	\$3,512	\$0	\$3,512	\$0
Materials & Supplies	\$179,108	\$0	\$179,108	\$0
Internal Services	\$5,897	\$0	\$6,442	\$0
Total GF/non-GF	\$3,228,211	\$0	\$3,315,576	\$0
Program Total:	\$3,228,211		\$3,315,576	
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 2017: 60041B MCIJ Dorms 12 & 13

Program #60041C - MCIJ Dorms 14 & 15 4/12/2017

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 138 beds at the MCIJ.

These single cell dorms house inmates who create the potential for compromising safety and security. These dorm are more restrictive environments with enhanced security, as part of the objective classification system.

Program Summary

This offer operates two dorms: one dorm is for 73 single cells and a second dorm for 65 beds. The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop... " from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$1,852,931	\$0	\$1,936,533	\$0
Contractual Services	\$2,235	\$0	\$2,235	\$0
Materials & Supplies	\$166,128	\$0	\$166,128	\$0
Internal Services	\$5,360	\$0	\$5,856	\$0
Total GF/non-GF	\$2,026,654	\$0	\$2,110,752	\$0
Program Total:	\$2,026,654		\$2,110,752	
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 2017: 60041C 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop... " from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$504,803	\$0	\$524,594	\$0
Contractual Services	\$639	\$0	\$639	\$0
Materials & Supplies	\$63,915	\$0	\$63,915	\$0
Internal Services	\$1,072	\$0	\$1,171	\$0
Total GF/non-GF	\$570,429	\$0	\$590,319	\$0
Program Total:	\$570,429		\$590,319	
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 2017: 60041D MCIJ Dorms 16 & 17

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	2017	2017	2018	2018
Personnel	\$1,723,480	\$0	\$1,828,994	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$124,044	\$0	\$124,044	\$0
Internal Services	\$4,288	\$0	\$4,684	\$0
Total GF/non-GF	\$1,854,366	\$0	\$1,960,276	\$0
Program Total:	\$1,854,366		\$1,960,276	
Program FTE	13.68	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 2017: 60041E MCIJ Dorms 6 & 7

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.

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.

Dorm 9 currently operates as the MCIJ outside workers dorm housing 59 inmates suitable for work positions outside of the secure confines of the jail.

In 2016 Dorm 8 is purposed to become the 59 inmate mixed classification treatment readiness dorm. Chosen because it is adjacent to dorm 9 and has close proximity to the available program rooms. This new program is part of the justice reinvestment initiative providing intensive programming to carefully screened, eligible inmates with the expectation of lowering the overall recidivism rate.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop..." from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$1,056,210	\$0	\$1,102,161	\$0
Contractual Services	\$1,596	\$0	\$1,596	\$0
Materials & Supplies	\$107,264	\$0	\$107,264	\$0
Internal Services	\$2,680	\$0	\$2,928	\$0
Total GF/non-GF	\$1,167,750	\$0	\$1,213,949	\$0
Program Total:	\$1,167,750		\$1,213,949	
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 2017: 60041F MCIJ Dorms 8 & 9

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 the east control center at MCIJ and a graveyard shift escort. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

Program Summary

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

The 59 beds represented in this Program Offer, not only support the support unit's Output and Outcome performance measures shown above, but better ensures that future inmate population matrixing will not occur.

Data includes benchmarks for operating a County jail in accordance with federal, state and local standards.

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	2017	2017	2018	2018
Personnel	\$904,761	\$0	\$896,688	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$10,537	\$0	\$10,537	\$0
Internal Services	\$4,288	\$0	\$4,684	\$0
Total GF/non-GF	\$922,140	\$0	\$914,463	\$0
Program Total:	\$922,140		\$914,463	
Program FTE	7.28	0.00	7.28	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60041G MCIJ East Control Center

Department: Sheriff **Program Contact:** Mary Lindstrand
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60034B-18 Close Street Restoration
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of supervised people per month***	176	175	175	110
Outcome	Percent of population appearing for all court dates during supervision	97%	98%	97%	97%
Outcome	Percent of population arrested for new crimes during supervision	3%	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	2017	2017	2018	2018
Personnel	\$1,143,403	\$0	\$767,794	\$0
Contractual Services	\$69,383	\$0	\$34,692	\$0
Materials & Supplies	\$31,479	\$0	\$31,479	\$0
Internal Services	\$63,929	\$0	\$37,169	\$0
Total GF/non-GF	\$1,308,194	\$0	\$871,134	\$0
Program Total:	\$1,308,194		\$871,134	
Program FTE	8.00	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 2017: 60043 Close Street

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$418,662	\$0
Contractual Services	\$0	\$0	\$34,691	\$0
Internal Services	\$0	\$0	\$29,377	\$0
Total GF/non-GF	\$0	\$0	\$482,730	\$0
Program Total:	\$0		\$482,730	
Program FTE	0.00	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:

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	2017	2017	2018	2018
Personnel	\$105,519	\$0	\$110,840	\$0
Materials & Supplies	\$4,280	\$0	\$4,280	\$0
Total GF/non-GF	\$109,799	\$0	\$115,120	\$0
Program Total:	\$109,799		\$115,120	
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 2017: 60044 Volunteers

Department: Sheriff **Program Contact:** Mary Lindstrand
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Inmate Welfare Fund (IWF), overseen by Sheriff's Command Staff and civilian members, provides services to arrestees, pretrial inmates and sentenced offenders including banking, law library, chaplain services, and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates.

Program Summary

The IWF trust fund provides an in-house banking system that enables inmates to safely deposit funds and utilize these funds for numerous purposes, including the purchase of commissary items. The revenues from commissary and phones provide additional services including recreational items, tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at low pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of offenders participating in Law Library	4524	5,000	5,000	5,000
Outcome	Number of hours of Law Library access provided to the participants	6858	7250	7000	7000
Output	Number of Inmate Calls	224,522	175000	250,000	250.000
Outcome	Amount of Phone Revenue	0	0	0	0

Performance Measures Descriptions

"Number of offenders..." from daily Law Library Move Lists returned by Deputies entered by Law Library Counselor in an Excel file. "Number of hours..." from facility Law Library Schedules and daily Law Library Move Lists (Total possible sessions - sessions not conducted), x 2 (each session = 2 hours) then entered by Law Library Counselor in an Excel file. The law library is in electronic format. As of Sep 2015, the Sheriff has chosen to no longer collect phone commissions from inmates' friends and familv. recoanizing that it causes undue hardship. Given this. higher call volume is anticipated.

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	2017	2017	2018	2018
Materials & Supplies	\$0	\$17,073	\$0	\$15,063
Internal Services	\$0	\$50,927	\$0	\$52,937
Total GF/non-GF	\$0	\$68,000	\$0	\$68,000
Program Total:	\$68,000		\$68,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$4,155	\$0	\$5,227	\$0
Other / Miscellaneous	\$0	\$46,000	\$0	\$46,000
Service Charges	\$0	\$22,000	\$0	\$22,000
Total Revenue	\$4,155	\$68,000	\$5,227	\$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 2017: 60045 Inmate Welfare

Department: Sheriff **Program Contact:** Michael Shults
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78221-18
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a Jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touchpanels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

Program Summary

Under this project, the intercom and video surveillance systems will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities, ie: Inverness and the Juvenile Center, and have become the standard for the County. Developing the standards for the County is important, as it reduces the need for spare parts, decreases the training time for new operations staff, and allows the maintenance staff to become expert on, and better maintain, one set of systems. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades. For the project in total the cost is \$4,209,155 including escorts and soft costs and it can be completed in 18 months overall. This program offer budgets for escort costs; DCA program offer 78221 budgets the remainder of the project costs.

This project will replace 5 different systems:

- 1 - INTERCOM SYSTEM: The intercom system provides inter communications between the various control centers to their associated inmate cells, movement doors, and other locations where immediate, highly intelligible 2-way audio is needed.
- 2- VIDEO SURVEILLANCE SYSTEM: The video surveillance system provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility, and provides for automated call-up of associated images whenever door control or intercom communications functions are in use.
- 3 - PLC/TOUCHSCREEN SYSTEMS: The current PLC's, which are the brains of the system, are Modicon Quantum series by Schneider Electric, and are in good condition, although the CPU's do not support the current Unity programming software.
- 4 - ACCESS CONTROL SYSTEM: The access control system allows the staff to enter doors and areas without control room intervention, using card or token readers at each door or elevator, and is also used for interlock override by the control room staff.
- 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: The facility has an administrative intercom phone system, consisting of a network of dedicated detention-grade master phone stations that allow for fast and easy inter communications between control room officers, management, medical, and other detention-oriented locations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Project remains on schedule (1 = Pass, 0 = Fail)	-	-	-	1
Outcome	Project stays within budget (1 = Pass, 0 = Fail)	-	-	-	1

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$390,000	\$0
Contractual Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$390,000	\$0
Program Total:	\$0		\$390,000	
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: 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	In Custody Victims Identified	101	100	45	100
Outcome	Juvenile Victims Identified	34	15	13	15
Outcome	Involved Cases Prosecuted	26	15	10	15
Outcome	Involved Cases Pending Prosecution	26	20	16	15

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	2017	2017	2018	2018
Personnel	\$177,709	\$0	\$184,372	\$0
Total GF/non-GF	\$177,709	\$0	\$184,372	\$0
Program Total:	\$177,709		\$184,372	
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 2017: 60050 In-Jail Human Trafficking



Program #60054 - HB3194 Justice Reinvestment - Escorts 4/12/2017

Department: Sheriff **Program Contact:** Jose Martinez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60055-17; 60091-17
Program Characteristics:

Executive Summary

Dedicated MCJRP Escort Deputies assure that all parties will have timely access to individuals in custody and facilitate the successful completion of pre-trial assessments to ensure the most appropriate services and sanctions available are included in community-based decisions by arranging and expediting offender assessment interviews within correctional facilities.

Program Summary

Probation and Parole Officers from the Department of Community Justice are responsible for conducting pre-trial assessments of MCJRP eligible defendants. These assessments are provided to the Prosecution, the Defense, and the Court to promote sentencing that is fully informed by all available risk assessment tools. To ensure that assessments take place within the short pre-trial time frame, PPOs and attorneys must have easy access to defendants who are in-custody.

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

This program provides funding for 1.3 FTE Escort Deputies at the Inverness Jail. These Deputies will help facilitate the inmate risk/need assessment interview process during week days.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of pre-trial assessments conducted	550	520	740	740
Outcome	Percentage of assessments that take place within the short pre-trial time frame	100%	100%	100%	100%

Performance Measures Descriptions

3194 assessments actuals= 360 (VOA justice reinvestment assessments =190 in first 7 months of program) total 550

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$130,610	\$0	\$131,123
Internal Services	\$0	\$12,173	\$0	\$14,738
Total GF/non-GF	\$0	\$142,783	\$0	\$145,861
Program Total:	\$142,783		\$145,861	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Indirect for Dept. Admin	\$8,724	\$0	\$11,211	\$0
Intergovernmental	\$0	\$132,035	\$0	\$145,861
Beginning Working Capital	\$0	\$10,748	\$0	\$0
Total Revenue	\$8,724	\$142,783	\$11,211	\$145,861

Explanation of Revenues

\$145,861 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2017: 60054 HB3194 Justice Reinvestment - Escorts

Department: Sheriff **Program Contact:** Katie Burgard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60054-17; 60091-17
Program Characteristics:

Executive Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. Early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members. This program provides a Program Administrator to coordinate a dedicated 59 bed dorm for Justice Reinvestment programming.

Program Summary

Research has shown that education provided to incarcerated individuals addressing readiness for addictions treatment and employment can increase an opportunity for success resulting in a potential for reduced recidivism. Bringing a targeted group of offenders together within one dorm allows an increase in access to professionals and programming.

MCJRP eligible inmates will be identified early to allow for pre-conviction services and continue on a more intensive track once formally sentenced. As the process develops, MCJRP participants in the dorm will have the opportunity to act as peers to assist new participants in positive social interactions and role modeling. Already existing in-jail programming will be restructured and partnerships will be expanded to develop additional services in order to remain fiscally responsible and maximize resources. In addition, the increase of multidisciplinary staff within jail housing will offer a positive and productive milieu to promote offender participation. By building rapport between MCSO staff, DCJ, community service providers, and offenders in custody we will encourage healthy relationships and continuity of care once released.

Coordination of intensive in-jail programmatic intervention based on the assessed needs of MCJRP eligible inmates helps increase the likelihood of success in the community post release. In-jail MCJRP intervention requires a partnership between MCSO and the Department of Community Justice to create a dedicated housing location within MCSO's Inverness Jail allowing for saturated in-jail programming and proactive linkage to community providers therefor offering an increased opportunity for offender success upon release.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of MCJRP inmates placed in dedicated dorm to receive in jail programming	130	150	220	220
Outcome	Average number of programming hours (not including work crew) attended daily per inmate	2.25	5	4	4

Performance Measures Descriptions

Performance measures were changed between FY16 and FY17 to report data more specific to Sheriff's Office performance. Data will come from SWIS and the programs database.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$106,380	\$0	\$152,085
Internal Services	\$0	\$9,914	\$0	\$17,094
Total GF/non-GF	\$0	\$116,294	\$0	\$169,179
Program Total:	\$116,294		\$169,179	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$7,106	\$0	\$13,003	\$0
Intergovernmental	\$0	\$104,991	\$0	\$169,179
Beginning Working Capital	\$0	\$11,303	\$0	\$0
Total Revenue	\$7,106	\$116,294	\$13,003	\$169,179

Explanation of Revenues

\$169,180 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2017: 60055 HB3194 Justice Reinvestment - Program Administrator

Department: Sheriff **Program Contact:** Raimond Adgers
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

MCSO will support Corrections Health by increasing its Clinic Escort Deputy Staff by one thus creating a swing shift seven days a week. This will significantly increase inmate access to mental health clinicians, physicians, nurse practitioners, and physician assistants. Moreover, the length of appointments and quality of care will be enhanced by extending hours of clinician availability. This increase of 1.82 FTE for Corrections Deputy staffing will have significant positive outcomes for both MCSO and Corrections Health.

Program Summary

Corrections Health currently operates clinics within MCDC and MCIJ. Currently, clinics are operated during the day shift, Monday through Friday. This schedule often does not allow for the ease of movement of inmates seeking medical or mental health appointments due to staffing short falls. Other aspects of jail operations which require the presence of an Escort Deputy such as court appearance movements, off-site for work crew projects, kitchen work crews, attorney visits, social services visits and other necessary tasks often limits staffing. These multiple demands on Escorts at times limit the ability to move inmates for medical/mental health appointments due to the lack of Escort Deputy availability.

MCSO has assessed, through collaboration with Corrections Health, that the need for increased access to medical/mental health appointments exists to a greater degree at the MCDC Clinic. As such, the dedication of one additional Clinic Escort Deputy for a second shift, seven days a week, at MCDC will allow medical/mental health appointments to be made much more frequently thus significantly increasing access for inmates to these critical services. A further expected positive outcome of this improvement is the shortening of jail stays, lessening of the use of force events, increased therapeutic assessments, fewer injuries to inmates and staff, potential release from custody, and an increased placement of inmates in the appropriate venues such as MCIJ, LEAD, Unity Center, Hospital, etc.

The upstaffing of the Clinic Escort Deputy position allows for the safe and secure management of the inmate population requiring Clinic services and creates a safe and secure working environment for Corrections Health Staff. The expansion of the presence of the Clinic Escort Deputy will significantly enhance an inmate's ability to attend medical/mental health appointments and will increase access for clinicians to better serve the inmate population.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total count of inmates moving to and from the clinic each month on evening shift	-	-	-	178
Outcome	Total count of nursing assessments / visits each month on evening shift	-	-	-	118

Performance Measures Descriptions

Next Year Offer estimates from Andrew Freitas, Corrections Health

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$186,380	\$0
Total GF/non-GF	\$0	\$0	\$186,380	\$0
Program Total:	\$0		\$186,380	
Program FTE	0.00	0.00	1.82	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff

Program Contact: Jason Gates

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, County Ordinances and contract city codes. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent performance measurements met in Division	85%	90%	85%	85%
Outcome	Number of new hires in Enforcement Division	37	13	15	15

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin. During agency restructuring, some units moved from Enforcement to Business Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$372,602	\$0	\$389,026	\$0
Contractual Services	\$52,470	\$0	\$52,470	\$0
Materials & Supplies	\$147,624	\$0	\$147,624	\$0
Internal Services	\$258,575	\$0	\$175,226	\$0
Total GF/non-GF	\$831,271	\$0	\$764,346	\$0
Program Total:	\$831,271		\$764,346	
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 2017: 60060 Enforcement Division Admin

Department: Sheriff **Program Contact:** Monte Reiser
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Patrol Unit protects citizens residing and/or recreating in unincorporated Multnomah County by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education throughout the communities. Patrol provides emergency preparedness, assistance and intervention as part of the treatment service continuum. Patrol deputies and sergeants develop and implement community policing projects utilizing community based policing principles and frontline human services while providing safety to citizens.

Program Summary

Patrol provides 24/7 protection of life and property for visitors and residents living in the unincorporated areas of Multnomah County. They provide protection services by responding to service calls through the 911 system, non-emergency dispatch or self-initiated field activities. Deputies are the first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and use problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health and mental health services. Traffic safety through education and intervention provides safe streets and highways to access commerce and recreation opportunities for the community. A visible public safety system is critical for citizens in feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety. The Patrol Unit works actively with citizen groups and neighborhood associations to develop agreed upon response plans for identified problems. The Patrol Unit provides the introduction of county wide social service programs to the community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Calls for service	59,062	60,000	57,166	58,000
Outcome	Number of arrests generated from calls for service	3,145	3,100	3,388	3,300
Outcome	Average response time (minutes)	12	15	12	12

Performance Measures Descriptions

Calls for service includes self-initiated and dispatched incidents. Response time is for dispatched calls only. Data from BOEC. Arrest data from RegJIN. Increases calls for service and arrests due to Troutdale consolidation.

Legal / Contractual Obligation

ORS 206.010, General duties of sheriff ORS 204.635, Deputies of sheriff; special appointment, authority of; liability of ORS 206.210, Authority of sheriff over organization of office ORS 206.345, Contracts with cities, authority under contract ORS 401.560, Search and Rescue, responsibilities of sheriff.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$8,662,999	\$95,010	\$8,694,710	\$96,715
Contractual Services	\$2,348	\$3,000	\$2,348	\$3,000
Materials & Supplies	\$404,436	\$9,807	\$414,268	\$46,443
Internal Services	\$966,206	\$8,183	\$1,123,209	\$13,842
Capital Outlay	\$233,990	\$0	\$282,990	\$0
Total GF/non-GF	\$10,269,979	\$116,000	\$10,517,525	\$160,000
Program Total:	\$10,385,979		\$10,677,525	
Program FTE	50.87	0.00	51.87	0.00

Program Revenues				
Indirect for Dept. Admin	\$5,865	\$0	\$10,529	\$0
Intergovernmental	\$0	\$65,000	\$0	\$90,000
Other / Miscellaneous	\$0	\$20,000	\$0	\$23,000
Beginning Working Capital	\$0	\$9,000	\$0	\$25,000
Service Charges	\$3,342,191	\$22,000	\$3,396,317	\$22,000
Total Revenue	\$3,348,056	\$116,000	\$3,406,846	\$160,000

Explanation of Revenues

General Fund: \$400 - Misc. Patrol/Security Services Provided; \$35,914 - Patrol Services provided to Maywood Park (2.17% CPI increase from Prev. Year); \$414,249 - Patrol Services provided to Wood Village (2.17% CPI increase from Prev. Year); \$2,945,754 - Troutdale Contract (2.17% CPI increase from Prev. Year);

Fed/State Fund: \$22,000 - Patrol Services to OR State Parks within Multnomah County; \$8,000 - OSSA Seatbelt Grant; \$15,000 - OSSA DUII Grant; \$60,000 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections.

Special Ops Fund: \$30,000 - Reimbursement from OR Fire Marshal for Hazardous Materials Activities, \$25,000 - Estimated carry-over from FY17.

Significant Program Changes

Last Year this program was: FY 2017: 60063 Patrol

Added 1.0 FTE Lieutenant position by reallocating funds elsewhere within the Sheriff's Office.

Department: Sheriff **Program Contact:** Monte Reiser

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

Related Programs:

Program Characteristics:

Executive Summary

The Civil Unit is the enforcement arm of the civil and probate court system. Notice and enforcement actions originate through the civil, probate, and family courts and are processed through the delivery and services made by this unit. Civil enforcement actions are statutorily mandated to the Sheriff.

Program Summary

The Civil Unit is the ministerial arm of the circuit court. All court actions are initiated through a written notification to parties of a pending action and these documents are delivered by the Civil Unit. Through the Civil Unit, court orders to seize and sell property, satisfy landlord/tenant actions, and enforce child custody disputes are enforced in an objective, fair, and equitable manner in compliance with Oregon statutes and rules on civil procedure. Through probate court, families, police officers and other interested parties seek involuntary commitment for allegedly mentally ill persons suffering from episodes so debilitating that they are a danger to themselves or others. The Civil Unit deputy locates, transports, and provides security for the person and the court. When domestic violence threatens the family unit, deputies in the Civil Unit serve domestic violence restraining orders to protect family members from violence and aggressive behavior.

Civil Unit deputies experience incidents of physical resistance when performing their duties. In particular, evictions may involve subjects who barricade themselves requiring a substantial dedication of resources and time. Often times, these incidents require the skill of the Multnomah County Special Weapons and Tactics Team to perform a measured response tactical entry into the residence to execute the eviction while providing safety for nearby citizens. Persons subject to the court's orders have threatened harm to uniformed staff, displayed firearms, discharged firearms, and fortified apartments and homes to prevent the court action. It is routine for persons to hide within dwellings to avoid being contacted by civil deputies. A balanced public safety system provides citizens the ability and right to address their grievances in a safe, fair, and equitable manner.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals served through civil process	13,027	13,000	14,000	15,000
Outcome	Percent protective orders served	89%	80%	60%	80%
Output	Number of evictions	850	850	850	900

Performance Measures Descriptions

Data from the "Civil Process" data base.

"Percent successfully served documents" is reduced due to varying "titles" of civil documents thus one documented service may involve multiple types of civil process.

Legal / Contractual Obligation

ORS 107.720-730, 206.010-070 and 180, 433.355, 93.530 and Chapter 23. Oregon Rules on Civil Procedure Rule 7.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,405,798	\$0	\$1,462,116	\$0
Contractual Services	\$1,173	\$0	\$1,173	\$0
Materials & Supplies	\$40,465	\$0	\$40,465	\$0
Internal Services	\$85,536	\$0	\$109,988	\$0
Total GF/non-GF	\$1,532,972	\$0	\$1,613,742	\$0
Program Total:	\$1,532,972		\$1,613,742	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Fees, Permits & Charges	\$500,000	\$0	\$300,000	\$0
Service Charges	\$202,000	\$0	\$202,000	\$0
Total Revenue	\$702,000	\$0	\$502,000	\$0

Explanation of Revenues

General Fund:
\$300,000 - Civil Process Fees and Civil Foreclosure Fees due to property sales
\$200,000 - Circuit Court Revenue
\$2,000 - Reimbursement for State Extraditions

Based on FY 2017 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2017: 60064 Civil Process

In FY 2017, moved 1.00 FTE from this program offer to the Law Enforcement Support program offer 60016A.

Department: Sheriff **Program Contact:** Marc Shrake
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Sheriff's River Patrol Unit partners with the Oregon Marine Board, the Port of Portland, and the U.S. Coast Guard to provide safe commercial and recreational access and passage to the county's 110 miles of waterways along the Columbia River, Willamette River, Sandy River and Multnomah Channel. The River Patrol Unit provides law enforcement and search and rescue services to all river, lake, shoreline and island locations in Multnomah County.

Program Summary

The River Patrol Unit provides protection and intervention for the numerous county moorages, marinas, and houseboat communities. The country's fifth largest port requires unobstructed ingress and egress of commercial ship movement into the region. Marine deputies respond to all life threatening marine calls for service such as boat collisions, drowning, missing persons, and environmental hazards. Deputies provide boater safety education and intervention through classroom, boat inspections and enforcement activities. It is crucial for the local economy that cargo vessels, carrying consumer products, efficiently transport these goods in a timely and efficient manner. In FY 2015, the Port of Portland moved 8,380,848 short tons of cargo through its facilities and there were 352 calls to port terminals by ocean-going vessel. Community livability contributes to a thriving economy and access to work, cultural, and recreational activity is an important element of a thriving economy. River Patrol participates in regional multi-agency marine security drills to promote efficient coordination of first responder resources. This unit provides critical infrastructure security protection along Multnomah County waterways. The Oregon Marine Board contributes approximately one third of the funding needs for the Sheriff's Office River Patrol. The River Patrol Unit is key to emergency preparedness on/near the regional waterways; they participate in numerous agency collaborations and are a significant function to a visible public safety system.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Hours of community water safety education	326	230	368	250
Outcome	Number of citizens issued boater examination reports, warning, and citations	2,700	3,400	2,700	2,700

Performance Measures Descriptions

Data from Oregon State Marine Board website "Number of citizens issued boater examination reports, warning, and citations" includes the following boater contact types: HIN Insp, Pass MTR, Fail w/warn MTR, Fail w/cite MTR, Pass NM, Fail w/warn NM, and Fail w/cite NM. (Education for FY13 plus 59 prep hours, FY14 40 prep hours).

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	2017	2017	2018	2018
Personnel	\$1,536,584	\$858,346	\$1,524,549	\$768,448
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$181,333	\$63,712	\$181,333	\$58,895
Internal Services	\$109,518	\$12,276	\$123,417	\$4,144
Capital Outlay	\$33,797	\$0	\$33,797	\$0
Total GF/non-GF	\$1,862,232	\$934,334	\$1,864,096	\$831,487
Program Total:	\$2,796,566		\$2,695,583	
Program FTE	9.50	5.00	9.50	5.00

Program Revenues				
Indirect for Dept. Admin	\$8,799	\$0	\$3,152	\$0
Intergovernmental	\$0	\$888,334	\$50,000	\$790,487
Other / Miscellaneous	\$0	\$30,000	\$0	\$25,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$8,799	\$934,334	\$53,152	\$831,487

Explanation of Revenues

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$790,487 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$25,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

General Fund:

\$50,000 - Riverplace Docks Project w/Portland Parks & Rec

Significant Program Changes

Last Year this program was: FY 2017: 60065 River Patrol



Program #60066A - Detectives, INTERCEPT, Elder Abuse

4/12/2017

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides for investigation of all crimes, including those involving homicide, sexual assault, burglary, fraud and theft to citizens and business, crimes against children, the elderly and property crimes.

County-wide services provided by the Sheriff's Office includes investigations of crimes committed against children by use of technology (INTERCEPT).

Program Summary

Detectives investigate all crimes that are not concluded by patrol deputies. The Detective Unit is responsible for responding to the scenes of crimes, conducting preliminary and follow-up investigations, preparing the required investigative reports, preparing an analysis of the report, apprehending the suspect, preparing the case for a successful prosecution, and testifying in court. The MCSO Detectives are part of the East County Major Crimes Team. The Countywide Investigation program funds the Sheriff's Office participation in several inter-agency teams. These teams are able to pool resources and leverage personnel for more effective results.

The Detective Unit also registers approximately 450 sex offenders annually and conducts sex offender compliance sweeps.

The INTERCEPT detective works in a Multi-Sheriff Office and Department of Justice team in the tri-county jurisdiction. This detective investigates state and federal laws relating to crimes against children, child pornography, child exploitation and the use of computers to promote these crimes.

The Elder Abuse detective also works in a multidisciplinary team that works together to help keep seniors safe and investigates crimes against the elderly. The primary purpose of the Elder Abuse Detective is to help victims – current victims, future victims, potential victims. When elders are financially abused the best way to help them is to give them a sense of justice through effective investigation and prosecution which can result in restitution as part of the judgment. This detective works directly and is housed with Multnomah County Adult Protective Services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total cases investigated	519	1,600	450	450
Outcome	Total cases cleared	358	750	300	400
Output	Person crime cases investigated	222	160	180	160
Outcome	Person crime cases cleared	168	130	140	130

Performance Measures Descriptions

Data from Law Enforcement Associates Data Technologies caseload database and RMS.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,564,566	\$63,893	\$1,618,117	\$62,790
Contractual Services	\$7,596	\$0	\$7,596	\$0
Materials & Supplies	\$27,854	\$0	\$27,854	\$0
Internal Services	\$148,892	\$5,955	\$210,074	\$7,058
Total GF/non-GF	\$1,748,908	\$69,848	\$1,863,641	\$69,848
Program Total:	\$1,818,756		\$1,933,489	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$4,268	\$0	\$5,369	\$0
Intergovernmental	\$0	\$69,848	\$0	\$69,848
Total Revenue	\$4,268	\$69,848	\$5,369	\$69,848

Explanation of Revenues

\$69,848 - Sexual Assault Kit Initiative (SAKI) grant

Significant Program Changes

Last Year this program was: FY 2017: 60066 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	2017	2017	2018	2018
Personnel	\$963,703	\$30,188	\$1,015,666	\$30,193
Contractual Services	\$0	\$233,180	\$0	\$326,440
Materials & Supplies	\$3,834	\$169,309	\$3,834	\$214,545
Internal Services	\$34,989	\$40,323	\$854	\$154,822
Total GF/non-GF	\$1,002,526	\$473,000	\$1,020,354	\$726,000
Program Total:	\$1,475,526		\$1,746,354	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$28,902	\$0	\$55,802	\$0
Intergovernmental	\$0	\$93,000	\$0	\$113,000
Other / Miscellaneous	\$0	\$130,000	\$0	\$203,000
Beginning Working Capital	\$0	\$250,000	\$0	\$410,000
Service Charges	\$20,000	\$0	\$37,753	\$0
Total Revenue	\$48,902	\$473,000	\$93,555	\$726,000

Explanation of Revenues

General Fund: \$20,000 - Overtime Reimbursement for aiding on ATF Task Force cases; \$17,753 - Reimbursement for US Marshal Fugitive Task Force Activity

Fed/State Funds: \$3,000 - Marijuana Eradication Grant; \$50,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$110,000 - Carry-over from Fiscal Year 2017; \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant.

Special Ops Funds: \$3,000 - Proceeds from Seizure/Forfeiture Auctions; \$200,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$300,000 - Carry-over from FY17.

Significant Program Changes

Last Year this program was: FY 2017: 60067 Special Investigations Unit

Reduction in SHSP grant funding in FY 2018. The \$17,919 amount was one-time-only for FY 2017.

Moved 1.00 FTE to this program offer from Program Offer 60068A to align with actual operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$581,785	\$0	\$997,395
Internal Services	\$0	\$54,222	\$0	\$112,107
Total GF/non-GF	\$0	\$636,007	\$0	\$1,109,502
Program Total:	\$636,007		\$1,109,502	
Program FTE	0.00	4.00	0.00	7.00

Program Revenues				
Indirect for Dept. Admin	\$38,863	\$0	\$85,277	\$0
Service Charges	\$0	\$636,007	\$0	\$1,109,502
Total Revenue	\$38,863	\$636,007	\$85,277	\$1,109,502

Explanation of Revenues

Special Ops Fund:
 \$1,109,502 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was: FY 2017: 60071 TriMet Transit Police

This program offer has been increased by 3.00 Deputy FTE for FY 2018.

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

MCSO, in partnership with the Department of Justice, the local U. S. Attorney, and other stakeholders, provides public awareness of human trafficking, identifies victims of severe trafficking, and assists victims who are willing to cooperate in the investigation of traffickers to obtain continued presence and/or a temporary visa.

Program Summary

MCSO will develop training materials for officers and investigators to improve their identification of human trafficking victims. In addition to providing training to police officers, MCSO will also train its jail and court personnel to identify trafficking victims who may have been overlooked by the police and other investigators. A key component of this training is the development of written protocols and resource manuals that enhance coordination and sharing of information and resources between law enforcement agencies, victim service providers, and the community. MCSO will develop protocols for resource referral and service provisions for U.S. and foreign born victims of human trafficking. MCSO will continue to work with domestic and foreign born law enforcement task forces, victim service providers, community members, and expand the training to medical personnel, flight attendants, health inspectors, fire marshals, code enforcement, and others to identify the signs of human trafficking. MCSO has developed trusting relationships with foreign born victim service providers in order to work with and assist vulnerable immigrant communities. This outreach consists of a U visa program and human rights outreach and education to improve relationships with immigrant communities that are afraid or distrusting of law enforcement. MCSO realizes that law enforcement must reach out to these communities to prove we are here to help them without fear of jail or deportation.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of investigations assigned	16	25	8	10
Outcome	Number of victims located	117	100	100	100
Output	Training hours re human trafficking provided to law enforcement and civilians	350	250	250	250

Performance Measures Descriptions

Data from hand counts of reports compiled by Deputy Bickford.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$138,709	\$0	\$144,541	\$0
Total GF/non-GF	\$138,709	\$0	\$144,541	\$0
Program Total:	\$138,709		\$144,541	
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 2017: 60073 Human Trafficking Task Force

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Metro serves Clackamas, Multnomah, and Washington counties, and the 25 cities in the Portland metropolitan area. One of Metro's principle missions is to protect open space and parks. Within this mission, the MCSO Metro Services Unit consists of a detective who enforces disposal laws and Metro's rules and regulations for disposal and two corrections deputies that are in charge of two inmate work crews assigned to cleaning up illegal dump sites.

Program Summary

Through a contract with Metro, a regional government that serves Multnomah, Clackamas, and Washington counties, the Sheriff's Office provides one detective to combat illegal dumping. The detectives in this unit have knowledge of applicable laws and ordinances and work to enforce these laws. This includes (but is not limited to): investigation and surveillance of companies that haul waste to determine if they are disposing of solid waste properly, investigation of incidents of illegal dumping, coordination of efforts to curtail problems and educate stakeholders with issues associated with solid waste, surveillance of chronic dump sites, and the coordination of the legal removal of chronic transient camps.

Illegal dumping is a crime. Illegal dumping is a major problem that raises significant concerns with regard to safety, property values, and quality of life in our community. In addition, it is a major economic burden on local government, which is typically responsible for cleaning up dump sites. If not addressed, illegal dumps often attract more waste, potentially including hazardous wastes such as asbestos, household chemicals, paints, automotive fluids, and commercial or industrial wastes. Health risks associated with illegal dumping are significant. Metro protects open space and parks, plans for land use, and transportation, and manages garbage disposal and recycling for 1.3 million residents in three counties and 25 cities in the Portland, Oregon region. The MCSO Metro Services Unit combats illegal dumping.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number flow control and regulatory cases cited	5	12	7	10
Outcome	Dollar amount of flow control and regulatory penalties	\$954	\$750	\$750	\$750

Performance Measures Descriptions

Per Stephanie Rawlings of METRO: Numbers are for the program as a whole and do not reflect the actions of any single individual. Numbers are for flow control cases only. Data from METRO's internal case load manager. The Deputies are also asked to help investigate impacts/damages to Metro properties. These investigations take about two weeks to complete and can be time consuming. 112 flow control cases and regulatory cases investigated only 5 of those cases resulted in citations, the others were closed through education.

Legal / Contractual Obligation

Contract with Metro.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$20,806	\$474,872	\$21,681	\$489,037
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$44,370	\$0	\$55,102
Total GF/non-GF	\$20,806	\$520,442	\$21,681	\$545,339
Program Total:	\$541,248		\$567,020	
Program FTE	0.15	3.45	0.15	3.45

Program Revenues				
Indirect for Dept. Admin	\$31,802	\$0	\$41,915	\$0
Service Charges	\$0	\$520,442	\$0	\$545,339
Total Revenue	\$31,802	\$520,442	\$41,915	\$545,339

Explanation of Revenues

Special Ops Fund:
\$545,340 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2017: 60074 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Personnel	\$864,411	\$41,612	\$897,062	\$43,362
Materials & Supplies	\$5,103	\$0	\$5,103	\$0
Internal Services	\$3,780	\$3,878	\$6,113	\$4,873
Capital Outlay	\$10,000	\$0	\$10,000	\$0
Total GF/non-GF	\$883,294	\$45,490	\$918,278	\$48,235
Program Total:	\$928,784		\$966,513	
Program FTE	5.95	0.30	5.95	0.30

Program Revenues				
Indirect for Dept. Admin	\$2,780	\$0	\$3,707	\$0
Intergovernmental	\$324,237	\$0	\$335,087	\$0
Service Charges	\$46,358	\$45,490	\$46,358	\$48,235
Total Revenue	\$373,375	\$45,490	\$385,152	\$48,235

Explanation of Revenues

General Fund:
\$46,358 - Corbett School District pays a portion of the cost of the SRO
\$335,087 - Reynolds School District pays for three .75 FTE SROs

Fed/State Fund:
\$48,236 - Patrol Services provided to the US Forest Service during summer months

Significant Program Changes

Last Year this program was: FY 2017: 60075 School & Community Resource Officer Program

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of victims and children served	293	375	200	200
Outcome	Total people served	518	500	200	300
Output	Number of training's conducted	55	35	30	35
Outcome	Total number of people trained	1,159	600	600	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). ** 1/3 staffing levels in first 1/2 of FY17 affected the amount of participants DVERT was able to serve.

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	2017	2017	2018	2018
Personnel	\$100,696	\$33,565	\$103,690	\$34,564
Total GF/non-GF	\$100,696	\$33,565	\$103,690	\$34,564
Program Total:	\$134,261		\$138,254	
Program FTE	0.75	0.25	0.75	0.25

Program Revenues				
Intergovernmental	\$0	\$33,565	\$0	\$34,564
Total Revenue	\$0	\$33,565	\$0	\$34,564

Explanation of Revenues

Fed/State Fund:
 \$34,564 - .25 FTE of Deputy Sheriff funded by Domestic Violence Grant

Significant Program Changes

Last Year this program was: FY 2017: 60076 Domestic Violence Enhanced Response

Department: Sheriff

Program Contact: Bryan White

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Logistics Unit manages the Sheriff's Office fleet operations. This includes procurement and installation of electronic technology for fleet vehicles. This unit oversees maintenance and building modifications for the Sheriff's Office. Additional responsibilities are equipping personnel, processing evidence seized, and controlling agency communication needs.

Program Summary

The Logistics Fleet Section is responsible for the acquisition, repair, and maintenance of approximately 225 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so that they can, then, perform their duties and tasks at an optimal level. They also coordinate radio template upgrades, activation and deletion of Mobile Data Computers & 700 MHz radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics is an integral support for both the Law Enforcement and Corrections operational functions in the Sheriff's Office. Functions such as fleet, radio and evidence handling are critical to operations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of evidence exhibits received, processed and bar-coded	13000	16,000	13000	16,000
Outcome	Number of cases closed and disposed	4200	5,000	4200	4500
Output	Number of vehicle movements for maintenance and repair	700	1000	600	600

Performance Measures Descriptions

"...evidence exhibits received, processed and bar-coded" and "...cases closed and disposed" from internal evidence database and LPT Tom Mitchell. "Vehicle movements for maintenance and repair" data from an internal database, provided by LPT Cory Reyes. Vehicle movements are down due to a coordinated effort between the Logistics Unit and County Fleet to provide more service appointments that enable MCSO members to take their assigned vehicle to the County Shops for their service appointment themselves. This model is desirable as it generally creates less "down time" for MCSO vehicles.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$462,377	\$0	\$461,693	\$0
Materials & Supplies	\$12,016	\$0	\$12,016	\$0
Internal Services	\$187,609	\$0	\$210,853	\$0
Total GF/non-GF	\$662,002	\$0	\$684,562	\$0
Program Total:	\$662,002		\$684,562	
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 2017: 60078 Logistics Unit

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides for the continued participation of the Sheriff's Office in the East Metro Gang Enforcement Team (EMGET). East Multnomah County has experienced a significant increase in crime, much of which can be attributed to an increase in gang-related activity.

Program Summary

MCSO participates in the interagency East Metro Gang Enforcement Team (EMGET). No individual law enforcement agency can adequately respond to this unique threat to life, property, and quality of life that has no jurisdictional bounds. As a result, East County law enforcement agencies have banded together to seek grants; improve interagency and interdisciplinary communications; coordinate field efforts, records, and information databases; empower residents and businesses to present a united front to counter gang activity; work in close cooperation with social services to address the issues that led persons into gangs and in preventative measures for those at risk for joining gangs; and collectively working with specifically assigned members of the District Attorney's Office to prosecute the gang involved criminal conduct. All these collective efforts are to identify gang members; reduce actual and feared gang related criminal activity; empower the community to unite against gang activities and influence; and provide enhanced and focused law enforcement efforts to reduce actual and feared gang related criminal activity.

In areas east of 162nd Avenue, the EMGET provides focused investigative assets towards gang related violent and other high impact neighborhood crimes; conducts proactive measures to prevent gang related crimes and activities; provides expertise to regular field staff and the community in gang issues; and collaborates with other criminal justice partners, social services, and neighborhoods to identify gang related issues and solve gang related problems. Criminal Justice partners include but are not limited to the Transit Police Detail, Portland Police Bureau, area School Resource Officers, Gresham Police Department, Fairview Police Department, Multnomah County Sheriff's Office, Multnomah County Department of Community Justice, and the US Marshal's Service. The deputy on EMGET is part of a close knit collaborative team also comprised of Police Officers from the cities of Fairview, and Gresham.

Presentations are made in high schools, middle schools, and community and business groups in regards to deterring gang involvement and gang involved activities. The EMGET also works with the Oregon Department of Justice to document confirmed gang members in a statewide database.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of cases referred to DA for prosecution	97	70	60	70
Outcome	Number of weapons seized	58	50	66	50

Performance Measures Descriptions

Data from EMGET, Gresham Police Administrative Assistant Ami Staples - 503-618-2253.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$402,783	\$0	\$414,756
Materials & Supplies	\$0	\$3,000	\$0	\$0
Internal Services	\$0	\$37,819	\$28,410	\$46,619
Total GF/non-GF	\$0	\$443,602	\$28,410	\$461,375
Program Total:	\$443,602		\$489,785	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$27,106	\$0	\$35,462	\$0
Intergovernmental	\$0	\$443,602	\$0	\$461,375
Total Revenue	\$27,106	\$443,602	\$35,462	\$461,375

Explanation of Revenues

Fed/State Fund:
 \$461,375 - Grant funding from Oregon Youth Authority for 3.0 FTE Gang Enforcement Deputies

Significant Program Changes

Last Year this program was: FY 2017: 60084 Gang Enforcement Deputy

Department: Sheriff **Program Contact:** Monte Reiser
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Members of the MCSO "Green Hornet Trail Rescue Team" are specially trained endurance athletes, tasked with the reducing search and rescue response times to missing and endangered persons at or near Columbia River Gorge trail locations.

Program Summary

Annually, the Multnomah County Sheriff's Office Search and Rescue Unit (SAR) experiences a high volume call workload from May through September in the late afternoon and early evening hours. Typically, a tourist hiker that has gone for a day hike at one of the many trailheads in the Columbia River Gorge National Scenic Area and, due to reduced daylight, has become disoriented which may result in injury or death. The MCSO "Green Hornet Trail Rescue and wilderness Law Enforcement Team" mission will be to decrease the Search and Rescue response times to missing and endangered person's calls at or near Columbia River Gorge trail locations.

MCSO currently has members who are physically fit endurance athletes who are experienced with hiking, trail running, map reading, etc. By providing SAR training and necessary equipment, this program will significantly decrease SAR response call times and increase the opportunity to locate the lost and possibly injured persons much faster resulting in reduced overtime expense to MCSO (SAR related overtime averages approximately \$100,000 per year). Twelve team members can provide preventative and proactive law enforcement/education functions during trailhead heavy use days, further reducing search incidents and impacting high incidents of property crime at these locations.

In FY 2015, the Green Hornet Trail Rescue and Wilderness Law Enforcement Services Team utilized budgeted funds to train and equip members under newly established Oregon State Sheriff's Association search and rescue standards. This training added new capabilities which allow the team to be more effective in evening and night hours better meeting the needs of the hikers who find themselves lost and requiring rescue services. In the past, many searches had to wait for the next day break, this changes the outcome in favor of the lost hikers by the rescue team being less restricted by night conditions. For FY 2017, this program seeks to continue training members in areas of nighttime deployment, wilderness law enforcement. Additionally, this program will develop strategies to actively engage in proactive education and enforcement activities response to property theft problems in the Columbia River Gorge National Scenic Area.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of searches for lost/missing hikers conducted	34	20	40	40
Outcome	Percentage of searches resulting in a found/rescued person	95%	90%	95%	95%
Output	Number of people provided hiking safety information	200	100	250	250

Performance Measures Descriptions

Data from emails but will improve with RegJIN data.

Legal / Contractual Obligation

Oregon Revised Statutes Chapter 404 - County sheriff's search and rescue authority and obligations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$9,823	\$0	\$10,141	\$0
Materials & Supplies	\$10,200	\$0	\$10,200	\$0
Total GF/non-GF	\$20,023	\$0	\$20,341	\$0
Program Total:	\$20,023		\$20,341	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60085 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

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	2017	2017	2018	2018
Personnel	\$175,173	\$0	\$183,109	\$0
Materials & Supplies	\$9,000	\$0	\$9,000	\$0
Internal Services	\$3,600	\$0	\$6,458	\$0
Capital Outlay	\$10,000	\$0	\$10,000	\$0
Total GF/non-GF	\$197,773	\$0	\$208,567	\$0
Program Total:	\$197,773		\$208,567	
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 2017: 60088 Gun Dispossession/VRO Detail

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60054-17; 60055-17; 60068-17
Program Characteristics:

Executive Summary

The Justice Reinvestment Detail (JRD), which is a multi-jurisdictional enforcement detail comprised of the Portland Police Bureau, Gresham Police Department, Multnomah County Sheriff's Office, Troutdale Police Department, and Fairview Police Department, was developed to support the successful community supervision of the Multnomah County Justice Reinvestment Program (MCJRP) offenders.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

In cooperation with parole and probation officers, enforcement officers serve arrest warrants and detainers, assist with home visits, and pro-actively patrol areas in which offenders reside or commit crimes. This program offer would fund 1 FTE Enforcement Deputy to work in conjunction with a City of Portland Police Officer in the community supporting the Justice Reinvestment program.

Effective intervention to increase the likelihood of success for MCJRP eligible individuals and protect public safety requires swift/certain sanctions, home visits, and enforcement of court orders and warrants. This makes individuals accountable to program and supervision requirements while they are in the community.

More than 60 Law Enforcement Officers and Sheriff's Deputies from all partner agencies have volunteered for overtime shifts to participate in the JRD. The JRD appears to be successful in providing the identified benefits. However, it is agreed that rotating officers and deputies is not optimal because it limits consistent contact and practices to most effectively support the partnership with PPOs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of arrest warrants and detainers served	68	65	70	75
Outcome	Number of assists to parole and probation officers	155	75	160	175

Performance Measures Descriptions

Current program began on November 2nd and the Law Enforcement team is comprised of One MCSO Deputy and one PPB Officer.

The data collected for reporting purposes will be pulled from RMS.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$138,709	\$0	\$144,541
Materials & Supplies	\$0	\$901	\$0	\$901
Internal Services	\$0	\$13,011	\$0	\$16,347
Total GF/non-GF	\$0	\$152,621	\$0	\$161,789
Program Total:	\$152,621		\$161,789	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$9,326	\$0	\$12,435	\$0
Intergovernmental	\$0	\$122,295	\$0	\$161,789
Beginning Working Capital	\$0	\$30,326	\$0	\$0
Total Revenue	\$9,326	\$152,621	\$12,435	\$161,789

Explanation of Revenues

Fed/State Funding:
 \$161,789 - HB3194 Funding for Fiscal Year 2018.

Significant Program Changes

Last Year this program was: FY 2017: 60091 HB3194 Justice Reinvestment - Enforcement Deputy